



मुंबई विद्यापीठ
University of Mumbai
Re-accredited with A++ Grade
(CGPA 3.65) by NAAC (3rd Cycle 2021)

Restructured & Revised Syllabus
Credit based Semester and Grading System
for
Master of Management Studies (MMS)
Semester I & II

2 Years full-time Masters Degree
Program in Management

(Effective from the academic year 2024-25)

Name of the Program: MASTER OF MANAGEMENT STUDIES (MMS)

Nature of the Program: MMS (Master of Management Studies) is a 2 year Full-time Master's Degree course of University of Mumbai.

Eligibility Criteria: As per the directives of the Directorate of Technical Education, Government of Maharashtra

Preamble

Technological advancements, innovations, and socioeconomic shifts all become influencing factors in management education. In order to ensure that management students are able to attain necessary levels of industry relevant knowledge, skills and practical outlook, it is necessary to incorporate emerging industry practices in instructional process. The management students are also expected to benefit from short-term live projects, field projects, On-the-job training opportunities, industry internships and research projects as these can provide students an understanding of the industry environment and working methods. It is also increasingly expected to that management studies should be able to equip the management students to launch their own start-ups and to become entrepreneurs. Hence, in view of above, revision in curriculum of Masters in Management Studies becomes pertinent.

The AICTE Model Curriculum standards have been taken into account by integrating pertinent new topics into all of the program's specializations. Additionally, adherence to the National Higher Education Qualification Framework 2023 (NHEQF 2023) and National Education Policy 2020 (NEP 2020) principles, which place a strong emphasis on developing skills through projects and practical work that outlines the goals and learning outcomes for each topic also have been taken into consideration. The revised curriculum has incorporated the opportunity for multiple entry and exit based on NHEQF guidelines.

Revised curriculum places a high focus on quantitative and analytics techniques for aiding the students in comprehending corporate practical knowledge as well as the patterns and interpretation of massive amounts of data through business analytical tools.

Need for Revision and Restructuring of the MMS Curriculum:

Post Covid-19, human resource favour hybrid or remote work arrangements. A few traditional theories of organizational behaviour, HR, and recruitment are still clinging hard to the past. The new wave of fin-tech companies has been fiercely competing with banks. Automated and custom-made manufacturing is replacing the traditional manufacturing practices. Marketing has changes with strengthening of social media, influences and digital content creators, integration of AI and ML in marketing practices.

In addition, the transdisciplinary, pragmatic, and ethical concerns and issues that business leaders encounter today need to be woven as part of curriculum design and learning in the MMS program. The MMS program requires rebalancing to connect the hard and soft abilities that have become very pertinent for managers. The curriculum needs to capture following:

- Shifting aspects of enterprises and economies globally
- Technological advancement and market dynamics
- The emergence of new companies and business models
- Emphasis on experiential and application-oriented learning
- Matching stakeholders' expectations, including those under NEP 2020 and NHEQF

Program Outcomes - MMS Program:

- PO1: Apply knowledge of management theories and practices to solve business problems
- PO2: Foster analytical and critical thinking abilities for data-based decision-making
- PO3: Ability to develop value based leadership ability
- PO4: Ability to analyse and communicate global, economic, legal, and ethical aspects of business
- PO5: Ability to lead themselves and others in the attainment of organizational goals contributing effectively to team environment

Structure of the Revised MMS Curriculum

The courses under the revised structure and curriculum fall under two categories **Mandatory** and **Electives** (choice for students within specializations) leading towards specialization. The electives component provide flexibility for adoption of new courses that nurture professional competencies. In addition to the above, the curriculum also provides hands on learning opportunities through OJT, Field Projects, internships and industry and society relevant research projects.

The Learning levels expected to be attained as per Bloom's Taxonomy: under curriculum are: L1: Remembering; L2: Understanding; L3: Applying; L4: Analyzing; L5: Evaluating, and; L6: Creating.

Teachers are expected to impart knowledge along-with traditional teaching through new and innovative pedagogical approaches like Field Work, Workshops, Mentoring Sessions, Assignments, Quizzes, Live Projects, Case Studies, Presentations, Simulations, Industrial Visits, Use of statistical software and other data analysis and application tools, Inculcation of industry specific skills and training & development sessions through co-curricular activities.

The Formative Assessment and Summative Assessment to be in Ratio – 40:60. The suggested Formative Assessment pattern: Class Participation 10 Marks and remaining 30 marks based on minimum of 3 other assessment formats (Mid-term Test; Individual / Group presentations; Role-plays; Assignments; Projects; Case Study analysis; Quiz; any other innovative evaluation methodology). It must be ensured that all Course Outcomes across courses should be covered in the Formative and Summative Assessment process.

The MMS program structure is as follows:

MMS Program Structure

Year	Level	Semester	Major		R M	OJT/F P	R P	Cu m. Cre.	Degree / Diploma
			Mandatory (Sub.*Cr.)	Elective (Sub.*C r.)					
		Semester I	22 (3*4+5*2)	4 (2*2)	-	-	-	26	PG Diploma in Manage ment after 3 year UG Degree
		Semester II	14 (2*4+3*2)	4 (2*2)	4	4	-	26	
Cumulative Credits FY			36	8	4	4	-	52	
Exit Option: PG Diploma with additional 4 credits of OJT									
		Semester III	6 (1*4+1*2)	12 (6*2)	-	8	-	26	PG Degree after 3 year UG Degree
		Semester IV	6 (1*4 + 1 Seminar *2)	12 (3*4)			8	26	
Cumulative Credits SY			12	24	-	8	8	52	

Cumulative Credits FY+SY	48	32	4	12	8	104	
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FYMMS Syllabus Outline Outline of Semester I

Semester I					
Mandatory Courses					
Sr. No.	Course Type	Course	Number of Credits	Number of 90 minutes sessions	IA / UA*
1	Mandatory - General Management	Fundamentals of Management Theory and Practice	2	20	IA
2	Mandatory - Quantitative Techniques	Business Statistics	2	20	IA
3	Mandatory - Economics	Managerial Economics	2	20	IA
4	Mandatory - Finance	Financial Accounting for Business	2	20	IA
5	Mandatory - Human Resource	Organizational Behaviour	2	20	IA
6	Mandatory - Marketing	Fundamentals of Marketing	4	40	IA
7	Mandatory - Operations	Operations Management	4	40	IA

8	Mandatory - Systems	Information Technology for Business	4	40	IA
Elective Courses (Any Two)					
1	Elective	Managerial Communication	2	20	IA
2	Elective	Creativity and Design Thinking	2	20	IA
3	Elective	Legal and Tax Aspects of Business	2	20	IA
4	Elective	Bhartiya Management	2	20	IA

***IA – Internal Assessment; UA – University Assessment**

Outline of Semester II

Semester II					
Mandatory Subjects					
Sr. No.	Course Type	Course	Number of Credits	Number of 90 minutes sessions	IA / UA*
1	Mandatory - General Management	Business Research Methods	4	40	IA
2	Mandatory - Finance	Corporate Finance	4	40	IA
3	Mandatory - Human Resource	Human Resource Management	4	40	IA

4	Mandatory - Marketing	Application of Marketing Theory and Practise	2	20	IA
5	Mandatory - Operations	Decision Models in Management	2	20	IA
6	Mandatory - Systems	Information Systems and Digital Transformation	2	20	IA
7	OJT / Field Project	OJT / Field Project	4	-	IA
Electives – Any Two					
1	Elective	Entrepreneurship Management	2	20	IA
2	Elective	Economic Environment and Policy	2	20	IA
3	Elective	Business Analytics	2	20	IA
4	Elective	Cost and Management Accounting	2	20	IA
5	Elective	Foundations of Strategy	2	20	IA

***IA – Internal Assessment; UA – University Assessment**

Suggested Workshops

Semester I:

1. Basic Software Tools: MS Excel & Advance Excel

2. Personality Development, Grooming & Presentation Skills Training

Semester II:

1. Advanced Software Tools: Power Bi, Tableau, R Programming, SPSS
2. Social Media Marketing

Curriculum Content (Semester I & Semester II)

SEMESTER - I	10
Mandatory Course 1: Fundamentals of Management Theory and Practice	11
Mandatory Course 2: Business Statistics	14
Mandatory Course 3: Managerial Economics	17
Mandatory Course 4: Financial Accounting for Business	21
Mandatory Course 5: Organizational Behavior	24
Mandatory Course 6: Fundamentals of Marketing	28
Mandatory Course 7: Operations Management	31
Elective Course 1: Managerial Communication	39
Elective Course 2: Creativity & Design Thinking	44
Elective Course 3: Legal and Tax Aspects of Business	47
Elective Course 4: Bhartiya Management	49
SEMESTER - II	52
Mandatory Course 1: Business Research Methods	53
Mandatory Course 2: Corporate Finance	58
Mandatory Course 3: Human Resource Management	61
Mandatory Course 4: Application of Marketing: Theory and Practice	64
Mandatory Course 5: Decision Models in Management	67
Mandatory Course 6: Information Systems and Digital Transformation	70
Mandatory Course 7: OJT / Field Project	73
Elective Course 1: Entrepreneurship Management	75
Elective Course 2: Economic Environment and Policy	78
Elective Course 3: Business Analytics	82
Elective Course 4: Cost and Management Accounting	85
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Suggested Question Paper Format.....	107

SEMESTER - I

Mandatory Course 1: Fundamentals of Management Theory and Practice

Course Credits: 2

Course Outcomes:

- CO1: Understand the relationship between organization vision, mission, values and Objectives
- CO2: Apply the concepts and frameworks to business contexts
- CO3: Analyze the impacts of internal and external environment of a firm on its responses
- CO4: Evaluate issues in planning, organizing, leading and controlling functions of management
- CO5: Create a plan to address contemporary organizational issues based on the frameworks and theories covered.

Unit / Module	Content	CO Mapping	Hours Assigned
1	Personal aspirations: vision, mission, values; Personal aspirations: vision, mission, values; Differences in Vision, mission amongst different kinds of organisation and types of environments they operate in; Models of motivation;	CO1	3
2	Framework of analysing aspirations - Campbell & Yeung model; Coherence and alignment of organisation aspirations; Link between aspiration and business performance	CO1, CO2	3
3	Business environment: Operating in a Pluralistic Society, Technological and Innovative Environments	CO2, CO3	3

4	Social responsibility and Ethics: Ecological Environment, Social Responsibility of Managers, Ethics in Managing - An Integrative Approach	CO2, CO3	3
5	Planning, decision making & their impact: Types of Plans, Steps in Planning Objectives, Evolving Concepts in Management	CO1, CO2, CO3	3
6	Elements of organising: The Nature of Organizing, Entrepreneurship and Reengineering, Formal and Informal Organizations, Organizational Division: The Department, Organizational Levels and the Span of Management	CO2, CO3, CO4	3
7	Managing change: Managing Change, Organizational Conflict, Organization Development, The Learning Organization	CO2, CO3, CO4	3
8	Leadership: Ingredients of Leadership, Trait Approaches to Leadership, Charismatic Leadership Approach, Leadership Behaviour and Styles, Situational, or Contingency, Approaches to Leadership	CO2, CO3, CO4	3
9	Organization controls: The System and Process of Controlling, The Basic Control Process, Business Analytics, Critical Control Points, Standards, and Benchmarking, Control as a Feedback System, Real-Time Information and Control	CO2, CO3, CO4	3
10	Contemporary issues in management practice	CO3, CO4, CO5	3

Textbooks:

1. Essentials of Management, by Harold Koontz and Heinz Weihrich. 10th ed

Reference Books:

1. In Search of Excellence, Tom Peters
2. Made in Japan, Akio Morita
3. The Asian Miracle, Michael Schuman
4. Get Better or Get Beaten, Jack Welch
5. Principles of Management, Peter Drucker
6. People and Performance, Peter Drucker

Suggested Pedagogy -

1. Lectures and discussions
2. Case studies
3. Book presentations of recommended readings

Mandatory Course 2: Business Statistics

Course Credits: 2

Course Outcomes:

- CO1. RECALL the basic terminologies related to the concepts of Business Statistics
- CO2. UNDERSTAND statistics as a crucial tool for data analysis and making justifiable business decisions
- CO3. MAKE USE OF appropriate data to calculate statistical measures for solving business problem
- CO4. ANALYZE the data and draw inferences from statistical findings for various business solutions
- CO5. COMPARE the results of statistical tests for taking informed business decisions
- CO6. DEVELOP a statistical report for a given business situation

Unit / Module	Content	CO Mapping	Hours Assigned
1	Introduction to Statistics Types of variables (dependent, independent, mediating, moderating, extraneous, discrete, continuous), charts and graphs	CO1	3
2	Descriptive Statistics Measure of Central Tendency, Measure of variability, Interquartile Range, and Dispersion, Measure of shapes (Kurtosis and Skewness)	CO1, CO2	3
3	Probability & Permutations & Combinations Introduction to the concept of probability and permutations and combinations, Axioms, Addition and Multiplication rule, Theories of Probability, Types of	CO2	3

	probability, Independence of events, probability tree, Bayes' Theorem		
4	Probability Distribution Concept of Random variable, Probability distribution, Expected value and variance of random variable, conditional expectation, Binomial distribution and its business application, Poisson and its business application, Normal and its business application	CO2, CO3	3
5	Sampling and Estimation Sampling Distribution, Types of sampling, Central Limit Theorem, Estimation- Point estimation , Interval estimation	CO3, CO4	3
6	Hypothesis Testing Introduction to Hypothesis testing, Importance of significance level (confidence level), margin of error, type I error and type II error, criteria for selection of right test	CO3, CO4	3
7	Parametric Test Univariate -Z test, one sample t-test significance Bivariate - T-test (paired and independent), Pearson's correlation, simple linear regression, one way-ANOVA	CO4, CO5	3
8	Non-parametric Test Univariate - Chi-square goodness for fit for uniform distribution Bivariate - Spearman's rank correlation, mann-whitney U test, Wilcoxon sign paired rank test, Chi-square test of independence	CO4, CO5	3
9	Multivariate Analysis Overview of multiple Regression, Factor analysis, Multi- dimensional scaling and Discriminant Analysis (Theoretical Concepts only)	CO2	3

10	Practical Students should apply the statistical hypothesis testing on assumed/ hypothesized data using statistical software's	CO4, CO5, CO6	3
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Text Books:

1. Ken Black, Business Statistics for Contemporary Decision making, Wiley, Latest Edition
2. Sanjiv Jaggia, Alison Kelly Business Statistics, McGraw Hill, Latest Edition
3. Richard I. Levin and David S., Rubin Statistics for Management, Pearson, Latest Edition
4. D. P. Apte, Statistics for Managers, Excel, Latest Edition
5. Gerald Keller & Hitesh Arora, Business Statistics, Cengage, Latest Edition

Reference Books:

1. Joseph Francis, Business Statistics, Cengage, Latest Edition
2. T N Srivastava and Shailaja Rego, Statistics for Management, TMH, Latest Edition
3. K. B. Akhilesh & S. B. Balasubrahmanyam, Mathematics and Statistics for Management Vikas
4. Naval Bajpai, Business Statistics, Pearson, Latest Edition
5. D. P. Apte M. S., Excel: Statistical Tools for Managers, Excel, Latest Edition
6. Qazi Zameerudin, Vijay K. Khara, S. K. Bhamri, Business Mathematics, Vikas, Latest Edition

Mandatory Course 3: Managerial Economics

Course Credits: 2

Course Outcomes:

- CO1: Remember and explain the basic concepts of Managerial Economics (L1, L2)
- CO2: Explain different concepts like consumer behaviour, Utility analysis demand, supply, production, cost and revenue, etc. (L1, L2)
- CO3: Apply the principles of Managerial Economics in business decisions for attaining objectives of the firms. (L4, L5)
- CO4: Analyze and Evaluate the competitiveness in the different market and decide on pricing and other policies. (L4, L5)

Unit / Module	Content	CO Mapping	Hours Assigned
1	<p>Introduction: Concept of Economy, Economics, Microeconomics, Macroeconomics. Nature and Scope of Managerial Economics, Managerial Economics and decision-making - The basic process of decision making; Concept of Firm, Market;</p> <p>Objectives of Firm: Profit Maximization Model, Economist Theory of the Firm, Cyert and March's Behavior Theory, Marris' Growth Maximisation Model, Baumol's Static and Dynamic Models, Williamson's Managerial Discretionary Theory</p>	CO1	3
2	<p>Consumer Behaviour & Utility Analysis: Cardinal utility approach, equi- marginal utility principle, ordinal utility analysis,</p>	CO2	3

3	<p>The Basics of Demand and Supply: Determinants of Demand / Supply, Law of Demand and Supply, Individual Demand / Supply and Market Demand /Supply, Exception to Law of Demand;</p> <p>Determinants of Supply, Change in Demand / Supply, market mechanism and price determination, Impact of Price Ceiling & Price Floor</p> <p>Demand forecasting:</p> <p>Significance of demand forecasting, Various approaches to demand forecasting,</p>	CO2, CO3, CO4	3
4	<p>Elasticity of Demand and Supply:</p> <p>The concept of elasticity of demand, Types of elasticity of demand, types of price and income elasticity of demand, factors affecting elasticity of demand. Elasticity of supply, factors determining elasticity of supply.</p>	CO3, CO4	3
5	<p>Production Function:</p> <p>Production function, Law of Diminishing Marginal Return (short run), Laws of Returns to scale (long run), Isoquant, Optimization analysis.</p>	CO2, CO3, CO4	3
6	<p>Cost Analysis:</p> <p>Types of cost, Estimation of cost function, Cost-output analysis - Short run cost curves & Long run Cost curves, traditional theory of cost, modern theory of costs, Learning Curve, Economies of Scale; Break-Even Analysis; Determination of Break-even level, Breakeven chart</p>	CO2, CO3, CO4	3
7	<p>Revenue Analysis:</p> <p>Revenue concept, Relation between price and revenue under perfect competition and imperfect competition.</p>	CO2, CO3, CO4	3

8	<p>Market Structure 1 - Perfect and monopoly competition:</p> <p>Short run equilibrium of the competitive firm, long run equilibrium of the firm and industry.</p> <p>Monopoly:</p> <p>Types & Sources of monopoly, Monopoly Power, monopoly equilibrium in short run, Long run monopoly equilibrium, Monopoly wisdom.</p>	CO4,CO5	3
9	<p>Markets Structure 2 – Oligopoly Monopolistic Competition:</p> <p>Oligopoly - Kinked demand curve, Cournot's Oligopoly model, Game Theory application in Oligopoly, Cartels</p> <p>Monopolistic Competition - Product differentiation, Selling cost & advertising outlay, equilibrium output and price under monopolistic competition</p>	CO4,CO5	3
10	<p>Price Discrimination:</p> <p>Forms of price discrimination, degree of discrimination, Dumping, economic effects of price discrimination.</p>	CO4,CO5	3

Text Books:

1. Managerial Economics: Theory and applications: D.M.Mithani-Himalaya Publishing House.
2. Managerial Economics- Prof.A.K.Seth and Dr.Shalini Devi-International book house pvt.ltd
3. Managerial Economics- Suma damodaran-Oxford university press.
4. Managerial Economics- principles and worldwide applications- Dominick Salvatore- Oxford university press
5. Managerial Economics- Dr.S.L.Gupta-International book house pvt.ltd

Reference Books:

1. Wilkinson, N. and Klaes M. 2018. An Introduction to Behavioral Economics (3 rd ed.)
2. Managerial Economics, Mote, Paul and Gupta, T M H, New Delhi.
3. Managerial Economics - Analysis, Problems and Cases, P.L. Mehta, Sultan Chand Sons, New Delhi.

Mandatory Course 4: Financial Accounting for Business

Course Credits: 2

Course Outcomes:

- CO1: Acquire the basic knowledge on accounting concepts and conventions, Accounting Standards, components of the financial statements and notes to accounts.
- CO2: Understand and explain the components of corporate financial statements and corporate annual reports.
- CO3: Analyze the movement of Assets, Liabilities, Income and Expenses in the financial statements across the previous year and current year.
- CO4: Apply Accounting Standards, GAAP, IFRS and Concepts to the Financial Statements.
- CO5: Create Financial Statements with basic adjustments and analyse the impact of transactions and adjustments on the Income Statement, Balance Sheet and Cash Flow Statement.

Unit / Module	Content	CO Mapping	Hours Assigned
1	Introduction to Financial Accounting- Meaning and concept of accounting, Need for accounting, Users of financial statements, Forms of business organization, Accounting and the form of business organization, Branches of accounting and interrelationship – Financial Accounting, Cost and Management Accounting, and Corporate Finance, Indian Accounting Standards, GAAP and IFRS.	CO1	1
2	Accounting Cycle-The Recording Stage, The classification stage, Verification of the correctness of the ledger accounts, The summarizing stage, Restarting the cycle	CO1	1

3	Accounting concepts and conventions – with Emphasis on Dual Aspect Concept- Accounting Equation.	CO2 & CO3	1
4	Accounting process - the recording stage, Two aspects of accounting transactions, Debit and credit of a transaction Specimen / format of journal	CO4	1
5	Accounting process - the classification stage Meaning and need for classification, Specimen / format of ledger, Posting, Balancing an account, Trial Balance.	CO4	1
6	Accounting process - Financial Statements- Vertical Statements. <ul style="list-style-type: none"> · Part I – Balance Sheet · Part II – Statement of Profit and Loss · Notes to Accounts · Part iii- general instructions for the preparation of consolidated Financial statements	CO5	10
7	Adjustments on Inventory, Outstanding and Prepaid Income and Expenses, Depreciation and Fixed Assets schedule	CO4	3
8	Income measurement- Revenue recognition and measurement, Capital and revenue items, Deferred revenue expenditure.	CO3	2

9	Banking Financial Statements and Insurance Company Financial Statements	CO2	2
10	Cash Flow Statement	CO5	3
11	Corporate Financial Reporting – Reading of Annual Report, Governance Report, Presentation and analysis of audit reports and directors report and Analyst Presentations and Podcasts[ST1]	CO2	2
12	Presentations /Vivas/ Internal Assessments of students	CO5	3

Text Books

1. Financial Accounting: Text & Cases by Dearden and Bhattacharya Accounting: Text and Cases by Robert Anthony
2. Financial Accounting for Management by Dinesh D Harsolekar
3. Financial Accounting by R. Narayanaswamy
4. Financial Accounting by S.N Maheshwari, Suneel K Maheshwari, Sharad.K. Maheshwari
5. Introduction to Financial Accounting, 11e by by T. Horngren Charles , L. Sundern Gary, A. Elliott John , R. Philbrick Danna.

Reference Books

1. Financial Accounting –Text and Cases – Dearden and Bhattacharyya
2. Accounting & Finance for Managers – T P Ghosh
3. Financial Accounting - Reporting & Analysis – Stice and Diamond
4. Financial Accounting and Analysis by Narendra L Ahuja and Varun Dawar

Mandatory Course 5: Organizational Behavior

Course Credits: 2

Course Outcomes:

- CO1: Students shall be able to relate to others effectively and demonstrate the importance of interpersonal skills in the success of their professional and personal life. (Level 1 & 2)
- CO2: Students shall analyze and interpret how and why people behave in a certain manner and predict the impact of such behavior as individuals or teams on their individual performance, performance of their team and performance of the organization as a whole. (Level 4, 5, 6)
- CO3: Students shall be equipped to predict and manage the patterns of interpersonal relations in the organization and adapt their behavior as per the demands of the organization for the healthy work environment. (Level 6)

Unit / Module	Content	CO Mapping	Hours Assigned
1	<p><u>Introduction to OB</u></p> <ul style="list-style-type: none"> • Origin, Nature and Scope of Organizational Behavior • Relevance to Organizational Effectiveness and Contemporary Issues. 	CO1	2
2	<p><u>Personality</u></p> <ul style="list-style-type: none"> • Meaning and Determinants of Personality • Process of Personality Formation • Personality Types • Assessment of Personality Traits for Increasing Self Awareness 	CO1	4
3	<p><u>Perception, Attitude and Value</u></p> <ul style="list-style-type: none"> • Perceptual Processes, Effect of Perception on Individual Decision-Making, Attitude and Behavior. • Sources of Value 	CO2, CO3	4

	<ul style="list-style-type: none"> ● Effect of Values on Attitudes and Behavior. ● Effects of Perception, Attitude and Values on Work Performance. 		
4	<p><u>Motivation Concepts</u></p> <ul style="list-style-type: none"> ● Motives ● Theories of Motivation ● Their Applications for Behavioral Change. 	CO1, CO2, CO3	3
5	<p><u>Group Dynamics & Teamwork</u></p> <ul style="list-style-type: none"> ● Work Groups, Formal and Informal Groups and Stages of Group Development. ● Concepts of Group Dynamics, Group Conflicts and Group Decision Making. ● Team Effectiveness: High Performing Teams, Team Roles, Cross Functional and Self-Directed Teams 	CO2, CO3	4
6	<p><u>Organizational Design</u></p> <ul style="list-style-type: none"> ● Structure, Size, Technology ● Hybrid Work Structures ● Environment of Organization; ● Organizational Roles: -Concept of Roles; Role Dynamics; Role Conflicts and Stress. ● Organizational Conflicts 	CO3	4
7	<p><u>Leadership</u></p> <ul style="list-style-type: none"> ● Concepts and Skills of Leadership ● Leadership and Managerial Roles ● Leadership Styles and Effectiveness ● Contemporary Issues in Leadership. ● Power and Politics: Sources and Uses of Power; 	CO1, CO2, CO3	3

	<ul style="list-style-type: none"> ● Politics at Workplace ● Tactics and Strategies. ● Defense Mechanism Sources, types and Strategies to cope-up 		
8	<p><u>Self & Stress Management</u></p> <ul style="list-style-type: none"> ● What is stress? ● Eustress & Distress ● General Adaptation Syndrome ● A Stress Model- Stressors & stress outcomes ● Potential sources of stress- Environmental factors, Organizational factors, Personal factors ● Consequences of stress- Psychological, Physiological, Behavioral. 	CO1, CO2	2
9	<p><u>Organizational Culture</u></p> <ul style="list-style-type: none"> ● Definition, Characteristics of Organizational Culture ● Strong Versus Weak Culture ● Functions of Organizational Culture 	CO1, CO2, CO3	2
10	<p><u>Organization Development</u></p> <ul style="list-style-type: none"> ● Organizational Change and Culture Environment ● Organizational Culture and Climate ● Contemporary Issues relating to Business Situations ● Process of Change and Organizational Development 	CO1, CO2, CO3	2

Text Books:

1. Understanding Organizational Behavior – Udai Pareek
2. Organizational Behavior – Stephen Robbins
3. Organizational Behavior – Fred Luthans
4. Uday Kumar Haldar, Leadership and Team Building, Oxford University Press, New Delhi, 2010.

Reference Books:

1. Organizational Behavior by Steven L McShane, Mary Ann Von Glinow & Radha Sharma
2. Organizational Behavior – L. M. Prasad (Sultan Chand)
3. Organizational Behavior – Meera Shankar – International Book House Ltd
4. Management & Organizational Behavior – Laurie Mullins – Pearson Publications

Mandatory Course 6: Fundamentals of Marketing

Course Credits: 4

Course Outcomes:

- CO1: Understand fundamental concepts of marketing management.
- CO2: Apply the frameworks and models to marketing situations.
- CO3: Analyze the marketing environment and its impact on business
- CO4: Evaluate marketing decisions and choose appropriate solutions keeping in mind organizational opportunities, competition, resources and constraints
- CO5: Create a marketing strategy applying the theories and frameworks

Unit / Module	Content	CO Mapping	Hours Assigned
1	Introduction to Marketing: Concept, Understanding the Basics: Transfer Vs Transactions, Concept of Need, Want and Demand, Concept of Product and Brand, Scope of Marketing	CO1	3
2	4C framework, DMU, Product – Company Fit, Capabilities in R&D, Finance, Manufacturing; Collaborators, and Competitors; Context.	CO1, CO2	3
3	New 4 Cs' Framework: Co-creation, Currency, Communal Activation, Customer Conversation,	CO1, CO2	3
4	Evolution of Marketing: Evolution of Marketing from Production to Sustainability & Customer Orientation,	CO1, CO2	6
5	Experience Economy: Time as currency, theme from history, religion, politics, psychology, art and pop culture; Types of experiences – educational, entertainment, aesthetic, escapist.	CO1, CO2, CO3	3
6	Marketing Environment: External Environment & Internal Environment – Components and Characteristics, Need for Analyzing the Marketing Environment.	CO2, CO3, CO4	6

	Analyzing the Demographic, Economic, Sociocultural, Natural, Technological, and Political-Legal Environment (PESTLE, SWOT)		
7	Managing Marketing Information to gain customer insights: Market Research, Analysing and Using Marketing Information, Demand Forecasting and Market Potential Analysis	CO2, CO3, CO4	6
8	Marketing Mix – 4P’s: Product: Definition, classification based on consumer buying behaviour, levels of involvement in the buying process, types of benefits; Product Mix-Definition, Product Line and Dimensions, Line Stretching Decisions	CO3, CO4	6
9	Product Life Cycle – Market Potential and Marketing Strategy – Resources commitment as drivers of PLC; Stages in the PLC; Diffusion of Innovation, Entry strategies at different stages of the PLC – Pioneers, follow the leader, segmenters, Me-too; New Product Development Process	CO3, CO4	6
10	Market Segmentation – Objectives, Need for Segmentation, Assumptions underline Segmentations, Criteria for Segmentation; Segmentation variables – Geographic, Psychographic, Demographic, Benefits; Segmentation Analysis – Data Collection, Profiling the segment, evaluating the segment, selecting target segment.	CO3, CO4	3
11	Targeting: Long term objectives, Segmentwise Competitor Capability Matrix – Ability to conceive and design, ability to produce, ability to market, ability finance, ability to execute.	CO3, CO4	3

12	Positioning: Target Customers, need for the product; Elements of the positioning statements – Target market, frame of reference, point of parity, point of difference, reason to believe your claims; Criteria for evaluating the positioning statement – Relevance, clarity, uniqueness, attainability, sustainability; Marketing Mix linkage to the positioning statement	CO3, CO4, CO5	5
13	5A Framework – Aware, Appeal, Ask, Act, Advocate; Omni channel.	CO3, CO4	3
14	Field Based Live Projects and Presentations by capturing insights from Markets; Capstone Case – Starbucks: Delivering Customer Value (Suggested Case)	CO3, CO4, CO5	4

Text Books:

1. Marketing Management, 15/16e by Kotler, Keller, Chernev, Sheth, Shainesh, Pearson Education
2. Fundamentals of Marketing – William Stanton et.al.
3. Essentials of Marketing - Charles W. Lamb, Jr., Joseph F. Hair, Carl McDaniel
4. Business to Business Marketing - Zimmerman

Reference Books

1. Marketing Management, 4e, Russel Winer
2. Essentials of Marketing – William Perrault Jr, Joseph Cannon et al
3. Marketing Management: Text and Cases, SIE – Kasturi Rangan, Rajiv Lal, John Quelch

Mandatory Course 7: Operations Management

Course Credits: 4

Course Outcomes:

- CO1: RECALL basic concepts of operations management and cite its evolution
- CO2: ASSOCIATE the concepts of operations management and connect with business scenarios
- CO3: APPLY basic principles of operations management in production and operation functions
- CO4: EXAMINE the problems related to operations management in day-to-day functioning
- CO5: RECOMMEND solutions to the problems related to operations management
- CO6: PROPOSE innovative solutions related to operations management.

Unit / Module	Content	CO Mapping	Hours Assigned
1	Introduction to Operations Management Meaning, evolution and importance in management, Understanding goods and services, Transformation Process and its types, OM functions, Role of Operations Manager	CO1	3
2	Process View of Operations Process Choice Decisions (Eg. Projects, Job-shop, flow-shop and continuous flow), Product-process matrix, Process Design (Task, Activity, Process and Value Chain) in manufacturing and service industry, Process map (Flow chart), Process Analysis and Improvement	CO3, CO4	3
3	Facility Location Factors affecting location decisions, Location Planning Models (Center of Gravity, Load-distance, Factor Rating)	CO3	3

4	<p>Facility Layout</p> <p>Types of layout (Product, Process, Cellular Technology, Fixed Position and hybrid)</p> <p>Performance measures for layout design</p>	CO2	3
5	<p>Inventory Management I</p> <p>Nature of Inventory (RM, MRO, WIP, FG, GIT), Types and Function of Inventory (Seasonal, Decoupling, Cyclic, Pipeline, Safety Stock), Inventory Cost (Inventory Carrying, Cost of Ordering, Cost of Shortages)</p>	CO2	3
6	<p>Inventory Management II</p> <p>Inventory Classification (ABC, HML, XYZ, VED, FSN, SDE, GOLF and SOS), Inventory Ordering Policies (EOQ, EPQ, ROP and Quantity Discounts)</p>	CO3	3
7	<p>Capacity Planning</p> <p>Definition of Production Capacity, Measurement of Capacity, Ways of changing capacity, Economies of Scale, Analysing Capacity Planning Decisions (Make or Buy Decisions), Aggregate Planning (Level Production and Chase Demand Strategy)</p>	CO5	3
8	<p>Materials Requirement Planning</p> <p>(Master Production Schedule, Product structure, BOM, Lot Sizing Rule (Lot for lot, Fixed Order Quantity, Periodic Order Quantity)</p>	CO4	3
9	<p>Sequencing and Scheduling</p> <p>Scheduling Rules (Shortest Processing Time, Longest, Processing Time, Earliest Due Date), Gantt Chart, Johnson's Rule (N Jobs on Two machine/ Three machine)</p>	CO4	3

10	<p>Foundation of Quality Management</p> <p>Gurus - Walter Shewhart, Deming, Juran, Crosby, Ishikawa, Taguchi, Ohno and Shingo, Core elements of Quality, Continuous Improvement, Cost of Quality</p>	CO2	3
11	<p>Quality in Operations Management</p> <p>Quality Control, Statistical Quality Control, Statistical Process Control, Quality Management System (QMS), Quality Assurance, Environment Sustainability Governance, Sustainable Development Goals, PDCA Cycle (Plan Do Check Act)</p>	CO2	3
12	<p>Value Engineering: its aims, examples, advantages, stages, types of values (use, cost, esteem, exchange), steps of value engineering, value engineering vs value analysis</p> <p>Value Analysis: Meaning, Stages of Value Analysis, Merits & Limitations</p>	CO3	3
13	<p>Introduction to Logistics and Warehouse Management</p> <p>Mode of logistics, Vendor Managed Inventory (VMI), software's for warehouse management (Warehouse Management System- WMS), tools and equipment for material handling, Automating ware-houses</p>	CO2	3
14	<p>Operations Strategies in a Global Economy</p> <p>Contemporary business situation, Competitive Priorities, Elements of Operations Strategy, Operations Strategy in Services, Linking Operations with marketing</p>	CO5	3
15	<p>Introduction to Operations Technologies</p> <p>Types of manufacturing automations, Automated Production Systems, Automation Issues, Business Applications</p>	CO2	3

16	Lean Management Introduction to lean management in manufacturing and services, Theory of Constraints (TOC), Business Applications	CO2 , CO3	3
17	Demand Forecasting Qualitative (Educated Guess, Delphi Method, Survey of Sales Force, Historical Analogy) and Quantitative methods (Moving Average, Weighted Moving Average, Exponential Smoothing), Short term, medium term and long term forecasting, forecast accuracy, Business Applications	CO4	3
18	Introduction to Supply Chain Management Information and Material Flows, Supply Chain Components (In-house and out-bound), Supply Chain Structure, Measures of Supply Chain Performance, Design of Supply Chain	CO2	3
19	Service Operations Management Nature of Services, Operations Strategies for Services, Challenges in Services	CO2	3
20	Employee Productivity Productivity and Human Behavior, Work Method Analysis, Work Measurements, Time Study, Learning Curves, Employees Health and Safety	CO2	3

Text Books:

1. Operations Management, 9e by Norman Gaither, Cengage Learning
2. Operations management, 13e by William J Stevenson, McGrawHill
3. Operations Management: Theory and Practice, 3e, B. Mahadevan, Pearson

Reference Books:

1. Production and Operations Management-S N Chary, Tata McGraw Hill
2. Production and Operations Management- Chunawalla & Patel, Himalaya Publishing
3. Operations Management for Competitive Advantage-Chase & Jacob, McGraw-Hill

Mandatory Course 8: Information Technology for Business

Course Credits: 4

Course Outcomes:

- CO1: Acquire the knowledge on information Technology, and its functional perspectives.
- CO2: Understanding the emerging trends of information technology, the Information Technology Infrastructure and its role to changing Business environment.
- CO2: Analyzing the emerging trends of information technologies and its integration to business application across the functions and verticals of the industry.
- CO4: Apply the knowledge of data management and data analytics tools to solve the business problems
- CO5: Develop and Design Various Information Technology strategies for successful digital transformation.

Unit / Module	Content	CO Mapping	Hours Assigned
1	Introduction to Information Technology in Business Overview of IT infrastructure and its role in business operations. Emerging trends and technologies in Information Technology	CO1, CO2	6
2	Big Data Management, Data Analytics and Business Intelligence Introduction to database, data mining, Data warehouse, data analytics tools and techniques and big data management. Business intelligence for decision-making and competitive advantage	CO2, CO4, CO5	8
3	Telecommunication, Wireless Technology, Cloud Computing and Virtualization Introduction to Telecommunication, the Internet and	CO2, CO3	10

	<p>wireless Technology</p> <p>Cloud computing models (IaaS, PaaS, SaaS) and their business applications.</p> <p>Virtualization technologies and their benefits in business operations.</p>		
4	<p>E-Business & Digital Transformation Strategies</p> <p>Introduction to E-commerce & E –Business, Digital Markets and Digital Goods</p> <p>Understanding digital transformation and its impact on businesses.</p> <p>Case studies on E-Business & successful digital transformation initiatives.</p>	<p>CO1, CO4, CO5, CO6</p>	8
5	<p>IT Governance and Compliance & Ethical and social issues</p> <p>IT governance frameworks and their implementation.</p> <p>Ethical and social issues in Information Technology</p> <p>Compliance and regulatory issues in IT management</p>	<p>CO1, CO2, CO3</p>	8
6	<p>Privacy & Cybersecurity and Risk Management</p> <p>Fundamentals of Privacy Issues & cybersecurity in business environments.</p> <p>Risk assessment and management strategies</p>	<p>CO2, CO4, CO5, CO6</p>	8
7	<p>Business Applications of IT</p> <p>Business application of Information Technology across function and Verticals of the Industry</p> <p>Enterprise resource planning (ERP) systems and their implementation.</p> <p>Case studies on Business Application of Information Technology</p>		8

8	<p>Emerging Technologies and Innovation</p> <p>Exploration of emerging technologies such as Artificial Intelligence, (AI), ML, IoT, and Blockchain, Digital Payments, Mobile Computing, Social Media</p> <p>Innovation management and fostering a culture of innovation in IT.</p>		4
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Text Books:

1. Introduction to Information Technology: Turban , Rainer Potter
2. Management Information Systems for the Information Age (9e) by Maeve Cummings. McGraw-Hill/Irwin (2012).
3. Management Information System- Managing the Digital Firm by Laudon and Laudon.
4. Information Technology for Management by Dr Chandrahauns R Chavan & B Lal Universal Publication, Mumbai
5. Principal of Information System by Ralph M. Stair and Georg Reynold.

Reference Books:

1. Digital Business by Dr Chandrahauns Chavan , KBI International, Mumbai
2. A Management Information Systems by O'Brien, James. Tata McGraw Hill, New Delhi,
3. Introduction to Financial Technologies FINTECH, By Dr Chandrahauns Chavan & Atul Patankar , Pearson Publications
4. Elements of Systems Analysis and Design by Marvin Gore. Galgota Publications.
5. MIS a Conceptual Framework by Davis and Olson.
6. Analysis and Design of Information Systems by James Senn.
7. Information Systems Today by Jessup and Valacich. Prentice Hall India.
8. Management Information Systems by Jaiswal and Mittal. Oxford University Press.

Elective Course 1: Managerial Communication

Course Credits: 2

Course Outcomes:

- CO1: Ability to use specific and direct language when giving instructions to and encourage open dialogue and sharing of diverse perspectives to reach mutually beneficial outcomes.
- CO2: Develop competency to give and receive feedback constructively.
- CO3: Develop listening and comprehension abilities for facilitation in decision making and problem solving and personal and professional development.
- CO4: Applying effective communication skills for the expression of emotions and demonstration of empathy to create strong relationships with colleagues and clients and to foster a collaborative environment.
- CO5: Create effective digital communication such as emails and social media posts and use video conferencing and collaborative tools to maintain clear communication with remote team members.

Unit / Module	Content	CO Mapping	Hours Assigned
1	<p>Fundamentals of Communication</p> <ul style="list-style-type: none"> - Introduction and Theory of Communication. - Definition, Cycle, Models, Strategies, Channels and Types. - 7 C's of Communication. - Channels. - Barriers. 	CO1	3

2	<p>Personality Assessment</p> <ul style="list-style-type: none"> - Personality Development – - Self - discovery. - Developing a positive attitude. - Grooming. - Career Planning. - Stress Management. - Time Management. 	CO1, CO2, CO3	6
3	<p>Listening Skills</p> <ul style="list-style-type: none"> - Hearing Vs. Listening - Process, Principles, Types, Barriers 	CO1, CO2, CO3	3
4	<p>Reading and Comprehension Skills</p> <ul style="list-style-type: none"> - Developing Reading Skills. - Process, types and reading rate adjustment. - Tips for improving reading skills - Speed Reading - Reading Comprehension - Reading Business papers - Researching for Business - Review of a book/journal 	CO1, CO2, CO3	3

5	<p>Developing Effective Writing Skills</p> <ul style="list-style-type: none"> - Progression of thoughts /ideas - Paragraph writing. - Mechanics and Semantics of sentences. - Writing sentences that communicate - brevity, clarity, and simplicity. - Improving the tone and style of sentences. - Structure of Essays. 	CO3, CO4	3
6	<p>Effective Writing Skills</p> <ul style="list-style-type: none"> - Paraphrasing - Summarizing - Note –taking - Proof - reading - Editing - Comprehension - Precis Writing <p>Types of Reports -</p> <p>Purpose and Scope of a Report.</p> <p>Fundamental Principles of Report Writing.</p>	CO3, CO4	3
7	<p>Corporate Correspondence</p> <ul style="list-style-type: none"> - Resume/CV/Profile, Cover Letters, E-mails, Etiquettes, Netiquettes - Appropriate usage of AI Tools 	CO3, CO4, CO5	3

8	<p>Non-verbal Communication</p> <ul style="list-style-type: none"> - Kinesics (body language), Oculistics (eye contact), Haptics (touch), proxemics (distance), Chronemics (use of time), Paralinguistics (vocalics) 	CO3, CO4, CO5	3
9	<p>Presentation Skills</p> <ul style="list-style-type: none"> - Public Speaking - Audience Analysis - Delivery Techniques (Impromptu, Manuscript, Memorized, and Extemporaneous.) - Visual Aids (PPTs, infographics, Audio-Visual Presentations, etc.) 	CO3, CO4, CO5	3

Text Books:

1. Asha Kaul, "Business Communication" - Eastern Economy Edition, Prentice – Hall of India Private Limited
2. Taylor & Chandra, "Communication for Business: A Practical Approach," Pearson
3. Singh Nirmal, "Business Communication: Principles, Methods & Techniques," Deep & Deep Publications, Delhi
4. Krishna Mohan & Meera Banerji, "Developing Communication Skills" MacMillan
5. Murphy, Hildebrandt & Thomas, "Effective Business Communication," McGraw Hill.

Reference Texts & Material:

1. The 3 Pillars of Personal Effectiveness by Troels Richte
2. The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change by Stephen. R. Covey
3. Doctor & Doctor, "Business Communication," Sheth Publishers
4. Raman & Singh, "Business Communication," Oxford University Press

5. Madhukar R.K, "Business Communication, "Vikas Publishing house
6. McKay, Davis 7 Fanning, "Communication Skills, "B. Jain Publishers Pvt. Ltd, New Delhi

Suggested Pedagogy – Lectures, Audio-Visual Aids, Case Studies, Presentations, Role-plays, Assignments – Oral and Written

Elective Course 2: Creativity & Design Thinking

Course Credits: 2

Course Outcomes:

- CO1: Demonstrate the understanding of critical theories of design, systems thinking, and design methodologies
- CO2: Demonstrate the understanding of diverse methods employed in design thinking and establish a workable design thinking framework to use in their practices
- CO3: Conceive, organize, lead and Design interdisciplinary domain while addressing social concerns with innovative approaches

Unit / Module	Content	CO Mapping	Hours Assigned
1	Creativity, innovation and design - Core concepts of creativity, design and innovation Creative people, Creative organizations, & Creativity Impact– Case Analysis & Discussions Distributed creativity How diversity and collaboration through networks support the creativity process	CO1	3
2	Design Thinking Overview: Concept of Design thinking; Importance of Design Thinking Method; Design Thinking Skills; Design Thinking Mind-set; Principles of Design Thinking; Design Think Process & Stages	CO1, CO2	3
3	General Design Thinking Practices: Listening and Empathizing Techniques; Observation. Ideation Techniques - Brainstorming, innovation heuristics, behaviour models, Unpacking; Personas; Pattern Recognition and Connecting the Dots	CO1, CO2	3
4	Visualization Techniques and Diagrams, Use of Diagrams and Maps in Design Thinking - Exercise:	CO1, CO2	6

	Create an Empathy Map; Exercise; Create an Affinity Diagram; Exercise: Create a Mind Map; Exercise: Create a Journey Map		
5	Prototype and Test Techniques; Types of Prototypes; Forms of Testing in Design Thinking	CO1, CO2	3
6	Experiments Designing and executing experiments for value creation: Empathize with the Customers and/or Users - Exercise: Engage the Customer /User; Define the Problem - Exercise: Define the Point of View; Ideate - Exercise: Develop Potential Solutions & Feedback on the Solutions; Prototype Alternate Solutions - Exercise: Create a Prototype of the Solution & Review the Prototype and Gain Feedback; Test the Solutions	CO3	6
7	Moving from ideas to impact Bring the ideas presented in this course together and show how organizations can create impact from ideas	CO1, CO2	3
8	Cautions and Pitfalls: Assumptions &, Pitfalls, Cautions in Design Thinking Workgroups – case Discussions	CO1, CO2, CO3	3

Text Books:

1. Tim Brown, Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation, Harper Collins Publishers Ltd.
2. Idris Mootee, Design Thinking for Strategic Innovation, John Wiley & Sons Inc

Reference Books:

1. Brenda Laurel, Design Research methods and perspectives MIT press
2. Terwiesch, C. & Ulrich, K.T., Innovation Tournaments: creating and identifying Exceptional Opportunities, Harvard Business Press.
3. Ulrich & Eppinger, Product Design and Development, McGraw Hill
4. Bjarki Hallgrimsson, Prototyping and model making for product design, Laurence King Publishing Ltd

Elective Course 3: Legal and Tax Aspects of Business

Course Credits: 2

Course Outcomes:

- CO1: Acquire the basic knowledge of rights and duties under various legal Acts as a responsible citizen as well as for the business.
- CO2: Understand and explain the consequences of applicability of various laws on business situations.
- CO3: Develop critical thinking through the use of law cases as a consumer for protection, as an investor as well as for data security
- CO4: Apply the various provisions of Direct and Indirect taxes for computation of Taxable Income.
- CO5: Create Income Tax computation for personal as well as for the corporate

Unit / Module	Content	CO Mapping	Hours Assigned
1	Business Laws: The Indian Contract Act, The Sale of Goods Act,	CO1, CO2	6
2	Introduction to Companies Act – Important Provisions	CO1, CO2, CO3	6
3	Laws related to Consumers The Consumer Protection Act The Right to Information Act	CO1, CO2, CO3	3
4	Finance Laws <ul style="list-style-type: none"> ● Securities Contract Regulation Act ● The Negotiable Instruments Act 	CO1, CO2, CO3	6

5	Indian Income Tax Act- <ul style="list-style-type: none"> • Computation of Total Income and Determination of Tax Liability –individuals • Computation of Total Income and Determination of Tax Liability –Corporates 	CO3 CO4 CO5	6
6	Indirect Taxes GST Custom Act	CO2, CO3, CO4	3

Text Books:

1. Students Guide to Income Tax – Monica Singhanian and Vinod Singhanian
2. Students Guide to Indirect Taxes – Monica Singhanian and Vinod Singhanian
3. Legal Aspects of Business – Akhileshwar Pathak
4. Kucchal M. C., Business Law/Mercantile Law, Vikas Publishing House (P) Ltd.: Part II & Part IV

Reference Books

1. Aggarwal Rohini, Mercantile & Commercial Law, Taxmann
2. Kapoor Gulshan, Business Law. New Age International Pvt. Ltd Publishers
3. Maheshwari & Maheshwari, Principle of Mercantile Law, National Publishing Trust.

Elective Course 4: Bhartiya Management

Course Credits: 2

Course Outcomes:

- CO1: Understand the management lessons from ancient Indian philosophy and texts
- CO2: Applying the contexts from Indian philosophy in management discussion
- CO3: Analysing the Indian philosophical approaches to Leadership, Sarvodaya, Satyagraha and Trusteeship
- CO4: Evaluating the impact of Indian philosophical approaches in management of self and life skills
- CO5: Formulate Bhartiya Management Thought for Management Decision making, Leadership development

Unit / Module	Content	CO Mapping	Hours Assigned
1	Bharatiya Management - Tenets & Relevance: A. Tenets of Bharatiya Management : The synthesis of important dimensions of Indian Culture , Indian Philosophy & Management B. Role & Relevance of Self-Management & Social development; Swami Vivekananda's Four Yoga (Bhakti, Karma, Jnana & Raja Yoga)	CO1, CO2	5
2	Human Values Enrichment & Dimensions of Good Governance: A. Human Values Enrichment: Significance of the Theory of the Purusarthas (Dharma , Artha, Kama & Moksha) B. Good Governance approach: Bhagwad Gita's approach on Lokasamgraha & Mahatma Gandhi's emphasis on Sarvodaya.	CO1, CO2, CO3	5
3	Management Lessons from Ancient Texts: A. Management Insights from Mahabharata - Lessons of Strategic Management from Mahabharata & Bhagwat Gita B. Management Lessons from Arthashastra C. Management Lessons from Panchatantra	CO2, CO3, CO4	5

4	<p>Leadership Lessons from Indian Philosophy:</p> <p>A. Philosophy of Yoga : Patanjali's Yoga approach on Astanga Marga</p> <p>B. Saptanga Model of Leadership: Reflections on Kautilya's Arthashastra</p> <p>C: Samkhya philosophy, 'Guna' concept of Indian Vedic philosophy</p> <p>D: Rajarshi Leadership; Indian Philosophy and Servant Leadership</p>	CO4, CO5	5
5	<p>A. Focus on life Skills Management & Significance of Indian scriptures</p> <p>B. Indian Philosophy & context of Social Responsibility & Sustainable Development.</p> <p>C. Trusteeship concept of Mahatma Gandhi</p> <p>D. Practical Application of Indian Philosophical Principles in Business - Discussion on Case Studies</p>	CO4, CO5	5

Text Books:

1. Management by Values, by Chakraborty S K
2. Values of Ethics for Organization: Theory and Practice, by Chakraborty S. K.
3. Rajarshi Leadership, by S.K. Chakraborty & Debangshu Chakraborty

Reference Books

1. Leadership & Motivation: Cultural Comparisons, by Debangshu Chakraborty, S. K. Chakraborty
2. Spirituality in Management: Means or End?, by S.K. Chakraborty, Debangshu Chakraborty
3. Leadership and Power: Ethical Explorations, by S. K.Chakraborty, Pradip Bhattacharya
4. The Arthashastra - Kautilya (translation by L N Rangarajan), Penguin Books
5. Indian Models of Economy, Business and Management Paperback, by Kanagasabapathi P, Third Edition, Prentice Hall India Learning Private Limited
6. Economic Sutra: Ancient Indian Antecedents to Economic Thought, by Satish Y Deodhar, Penguin Portfolio

Other Suggested Reading:

1. <https://ebooks.inflibnet.ac.in/mgmt05/chapter/indian-thought-and-management/>
2. <https://ebooks.inflibnet.ac.in/hrmp01/chapter/246/>
3. <https://egyankosh.ac.in/bitstream/123456789/92306/1/Unit-9.pdf>

SEMESTER - II

Mandatory Course 1: Business Research Methods

Course Credits: 4

Course Outcomes:

- CO1: Identify research problem and develop research hypothesis on the basis of review of literature and research design (Understand and apply L2, L3)
- CO2: Construct the research process which includes research flow charts and organize the various attitude & measurement scales, Questionnaire design, and various sampling techniques (Apply, L3)
- CO3: Understand the methods of data collection with application in different research designs and demonstrate knowledge for proper sampling design and data processing methods (Understand, L2, Apply L3)
- CO4: Apply modern statistical tools as univariate & bivariate analysis, Chi-square, and ANOVA to analyze and to evaluate the data applying critical thinking abilities for given research problems/questions (Apply, Analyze and Evaluate, L3, L4, L5)
- CO5: Prepare and Analyze/Evaluate various research reports maintaining ethical practices to solve business problems. (Analyze L4, Evaluate L5, Create, L6)

Unit / Module	Content	CO Mapping	Hours Assigned
1	Introduction to Research: What is research, objectives of research, types of research, difference between basic and applied research, research approaches, criteria for good research, research methods vs research methodology, Social research, social research approaches. Research applications in social and business sciences, and research process.	CO1	3
2	Research Problem, Literature review and Formulation of Research Hypotheses: what is research problem, problem selection, necessity of defining the problem, Management Decision Problem vs Management Research Problem; Problem	CO1	4

	identification process; Components of the research problem; Objectives of literature review, Use of literature review, search for related literature, reading the literature, importance of literature review, sources of literature, literature review gaps, Types of Research hypothesis, and important terms. Writing research proposal- Contents of a research proposal.		
3	Research Design: Nature and Classification of Research Designs, need for research design, features of a good design, research design framework, Induction and deduction, Dependent, independent variables. Exploratory research design, descriptive, diagnostic research design, Experimental research design.	CO1	4
4	Sampling: Sample design, Sampling design process, sampling and non-sampling errors, types of sampling (probability and non-probability), sample vs census, sample size decision. Determination of Sample size- Sample size for estimating population mean, Determination of sample size for estimating the population proportion	CO2, CO3	7 [3 hours session + 4 hours field work for the selected research topic]
5	Attitude Measurement and Scaling: quantitative and qualitative data, classification of measurement scale, goodness of measurement scale, types of scale, scale classification base, scaling techniques (comparative vs non comparative scaling techniques), and criteria for good measurement.	CO3	4
6	Data collection and Data processing: Data collection: Primary Data; Observation methods,	CO2, CO3	7

	<p>survey methods, questionnaire, process of questionnaire, Types of Questionnaires, Process of Questionnaire Designing; Advantages and Disadvantages of Questionnaire Method. Pilot survey, sample questionnaire, difference between questionnaire and schedule. Interviews: types of interviews. Secondary data; classification of data(internal and external data), research authentication(Methodology check and accuracy check)</p> <p>Data processing: Editing Field Editing (centralized in house editing) Coding- Coding Closed ended structured Questions, Coding open ended structured Questions; Classification and Tabulation of data. Data cleaning, data adjusting.</p> <p>[Use of SPSS/EXCEL/JASP in Activity Based Learning is encouraged]</p>		
7	<p>Univariate and Bivariate Analysis of Data: Descriptive vs inferential analysis, descriptive analysis of univariate data (Missing data, analysis of multiple responses, grouping large data), descriptive analysis of bivariate data (cross-tabulation), calculating rank order, data transformation. Microsoft EXCEL: Working in the spreadsheet, creating a worksheet</p> <p>Reliability test- Cronbach alpha</p> <p>[Use of SPSS/EXCEL/JASP in Activity Based Learning is encouraged]</p>	CO4	7
8	<p>Testing of Hypothesis: Concepts in Testing of Hypothesis – Steps in testing of hypothesis, Test Statistic for testing hypothesis about population mean; Tests concerning Means- the case of single</p>	CO4	4

	<p>population; Tests for Difference between two population means; Use of SPSS in testing Hypothesis. Parametric and non-parametric test Z-test, t-test, f-test, One sample test, Two independent sample test, two related samples test.</p> <p>[Use of SPSS/EXCEL/JASP in Activity Based Learning is encouraged]</p>		
9	<p>Analysis of variance: The ANOVA techniques, basic principles, one way ANOVA, Two way ANOVA, ANOCOVA, MANCOVA [Use of SPSS/EXCEL/JASP in Activity Based Learning is encouraged]</p>	CO4	3
10	<p>Chi-Square Tests: Chi square test for the Goodness of Fit; Chi square test for the independence of variables; Chi square test for the equality of more than two population proportions [Use of SPSS/EXCEL/JASP in Activity Based Learning is encouraged]</p>	CO4	2
11	<p>Data analysis: Statistical analysis, multivariate analysis, correlation analysis, regression analysis, Principal component analysis. Cluster Analysis [Use of SPSS/EXCEL/JASP in Activity Based Learning is encouraged]</p>	CO4	6
12	<p>Research Report Writing and Ethics in research: Need for effective documentation, types of research report, report preparation and presentation, report structure, general tips for writing research report, presentation of data, bibliography and references.</p>	CO5	6

	<p>Guidelines for presenting tabular data, Guidelines for visual Representations.</p> <p>Meaning of Research Ethics; Clients Ethical code; Researchers Ethical code; Ethical Codes related to respondents; Responsibility of ethics in research</p> <p>Plagiarism check and understanding consequences of unethical practices [Suggested Activity Research paper writing; Use of Plagiarism software]</p>		
13.	Research Theme Based Research Papers / Presentation	CO5, CO6	6

Text Books:

1. Business Research Methods – Cooper Schindler
2. Research Methodology Methods & Techniques – C.R. Kothari
3. Statistics for Management – Richard L Levin
4. Research Methods for Business: A Skill Building Approach - Uma Sekaran, Roger Bougie

Reference Books:

1. D. K. Bhattacharya: Research Methodology (Excel)
2. P. C. Tripathy: A text book of Research Methodology in Social Science (Sultan Chand)
3. Saunder: Research Methods for business students (Pearson)
4. Marketing Research –Hair, Bush, Ortinau (2nd edition Tata McGraw Hill)
5. Business Research Methods – Alan Bryman& Emma Bell – Oxford Publications
6. Business Research Methods – Naval Bajpai – Pearson Publications
7. Business Research Methods- S N Murthy and U Bhojanna, Excel books
8. Research Methodology Methods & Techniques – C.R.Kothari and Gaurav Garg, New age international limited
9. Research Methodology- S.S.Vinod Chandra, S.Anand Hareendran,-Pearson
10. Research Methodology- S.S.Vinod Chandra, S.Anand Hareendran,-Pearson
11. Research Methodology-Dr.Prasant Sarangi-Taxmann Publications pvt.ltd.
12. Business Research Methods- Cooper Schindler, JK sharma-McGraw Hill

Mandatory Course 2: Corporate Finance

Course Credits: 4

Course Outcomes:

- CO1: Recall basic terminologies in relation to financial system, sources of finance, Leverages, Ratio, capital structure, investment decisions, dividends, financial planning, inventory and working capital management.
- CO2: Explain the concepts & formulas pertaining to corporate finance, financial system, functions of financial management and financial practices to understand its relevance in current scenario.
- CO3: Make use of different models, formulas and frameworks related to ratios, Leverage Analysis, Capital structure, Capital budgeting, Working Capital and Dividend models.
- CO4: Examine and analyse various corporate financial statements of companies based on ratios, capital structure, capital budgeting, working capital management and dividend policies of companies and study its implications on the profits and valuation of firms
- CO5: Evaluate financial results to take managerial decisions related to financial planning, capital investments, dividend distribution, choice of capital structure and working capital decisions.
- CO6: Create an analytical report on capital structure, working capital management and dividend policy of a public listed company.

Unit / Module	Content	CO Mapping	Hours Assigned
1	<p>Corporate Finance</p> <p>Objectives of Corporate Finance</p> <p>Role and responsibilities of the financial manager, corporate finance decisions, Functions of corporate finance, Sources of Finance - Short Term and Long Term</p> <p>Goals of firm-profit maximisation v/s Shareholders wealth concepts of Economic value addition .market value addition (EVA/MVA)</p>	CO1, CO2	4

2	Indian Financial system - Financial Markets: Capital Market (Equity and Debt market), Money market Financial Intermediaries Financial Assets, Regulatory system	CO1, CO2	4
3	Working Capital Management and Short-Term Planning: Components of working capital, working capital cycle, Inventory Management, Receivables Management, Cash Management	CO3	6
4	Financial Planning and Forecasting , Meaning and importance of financial planning, Preparation of Pro-forma Income Statement and Balance Sheet, Computation of external financing requirements	CO3, CO4	4
5	Banking and Financial Institutions types: Commercial banks, Investment Banks Understanding banking Finances: Sources, Deposits, Loans, Advances, NPA, gross net, Basic overview of BASEL Norms, use of AI in Banking sector	CO2, CO3	4
6	Leverage Analysis: Operating, financial and total leverage, Business risk, Operating and financial Risk and other types of risks	CO2, CO3, CO4	4
7	Capital Structure , Cost of Capital, WACC, Determination of optimal capital structure, Decision making based on parameters PE ,ROI, EBIT and EPS/MPS approach	CO2, CO3, CO4,CO5	6
8	Valuation Concepts: Future values and compound interest; present values; level cash flows: perpetuities and annuities Financial needs and suggestions for various investment options	CO2, CO3, CO4, CO5	4

9	Investment in Capital Assets: Capital budgeting and estimating cash flows; capital budgeting techniques; multiple internal rates of return Decision making about best alternative project for investment use various evaluation techniques like NPV, IRR, PI,ARR, Modified IRR payback period etc.	CO3, CO4,CO5	8 hours
10	Dividend policy; Factors affecting dividend decision; theories of relevance and irrelevance of dividend policy Dividend decision models; Walter model; Gordon model; Walter model MM approach	CO3, CO4,CO5	6
11	Ratio Analysis : Financial performance analysis using Ratios of few companies and banks	CO3, CO4,CO5	4
12	Presentations and Assignments	CO6	03
13	Presentation and Assignment	CO6	03

Text Books:

1. Financial Management – M.Y. Khan and P.K. Jain
2. Financial Management – Prasanna Chandra
3. Financial Management – I. M. Pandey

Reference Books:

1. Principles of Corporate Finance – Myers and Brealey
2. Fundamentals of Financial Management – James Van Horne
3. Fundamentals of Financial Management by Eugene F. Brigham, Joel F. Houston (2011), South Western (Cengage Learning)

Mandatory Course 3: Human Resource Management

Course Credits: 4

Course Outcomes:

CO1: Understanding the importance of the most crucial asset of any business, i.e. Human Resource and to show how different modern concepts, techniques and practices in the management of human resources are important in the organizational set-up. (Bloom’s Taxonomy Level 1 &2)

CO2: Analysing different functions of Human Resource Management which are important for the organizational effectiveness and to develop an awareness among the students about the influence of HRM on the business and its’ strategies. (Bloom’s Taxonomy Level 2, 3, 5 & 6)

CO3: Using the latest theoretical concepts and techniques to examine the problems with respect to the human resource in an organizational set-up and solve such problems to build and improve organizational effectiveness. (Bloom’s Taxonomy Level 3, 4 & 6)

CO4: Analysing the relevance and application of ancient Indian Scriptures to HRM (Bloom’s Taxonomy Level 4)

Unit / Module	Content	CO Mapping	Hours Assigned
1.	Introduction to HRM: Definition, Importance, Challenges, Models of HRM, Structure and Functions of HR department.	CO1, CO2	4
2.	HR Policies: Human Resource Planning: Importance and the process of Human Resource Planning, Succession Planning & Job Analysis.	CO2	4
3.	Talent Acquisition: Definition, Characteristics, Talent Acquisition process and methods.	CO2, CO3	6
4.	Learning and Development: Definition, Importance, Methods of Learning and Development & Evaluation.	CO2, CO3	7
5.	Performance Management System: Definition, Methods of Performance Management System,	CO2, CO3	6

	Difference between Performance Appraisal and Performance Management, Errors in Performance Appraisal, Competency Based PMS.		
6.	Compensation and Benefits: Definition, Direct & Indirect Compensation and Types of benefits.	CO2, CO3	6
7.	HR Accounting and HR Auditing – HR Capital Management	CO3	3
8.	Human Resource Information Systems	CO3	3
9.	Strategic HRM, HR Balance Scorecard & Workforce Diversity	CO3	4
10.	Trends in HRM: Definition, Importance and Applications of HR Analytics. Definition, Importance, and benefits of AI in HRM. Green HRM and Sustainability Definition, Introduction, Benefits of Green HRM and Sustainability practices, Flexible Work Strategies, International HRM	CO3	8
11.	Industrial Relations: Definition, Importance and Benefits of IR	CO1, CO2, CO3	3
12.	Introduction to Labour Laws and Statutory Employment Laws.	CO1, CO2, CO3	3
13.	Ancient Indian Scriptures and HRM	CO4	3

Text Books:

1. Human Resource Management Garry Dessler & Biju Varkkey: Pearson Publication
2. Human Resource Management: K. Aswathappa; Mac Graw Hill Publication
3. Human Resource Management P. Subba Rao

Reference Books:

1. Human Resource Management by V S P Rao
2. Personnel Management C.B. Mammoria
3. AI in HRM: Concepts and Applications by Dr. S. Ganesh and Dr. M. Anandhavalli
4. Green HRM: A Sustainable Approach to People Management by K. Aswathappa and M.S. Premavathy.
5. Analytics for HR: A Practical Approach by Somnath Baishya and Sourav Sengupta
6. Human Resource Management – A South Asian Perspective by Snell, Bohlander & Vora Fourth Edition 2011
7. Human Resource Management by P. Jyothi, D.N. Venkatesh, 2011
8. Ancient Indian Scriptures and Human Resource Management by Sneh Bhardwaj, Regal Publications, 2020

Mandatory Course 4: Application of Marketing: Theory and Practice

Course Credits: 2

Course Outcomes:

- CO1: Understand the various types of positioning, as well as the frameworks and models of Consumer Behaviour.
- CO2: Apply the concepts of consumer psychology and behaviour to business situations
- CO3: Analyze marketing decisions based on the frameworks and consistency among various elements of the marketing mix
- CO4: Evaluate marketing decisions and identify the optimal solution in a given context
- CO5: Formulate a situations audit, and draw a Marketing plan covering all concepts and theories learnt

Unit / Module	Content	CO Mapping	Hours Assigned
1	<p>Positioning: Reverse Positioning, Breakaway Positioning and Stealth positioning;</p> <p>Branding: Concept, Definition, Commodity Vs Brand, Product Vs Brand, Brand Culture and Brand Extensions.</p> <p>Brand Value – Reputation, Relationship, Experiential, Symbolic.</p> <p>Brand Evaluation - Behaviour, attitude, relationships, Brand equity.</p>	CO1, CO2, CO3	3
2	<p>Customer Satisfaction and Loyalty: Success/Failure of Loyalty Programs, Customer Lifetime Value.</p>	CO2	1.5
3	<p>Consumer Behaviour:</p> <p>The framework of Consumer Behaviour – Cognitive vs. Emotional, High vs. Low Involvement, Optimising vs. Satisficing, Compensatory vs. Non-Compensatory Decisions.</p>	CO2, CO3	3

4	Consumer Decision-Making Process: Pre-Purchase – Purchase – Post Purchase; Return Policy, Warranty, Impact of Social Media; Psychology in Consumer Behaviour – Consumer Benefits Ladder, Prospect theory, Thales' Endowment effect.	CO2, CO3, CO4	1.5
5	Ehrenberg's Law of Buying Frequency, Double Jeopardy Effect, Consumer Purchase as a Journey, Consumer and Product Metrics.	CO2, CO3, CO4	1.5
6	Pricing Policy: Types of Pricing, Willingness to Pay; Steps in Pricing, Price Elasticity of Demand, List and Transaction Prices;	CO2, CO3	1.5
7	Price band – Reason for the Band, Category Expandability and Promotion, Constructing a Price Band through Price Differentials and Threshold Price, Pricing Strategies and Tactics, Promotion and Price bands	CO2, CO3, CO4	3
8	Business to Business Marketing: Definition, Types of Products, Differences from Consumer Marketing; Nested Hierarchy Segmentation, Role of Decision-Making Units in Buying Decisions.	CO2, CO3	3
9	B2B Purchases: Influence of Types of Purchases, Stages in the Buying Process; Types of Benefits – Combination of Economic, Tangible, Non-Economic and Intangible Benefits.	CO2, CO3	1.5
10	Promotion and Marketing Communication: Role of Promotion in Pricing, Initiating Price Changes and Response to Competitor Changes; Role of Incentives, Setting Communication Objectives and Drafting Communication Messages; Deciding on Communication Media	CO2, CO3	1.5
11	Integrated Marketing: Advertising in Print, Online, Radio, Social Media Platforms etc.; Managing Events and Public Relations; role of AI in marketing communications	CO3, CO4	1.5

12	Personal Selling: Designing the Sales Force, Managing the Sales Force, Evaluating the Sales Force; Direct Marketing	CO2 , CO3	3
13	Distribution Decisions – Logistics & Channel Decisions, Designing and Managing Distribution Channels (Retail, E-commerce, etc.)	CO2, CO3	3
14	Field Based Live Projects and Presentations by capturing insights from Markets, and Cases	CO3, CO4, CO5	1.5

Text Books:

1. Marketing Management, 15/16e by Kotler, Keller, Chernev, Sheth, Shainesh, Pearson Education
2. Marketing: Theory, Evidence, Practice: Byron Sharp, Oxford University Press.
3. Industrial Marketing, Robert R. Reeder, Briety & Betty H. Reeder, Prentice Hall India

Reference Books

1. Why we Buy? The Science of Shopping – Paco Underhill
2. How Brands Become Icons – The Principles of Cultural Branding – Douglas Holt
3. How Customers Think – Essential Insights into the minds of the Market – Gerald Zaltman
4. Marketing Metaphoria: What Deep Metaphors Reveal About the Minds of Consumers – Gerald Zaltman
5. Marketing as Strategy: Understanding CEO's agenda for Driving growth and Innovation – Nirmalya Kumar

Mandatory Course 5: Decision Models in Management

Course Credits: 2

Course Outcomes:

- CO1: RELATE basic concepts of operations research
- CO2: TRANSLATE the concepts of operations research and connect with business scenarios
- CO3: APPLY optimization techniques for decision making in business
- CO4: EVALUATE various scenarios of management and business using decision models
- CO5: PRIORITIZE solutions to the business problems related to operations research
- CO6: FORMULATE innovative solutions related to decision models

Unit / Module	Content	CO Mapping	Hours Assigned
1	Introduction to Operations Research Definition of OR, Features of OR, OR-Quantitative Approach to Decision-making, Methodology of Operations Research, Application of Operations Research	CO1, CO2	3
2	Linear Programming: Formulation and Graphical Solutions Structure and assumptions of LP model, Application areas of LP, Guidelines for LP model formulation Two variable LP model, Graphical LP model (maximization and minimization), Duality and Sensitivity Analysis	CO3, CO4	3
3	Assignment Problem (AP1): Mathematical Model of Assignment Problem, Enumeration Method, Transportation Method	CO3, CO4	3
4	Assignment Problem (AP2): Simplex Method and Interpretation (Maximization and Minimization (two phase and Big M), Hungarian Method (Steps and numerical)	CO3	3

5	Transportation Problem (TP1): Methods for finding initial solution: Vogel's Approximation Method (VAM), Northwest Corner Method, Least cost methods (LCM), Application areas of TP	CO3, CO4	3
6	Transportation problem (TP2): Optimal Solution: The Stepping Stone Method, Modified Distribution (MODI) Method and special cases	CO3, CO4	3
7	Game Theory Introduction to Game Theory, 2 person zero sum game, Pure Strategies (Games with Saddle points), Limitation and Application of Game Theory, Rule of dominance	CO2, CO3, CO4	3
8	Decision Theory Introduction, Steps in decision making process, types of decision environment (Under certainty, under risk, under uncertainty) , Decision making under uncertainty (optimism (maximax or minimin), pessimism (maximin or minimax), equal probabilities (laplace), coefficient of optimism (hurwicz), regret (savage)), Decision tree	CO4, CO5	3
9	Queuing Theory Introduction, structure of queuing system (arrival process, service system, speed of service, queue structure (FIFO, LIFO, Service in Random order, Priority Service), Queuing models (deterministic and probabilistic model theory)	CO1, CO2	3
10	Sequencing Problem Sequencing Techniques using Johnsons' Rule (processing n jobs through 2 machine, 3 machines and m machines)	CO4, CO5	3

Text Books:

1. Operation Research – An introduction- Hamdy Taha, Prentice Hall of India
2. Quantitative Techniques in Management –N. D. Vohra, Tata McGraw Hill
3. Operations Research Theory and Applications- J. K. Sharma, Macmillan Business books

Reference Books:

1. Principles of Operations Research –Wagner, Prentice Hall of India
2. Operations Research- Hillier, Liberman, Tata McGraw Hill
3. An introduction to Management Science – Anderson Sweeney Williams, Cengage Learning

Mandatory Course 6: Information Systems and Digital Transformation

Course Credits: 2

Course Outcomes:

Course Outcome

- CO1: Acquire the basic knowledge on information systems, Organisations, Management and its related components
- CO2: Understanding the significance of information systems, Global Information Systems Infrastructure and its role to Business.
- CO2: Analyzing the business systems and need of information, emerging trends within functional information systems for marketing, financial, human resource, operations and for various verticals of the industry and its integration to business.
- CO4: Develop the information system strategies to solve the business problems for competitive advantage and derive value to the business.
- CO5: Create & Design Information systems models for successful digital transformation.

Unit / Module	Content	CO Mapping	Hours Assigned
1	<p>Information Systems, Management, Organization:</p> <p>Overview of information systems, management and organizations their components.</p> <p>Information & Types of Information systems and its value dimension</p> <p>Role of IS in supporting business processes and decision-making.</p>	CO1, CO2, CO3	3
2	<p>Building MIS across the Functions, Sectors & Enterprise Resource Planning:</p> <p>Marketing Information Systems,</p> <p>Manufacturing Information Systems,</p>	CO2, CO4, CO5	6

	<p>Human Resource Information Systems, Financial Information Systems, Supply chain Management Information System, Customer Relation Management Information System</p> <p>Information systems required across the functions, sectors and their Modules, MIS reporting and integrations.</p> <p>Enterprise Resource Planning & Integration of enterprise systems</p> <p>Case studies on successful integration of Information systems to Business</p>		
3	<p>Digital Firms, Platforms and Business Models & Digital Transformation:</p> <p>Insights on Digital Firm, Digital Platform & Business models, Drivers, their integration and impact</p> <p>Strategies for developing and managing digital business</p> <p>Building and Managing Global Information Systems & Global Business</p> <p>Case studies on successful digital Transformations</p>	CO2, CO4, CO5, CO6	9
4	<p>Developing & Managing Information System Projects:</p> <p>Information System Development & Building: Information System development Process and Models</p> <p>Managing software projects within budget, scope, and timeline constraints.</p> <p>Cost Benefit Analysis.</p> <p>Case studies on successful implementation of Information Systems Projects</p>	CO4, CO5, CO6	6
5	<p>Information Systems Strategy , Planning & Implementations:</p>	CO4, CO5, CO6	3

	<p>Strategic alignment of IS with business goals and objectives.</p> <p>Virtual organization & strategies</p> <p>Developing IS strategies for competitive advantage.</p> <p>Case studies on successful IS strategies and implementations.</p>		
6	<p>Ethical & Social, Privacy issues in Information Systems</p> <p>Ethical and social considerations in the use of information systems.</p> <p>Social & Privacy issues and regulations affecting digital business.</p> <p>Sensitize students to the need for information security, Concepts such as confidentiality, Integrity and Availability.</p> <p>Case Studies on Social and Digital Ethics, Privacy & Security Issues of IS.</p>	CO2, CO5, CO6	3

Text Books:

1. Management Information Systems for the Information Age (9e) by Maeve Cummings. McGraw-Hill/Irwin (2012).
2. Management Information System- Managing the Digital Firm by Laudon and Laudon.
3. Principal of Information System by Ralph M. Stair and Georg Reynold.
4. Digital Business by Dr Chandrahauns Chavan , KBI International , Mumbai

Reference Books:

1. A Management Information Systems by O'Brien, James. Tata McGraw Hill, New Delhi,
2. Introduction to Financial Technologies FINTECH, By Dr Chandrahauns Chavan & Atul Patankar , Pearson Publications
3. Elements of Systems Analysis and Design by Marvin Gore. Galgota Publications.
4. MIS a Conceptual Framework by Davis and Olson
5. Analysis and Design of Information Systems by James Senn.
6. Information Systems Today by Jessup and Valacich. Prentice Hall India.
7. Management Information Systems, Jaiswal and Mittal. Oxford University Press.

Mandatory Course 7: OJT / Field Project

Course Credits: 4

Course Outcomes:

- CO1: Apply concepts learned in classrooms to real-world work environments, enhancing their understanding and skills.
- CO2: show insights into the challenges, opportunities, and culture of different workplaces, preparing them for future employment.
- CO3: Use and appreciate the use of emerging technologies and their applications, enhancing their technological literacy and adaptability.
- CO4: Display problem-solving abilities in making informed decisions in complex scenarios through practical situations.
- CO5: Build ability to work in teams and collaborate to achieve common goals in diverse work environments through collaborative projects.

On-the-job training course / Field Projects offer students the chance to develop essential skills that employers highly value. These include communication skills, problem-solving abilities, teamwork, and adaptability. By working in a professional environment, students gain valuable experience that enhances their employability. They also learn to navigate professional environments, manage responsibilities, and overcome challenges. This experiential learning fosters independence, confidence, and self-awareness, which are essential for success in both career and life. Furthermore, students get a first-hand look at various industries and career paths. This exposure allows them to explore different fields, understand industry trends, and identify areas of interest. OJT / Field Projects provide the students opportunities to practice skills and apply their knowledge under the most realistic conditions possible, which are the actual job conditions. The OJT work conducted in direct connect with industry should be minimum of 60-80 hours during the Semester.

- The OJT Guidelines applicable of University of Mumbai will apply for OJT component.
- The field project will be completed and assessment will be undertaken as per the Project Assessment guidelines in the syllabus.

An OJT course in general sets out to achieve objectives such as:

1. Align classroom learnings with workplace outcomes.

2. Provide students with real-world work experience and align their expectations with job demands.
3. Combine physical and digital learning modes in industry settings, blended with mentorship.
4. Foster research skills, including knowledge discovery, analytical tools, methodologies, and ethical conduct.
5. Introduce students to emerging technologies and their applications in various fields.
6. Strengthen students' entrepreneurial skills and encourage job creation.
7. Facilitate problem-solving, decision-making, teamwork, and collaboration.
8. Foster social awareness and philanthropic values among students.
9. Encourage collaboration between Higher Education Institutes (HEIs), industry, and academia for internships and research opportunities.
10. Instill professional principles, ethics, values, and integrity to meet employment market demands and social needs.

Elective Course 1: Entrepreneurship Management

Course Credits: 2

Course Outcomes:

- CO1: REMEMBER Concepts of Entrepreneur, Entrepreneurship, and Enterprise
- CO2: UNDERSTAND the frameworks and key concepts in entrepreneurship management.
- CO3: APPLY the model of the entrepreneurial process for new venture development
- CO4: ANALYSE the entrepreneurial environment, legal framework, and expansion strategies.
- CO5: EVALUATE various types of entrepreneurship (social, opportunity, techno, intra & women) and suitable routes to start a business
- CO6: CREATE a business plan/model based on the innovative ideas and concepts of entrepreneurship.

Unit / Module	Content	CO Mapping	Hours Assigned
1	<p>Entrepreneurial Perspective: Definition and Evolution of the Concept of Entrepreneurship; Definition and Concept of Entrepreneur, Concept of Enterprise; Entrepreneurship - Functions, Needs and Importance; Entrepreneurial Traits, Characteristics and Skills; Role of entrepreneurship in economic Development; Introduction to various forms of business organization (sole proprietorship, partnership, corporations, Limited Liability Company); Introduction of Start-up and types of Start-ups, Start-up Ecosystem in India</p>	CO1, CO2	3
2	<p>Types of Entrepreneurs and Entrepreneurship: Innovators, Creators, Market makers, Expanders and scalers, Intrapreneurship, Social Entrepreneurship, Woman Entrepreneurship, Technopreneurship, Rural Entrepreneurship; Entrepreneurs, Managers and Intrapreneurs: Similarities and Differences.</p>	CO1, CO2, CO3	3

	<p>Entrepreneurial Pathways: Understanding New Venture Life-Cycle - Pre-Seed, Early Stage, Launch; Business Life Cycle: Start-up, Launch, Growth, Maturity, Harvest, Re-Birth, Exit;</p> <p>Frameworks to Inform Your Entrepreneurial Path - Introduction to Business Model Canvas, Lean Model Canvas, Design Thinking Process</p>		
3	<p>Identifying Entrepreneurial Opportunity: Analysis of Business Opportunities in both the Domestic and Global Economies, including the Analysis of PEST Factors; Entrepreneurial Opportunity; Joseph Schumpeter's Theories & Key Drivers of Opportunity; Researching Potential Business Opportunities,</p>	CO1, CO2, CO3	3
4	<p>Drivers of Entrepreneurship: Creativity, Innovation and Invention; Tools for Creativity and Innovation</p> <p>Idea Generation & Evaluation: Sources of business ideas, Find & Assess ideas, Data for ideation, Identify the problem, Problem – Solution Fit, Ideation to Prototyping Process.</p>	CO2, CO3, CO4	3
5	<p>Feasibility Analysis Product/Service Feasibility Analysis; Industry & Competitive Analysis: SWOT, Three Circles (Company, Competitors, Customers); Financial Feasibility Analysis.</p>	CO3, CO4	3
6	<p>The Enterprise Launching: Entrepreneurial Process; Product/ Project Identification;</p> <p>Developing a Business Plan: Meaning and Purpose of a business plan, Contents of a business plan, Guidelines for writing a Business Plan, Prerequisites from the perspective of an investor, (Creating Pitch Deck)</p>	CO3, CO4, CO5, CO6	3

7	Product/ Market Fit: Concept, Importance for start-ups. Minimum Viable Product, Business Financing: Various Sources of Funding to Start-ups including venture capital finance and private equity Managing early growth of the business; New venture expansion - strategies and issues.	CO3, CO4, CO5, CO6	3
8	Legal framework for starting a business in India Quick start routes to establish a business (franchising, ancillarisation, and acquisitions); Support Organisations for an entrepreneur and their role; The Make in India and Digital India Campaigns – For Entrepreneurship support; Other Start-up Ecosystem in India	CO3, CO4	3
9	Learning by Doing: Activity – Create a Business Model Canvas / Business Plan based on an Idea (Ideation till Pitch deck) and Presentations	CO6	6

Text Books:

- Vasant Desai, “The Dynamics of Entrepreneurial Development and Management”, Himalaya Publishing House, Sixth Edition, 2011

Reference Books:

- Robert D Hisrich, Mathew J Manimala, “Entrepreneurship”, McGraw Hill Education (I) Pvt. Ltd., New Delhi, Ninth Edition - 2015
- Poornima M. Charantimath, “Entrepreneurship Development and Small Business Enterprises” Pearson, Ninth Impression - 2023
- Literature Published by Support Institutions, viz i) SIDBI, ii) MSSIDC iii) NSIC

Elective Course 2: Economic Environment and Policy

Course Credits: 2

Course Outcomes:

- CO1: Understand and relate to the business environment prevailing in India and in the world and Identifying how the economy is affected by internal and external factor. (L1, L2)
- CO2: Describe the economic environmental factors impacting business & analyse their impact on businesses. (L2, L3, L4)
- CO3: Analyze the impact of changes in macroeconomic aggregates on economy. (L3, L4)
- CO4: Evaluate various macroeconomic policy tools and how they can be used to manage macroeconomic issues. (L4, L5)
- CO5: Evaluate the macroeconomic variables related to international markets and evaluate impact of international financial institutions on global economy (Evaluate, L5)

Unit / Module	Content	CO Mapping	Hours Assigned
1	<p>Business environment - definition, nature and scope, distinction between internal and external environment of business, Micro and Macro external environment, Limitations of environmental analysis. Impact of macroeconomic environment on businesses (case studies)</p> <p>Macroeconomics: The origin of macroeconomics from Classical, Keynesian, to Monetarists (in brief) Rational Expectation Theory</p>	CO1,CO2, CO3	3
2	<p>Understanding the functioning of an economy (Circular flow of income), Consumption Function and Investment Function</p>	CO2,CO3	6

	<p>Growth and development. Interconnectivity between macroeconomic variables & Business Cycles</p> <p>National Income Accounting: Measuring the Aggregate Economy. Concepts- GDP, NDP, GNP, GVA. Real vs. Nominal GDP, Deflator</p> <p>Brief discussion on background & Industrial policy - 1991 - LPG model (Liberalization, Privatization and Globalization)</p> <p>Discussion on evolving Economic Environment - Atmanirbhar Bharat (Make in India, Digital India, Start-up policy, Redefining MSMEs, Infrastructure thrust; Niti Aayog; Inclusive Growth - Jan-Dhan & Aadhar; Amritkaal-Viksit Bharat</p>		
3	<p>Money: Concept of Money, of Money in India – M1, M2, M3, L1, L2, L3, Money supply & Demand for money, velocity of money, credit creation process and changing banking scenario</p> <p>Inflation: the concepts of headline inflation, core inflation, food inflation.</p> <p>Demand pull, cost push inflation, types of inflation, causes of inflation, effects of inflation, stagflation and India, The threat of inflation.</p>	CO3	6
4	<p>Central Banking and Monetary Policy: Role of central bank, methods of credit control, Instruments of credit control, objectives of monetary policy, Inflation & monetary policy: Monetary measures to control inflation - Role of MPC (Reading of Review of Monetary Policy)</p>	CO3, CO4	3

5	<p>Fiscal policy & Union Budget: Introduction to Fiscal Policy - Public expenditure, Public Taxation & Public Debt, Role of fiscal policy in developing country.</p> <p>Discussion on Union Budget: Budget Format, Sources of Funds, Use of Funds, Types of deficit in Budget, Financing of Fiscal Deficit, debt financing.</p>	CO3 , CO4	3
6	<p>Balance of Payments & External Sector: Structure of BOP, Disequilibrium, Methods to correct disequilibrium</p> <p>Exchange Rate system, Capital Account Convertibility, Impossible Trinity</p> <p>Role of IMF in International Monetary System</p>	CO3 , CO5	6
7	Case studies and Presentations	CO4, CO5	3

Text Books:

1. Indian Economy – Performance and Policies – Uma Kapila 24th Edition
2. Indian Economy - Nitin Singhania

Reference Books:

1. Business Environment and Public Policy by R A Buchholz
2. Economic Survey by Ministry of Finance, Government of India - Different issues
3. World Development Report by the World Bank - different issues

4. Macroeconomics-theory and policy-Dr.H.L.Ahuja-S.Chand and company ltd.
5. Macroeconomics-Olivier Blanchard-Pearson
6. Macroeconomics-Rudiger dornbusch-Tata McGrawHill
7. Principles of Macroeconomics- Karl Ecase, Ray c flair- Pearson
8. Macroeconomics-understanding Economic outcomes- Steven Mark Cohn-Jaico

Elective Course 3: Business Analytics

Course Credits: 2

Course Outcomes:

- CO1: RELATE the basic terminologies related to the concepts of Business Analytics
- CO2: UNDERSTAND use of various tools of Business Analytics for making justifiable business decisions
- CO3: CHOOSE appropriate technique for data mining for providing appropriate business solutions
- CO4: ANALYZE the available data and recommend appropriate analytical techniques
- CO5: COMPARE and visualize the results for fact-based decision-making
- CO6: CONSTRUCT appropriate predictive models based on available information

Unit / Module	Content	CO Mapping	Hours Assigned
1	Introduction to Analytics Meaning, application areas of business analytics, techniques of analytics.	CO1, CO2	3
2	Statistics for Business Analytics Central tendencies and dispersion, central, limit theorem, sampling distribution, hypothesis testing, simple linear regression, categorical data analysis, analysis of variance (ANOVA), non-parametric tests.	CO2, CO3	3
3	Advanced Excel Proficiency (Practical) Describing Numeric Data, Pivot Table Analysis, Linear Regression, Comparing Two Sample Variances, Comparing Two Sample Means, Pair T Test, One Way ANOVA, Two Way ANOVA,	CO3, CO4	3

	Generating Random Numbers, Rank and Percentile, Histogram Procedure, Exponential Smoothing and Moving Average, Sampling, Covariance and Correlation, Goal Seek and Solver.		
4	Understanding R Using R Studio, working with data in R, R procedures.	CO1, CO2	3
5	Data Mining using Decision Tree Introduction to decision trees, model design and data audit, demo of decision tree development, algorithm behind decision tree and other decision tree.	CO2, CO3	3
6	Data Mining using clustering in R Understanding cluster analysis using R, clustering as strategy, hierarchical clustering, non-hierarchical clustering - K means clustering, variants of hierarchical clustering, different distance and linkage functions.	CO3, CO4	3
7	Time Series Forecasting Time series vs causal models moving averages, exponential smoothing, trend, seasonality, cyclicality causal modelling using linear regression forecast accuracy.	CO3, CO4	3

8	<p>Predictive Modelling – Logistic Regression using R</p> <p>Data import and sanity check, development and validation, important categorical variable selection, important numeric variable selection, indicator variable creation, stepwise regression, dealing with multicollinearity, logistic regression score and probability, KS calculation, coefficient stability check, iterate for final model.</p>	CO3, CO4	3
9	<p>Overview of Big Data and Hadoop</p> <p>Big data and Hadoop and concept, application, cloud computing, generators of big-data.</p>	CO3	3
10	<p>Data Analysis & Visualization</p> <p>Credit risk analytics, fraud risk analytics, financial services marketing analytics, Data Visualization using Power BI and tableau tools</p>	CO4	3

Elective Course 4: Cost and Management Accounting

Course Credits: 2

Course Outcomes:

- CO1: Understand the cost accounting concepts, elements and classification of cost and overheads and develop the application skill in drafting a cost sheet.
- CO2: Understand the need for material control, control of idle time of labour, methods of calculation of labour turnover and classification of overheads.
- CO3: Analyze the importance of Standard Costing and the effect upon cost effectiveness
- CO4: Use the different costing systems in practical scenario.
- CO5: Create control system through budgets and evaluate business decision making scenarios with CVP analysis.

Unit / Module	Content	CO Mapping	Hours Assigned
1	Introduction to Cost and Management Accounting, Concept of Cost, Role of Cost in decision making analysis, classification of cost, Cost Accounting Standards, Preparation of Cost Sheet, Methods and Techniques of Costing. Management Accounting: Evolution, Meaning, Objectives and Scope, Tools and Techniques of Management Accounting, Relationship of Cost Accounting, Financial Accounting, Management Accounting and Financial Management, Role of Management Accountant in Decision Making. Elements of cost - Materials, Labour and Overheads, Allocation and Apportionment of overheads	CO1	1
2	Introduction to different costing techniques; Methods of costing – with special reference to job costing, process costing, services costing	CO1, CO2, CO3	2

3	Responsibility Accounting and Transfer Pricing	CO1, CO2, CO3, CO4	4
4	Activity Based Costing & Activity Based Management	CO1, CO2, CO3, CO4	4
5	Target Costing, Lifecycle Costing, Environmental Costing	CO1, CO2, CO3, CO4	4
6	Standard Costing and Variance Analysis	CO1, CO2, CO3, CO4	3
7	Budgeting - Budget Concept, Fixed and Flexible Budgets, Preparation and Monitoring of Various types of Budgets, Budgetary Control System: Advantages, Limitations and Installation, Zero Base Budgeting	CO4, CO5, CO6	6
8	Marginal Costing – Meaning, Limitations and Applications, Difference between Marginal Costing and Absorption Costing, Breakeven Analysis, Cost-Volume Profit Analysis, Margin of Safety and P/V Ratio	CO4, CO5, CO6	6

Text Books

1. Cost Accounting - A Managerial Emphasis, Horngren, Datar, Rajan 15th ed. Pearson
2. Accounting - Text and Cases, Anthony, Hawking, Merchant 13th ed. McGraw Hill
3. Cost Accounting for Managerial Emphasis – Horngren, Datar, Foster 2
4. Management Accounting – Robert Kaplan, Anthony A. Atkinson 3
5. Cost and Management Accounting – Ravi. M. Kishore

Reference Books

1. Management Accounting for profit control – I. W. Keller, W. L. Ferrara
2. Accounting & Finance for Managers – T P Ghosh
3. Management Accounting – Paresh Shah – Oxford Publications
4. Cost Accounting – Jawaharlal and Seema Srivastava
5. Management and Cost Accounting – Colin Drury

Elective Course 5: Foundations of Strategy

Course Credits: 2

Course Outcomes:

- Co1: To understand the underlying principles and frameworks in strategy
- CO2; To apply the conceptual frameworks to business situations
- CO3: To analyse business problems, and generate alternative solutions
- CO4: To critique different solutions to a problem, and arrive at an optimal solution keeping in view the business objectives and resources
- CO5: To use the theories learnt in the course and create a strategic plan

Unit / Module	Content	CO Mapping	Hours Assigned
1	<p>Introduction to Strategy</p> <ul style="list-style-type: none"> • Definition and importance of strategy <p>Elements of Strategy</p> <ul style="list-style-type: none"> • Objectives • Culture • Costs • Capabilities <p>The 4 Ps of Strategy</p>	CO1, CO2, CO3	3
2	<p>Corporate and SBU Strategies</p> <ul style="list-style-type: none"> • Four levers: Scope, Assets, Design, Scale • Three positioning outcomes: Value proposition, bargaining power, cost structure 	CO2, CO3, CO4	3
3	<p>Structural Analysis of Industries</p> <ul style="list-style-type: none"> • Porter's Five Forces Model 	CO2, CO3, CO4	3
4-5	<p>Analysing the Firm</p> <ul style="list-style-type: none"> • Value Chain Analysis, Activities as the building blocs of Competitive advantage 	CO2, CO3, CO4	3
6	<p>Strategic Positioning of the Firm</p> <ul style="list-style-type: none"> • Porter's Generic strategies: Cost leadership, differentiation, focus 	CO4, CO5	3

7	Resource-Based View of the Firm <ul style="list-style-type: none"> ● Resource-Based View (RBV) ● VRIS framework ● Core competencies 	CO2, CO3, CO4, CO5	3
8	Business Models <ul style="list-style-type: none"> ● Osterwalder and Pigneur Business Model Canvas 	CO4, CO5	3
9	Business Ecosystems and Firm Networks	CO3, CO4, CO5	3
10	Blue Ocean Strategy	CO4, CO5	3

Text Books:

1. Strategic Management: A Competitive Advantage Approach, Concepts and Cases, by Fred R. David and Forest R. David: (Indian edition)
2. Crafting & Executing Strategy: The Quest for Competitive Advantage: Concepts and Cases, 23rd Edition, By Arthur Thompson, Margaret Peteraf, John Gamble and A. Strickland
3. Competitive Advantage: Creating and Sustaining Superior Performance, Michael E. Porter
4. Competitive Strategy: Techniques for Analyzing Industries and Competitors" by Michael E. Porter
5. Resource-based theory: Creating and Sustaining Competitive Advantage, By Jay B. Barney, Delwyn N. Clark · 2007

Reference Books & Readings

1. Competing on Analytics: The New Science of Winning, by Thomas H. Davenport and Jeanne G. Harris: This book explores how organizations can gain a competitive advantage through data-driven decision-making and analytics.
2. The Art of Strategy: A Game Theorist's Guide to Success in Business and Life, by Avinash K. Dixit and Barry J. Nalebuff: Dixit and Nalebuff apply game theory principles

to business strategy, offering practical insights into decision-making, negotiation, and competition

3. *The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail*, by Clayton M. Christensen: Christensen discusses disruptive innovation and its impact on established companies, offering insights into how organizations can navigate disruptive change.
4. *Blue Ocean Strategy, Expanded Edition*, by Renee A. Mauborgne and W. Chan Kim
5. *Predators and Prey: A New Ecology of Competition*, James F. Moore
6. *All the Right Moves: A Guide to Crafting Breakthrough Strategy*, Constantinos Markides

Indian case studies that can be used to illustrate various strategic management concepts:

1 Tata Group:

- a. *Tata's Acquisition of Jaguar Land Rover*: Illustrates corporate-level strategy, international expansion, and the challenges of integrating acquired companies.
- b. *Tata Nano*: Explores product positioning, targeting, and the challenges of innovation in emerging markets.

2 Infosys:

- a. *Infosys' Global Delivery Model*: Demonstrates the use of business-level strategy (cost leadership) and the role of technology in achieving competitive advantage.
- b. *Infosys' Acquisition Strategy*: Discusses growth strategies and the challenges of integrating acquisitions in the IT services industry.

3 Reliance Industries:

- a. *Reliance Jio*: Examines disruptive innovation, market entry strategies, and competition in the telecommunications sector.
- b. *Reliance Retail*: Analyzes diversification strategies and the role of retail in Reliance's overall business portfolio.

4 Flipkart:

- a. *Flipkart vs. Amazon in India*: Explores competitive dynamics, pricing strategies, and customer acquisition in the e-commerce industry.
- b. *Flipkart's Big Billion Days*: Discusses promotional strategies, supply chain management, and the challenges of managing large-scale sales events.

- 5 Mahindra & Mahindra:
 - a. Mahindra's Farm Equipment Sector: Illustrates market segmentation, targeting, and the development of niche markets in the agricultural machinery industry.
 - b. Mahindra's Entry into Electric Vehicles: Examines diversification into new markets and the adoption of sustainable business practices.
- 6 Patanjali Ayurved:
 - a. Patanjali's Disruption in FMCG Sector: Discusses the strategies employed by Patanjali to challenge established players in the fast-moving consumer goods sector.
 - b. Patanjali's Distribution Strategy: Analyzes the company's distribution network and its role in achieving rapid growth.
- 7 Amul:
 - a. Amul's Cooperative Model: Examines Amul's cooperative structure and its role in achieving market leadership in the dairy industry.
 - b. Amul's Marketing Strategy: Discusses Amul's branding and promotional strategies, as well as its focus on product quality and affordability.
- 8 Indian Premier League (IPL):
 - a. IPL's Business Model: Explores the strategic decisions behind the creation and expansion of the IPL, including revenue streams, team ownership, and marketing strategies.
 - b. IPL's Expansion into New Markets: Discusses the challenges and opportunities of expanding the IPL brand internationally.
- 9 Zomato Gold, R Srinivasan, IIM Bangalore
 - a. The network economy
 - b. Issues in network business models

International case studies offer valuable insights into global business practices and can be instrumental in teaching the fundamentals of strategy.

- 1 Apple Inc.:
 - a. Apple's Innovation Strategy: Explores Apple's product innovation, differentiation strategy, and ecosystem approach.
 - b. Apple's Supply Chain Management: Analyzes Apple's supply chain strategy and its role in maintaining competitiveness.

- 2 Toyota:
 - a. Toyota's Lean Production System: Examines Toyota's production system and its emphasis on efficiency, quality, and continuous improvement.
 - b. Toyota's Global Expansion: Discusses Toyota's internationalization strategy and challenges faced in different markets.
- 3 IKEA:
 - a. IKEA's Cost Leadership Strategy: Illustrates IKEA's low-cost business model, flat-pack furniture concept, and global expansion strategy.
 - b. IKEA's Sustainability Initiatives: Explores IKEA's sustainability efforts and their integration into the company's overall strategy.
- 4 Samsung:
 - a. Samsung's Diversification Strategy: Analyzes Samsung's diversification into various product categories, including consumer electronics, semiconductors, and appliances.
 - b. Samsung's Branding and Marketing Strategy: Examines Samsung's branding strategy, product positioning, and marketing campaigns.
- 5 Amazon:
 - a. Amazon's Customer-Centric Approach: Explores Amazon's customer-focused strategy, including its emphasis on convenience, selection, and service.
 - b. Amazon's Expansion into Cloud Computing: Discusses Amazon's strategic move into cloud computing with Amazon Web Services (AWS) and its impact on the company's growth.
- 6 Nestlé:
 - a. Nestlé's Growth Strategies: Analyzes Nestlé's growth through acquisitions, diversification into new markets, and innovation in product categories.
 - b. Nestlé's Corporate Social Responsibility (CSR) Initiatives: Explores Nestlé's CSR initiatives and their alignment with the company's overall strategy.
- 7 McDonald's:
 - a. McDonald's Global Expansion: Examines McDonald's internationalization strategy, including its adaptation to local markets and cultural differences.
 - b. McDonald's Digital Transformation: Discusses McDonald's digital initiatives, such as mobile ordering, delivery services, and loyalty programs.

- 8** Tesla, Inc.:
 - a. Tesla's Disruptive Innovation: Illustrates Tesla's disruptive innovation in the automotive industry, focusing on electric vehicles and autonomous driving technology.
 - b. Tesla's Market Entry Strategies: Analyzes Tesla's market entry strategies in different regions and the challenges of scaling production.
- 9** Netflix:
 - a. Netflix's Content Strategy: Explores Netflix's content acquisition and production strategy, including original content creation and global licensing deals.
 - b. Netflix's Subscription Model: Discusses Netflix's subscription-based business model, pricing strategy, and customer retention efforts.
- 10** Unilever:
 - a. Unilever's Sustainable Living Plan: Examines Unilever's sustainability strategy and its integration into the company's brands and operations.
 - b. Unilever's Portfolio Management: Analyzes Unilever's brand portfolio strategy, including acquisitions, divestitures, and brand extensions.
- 11** Matching DELL by Jan Rivkin
- 12** Asahi Breweries - Japanese Beer industry

MMS Program - Guidelines under 10-point grading system

- The MMS degree program shall be of two years duration consisting of Four (04) Semesters.
- The semester examinations for the Master of Management Studies will be held at the end of every semester i.e at the end of Semester I, Semester II, Semester III and Semester IV.
- The Semester I examination will be held in the Second half of the academic year in which the learner was admitted (i.e November/December)
- Semester II examination will be held in the first half of the calendar year (April/May)
- The Semester III examination will be held in the Second half of the academic year (i.e November/December)
- Semester IV examination will be held in the first half of the calendar year (April/May) respectively.

Examination / Assessment and Grading:

(I) Mode of Assessment of Theory courses:

- Semester wise performance assessment of every registered learner is to be carried out through various modes of examinations. These include Internal Assessment and End Semester Examination.
- Internal Assessment includes class tests, home assignments based on live problems, course projects & presentations either in a group or individually, any other innovative assessment methods.
- The weightage of Internal Assessment and End Semester Examination is 40 and 60 percentage respectively.
- The Relative weightage for Internal Assessment is typically 40 percent and will be evaluated by the faculty as per his/her Teaching Learning Plan submitted at the beginning of the academic year.
- The end semester examination will be held at the end of the semester planned by the Institute and the relative weightage for this would be 60 percent.
- The end semester examination will normally be of 2 hours duration and will cover the full syllabus of the course. The end semester examination is mandatory.

- The grade for theory courses can be awarded only after successful completion of both Internal Assessment and End Semester Examination of the respective course.

(II) Mode of Evaluation of Projects

- If the performance of a student is to be evaluated through a Project work for any course, then End Term Examination (written) may not be suitable method of evaluation. The project evaluation to be done as per the following guidelines keeping the ratio of Internal and External Viva Examination and presentation in ratio of 50:50
- The learner (individual / Group) to be given a Project (Problem or a situation) for which he needs to Prepare the solution. This Project is to be graded, at the end of the respective semester.
- The projects are supervised or guided, and need regular interaction (at least once a week) with the mentor/guide.
- Learner has to submit a project report and defend it in front of a panel of examiners. Panel of examiners for Project evaluation will be appointed by Head of Department/Institute.
- The project report will not be accepted if learner does not complete the project successfully and submit report on or before the deadline given for the project submission.
- The grade for Project can be awarded only after successful completion of Term Work and Oral Presentation / viva-voce as per the schedule.

(III) Mode of Evaluation of OJT

- If the performance of a student is to be evaluated through an On-the-Job training, then End Term Examination (written) may not be suitable method of evaluation. The project evaluation to be done as per the following guidelines keeping the ratio of Internal and External Viva Examination and presentation in ratio of 50:50
- The learner will work on on-the-job project which will be supervised or guided through regular interaction (at least once a week) with the mentor/guide.
- Learner will submit a OJT project report and defend it in front of a panel of examiners. Panel of examiners for Project evaluation will be appointed by Head of Department/Institute.
- The project report will not be accepted if learner does not complete the project successfully and submit report on or before the deadline given for the project submission.
- The grade for Project can be awarded only after successful completion of Term Work and Oral Presentation / viva-voce as per the schedule.

(IV) Grading of Performance

The program will have 10 point grading system. The illustrative Grade Table is as follow

Table 1: Grade Allocation under 10 point grading scale in CBSGS

Range of percentage of Marks	Letter Grade	Grade Point	Performance	SGPA / CGPA Range
80 and above	O	10	Outstanding	9.51 – 10
75-79.99	A+	9	Excellent	8.51 – 9.50
70-74.99	A	8	Very Good	7.51 – 8.50
65-69.99	B+	7	Good	6.51 – 7.50
60-64.99	B	6	Fair	5.51 – 6.50
55-59.99	C	5	Average	4.51 – 5.50
50-54.99	P	4	Pass	4.0 – 4.50
Below 50	F	0	Fail	< 4
Absent	AB	0	Fail	

A learner who remains absent in any form of evaluation/examination, letter grade allocated to him/her should be AB and corresponding grade point is zero. He / She should reappear for the said evaluation/examination in due course.

(V) SGPA/ CGPA Calculation

Semester Grade Point Average (SGPA):

- The performance of a learner in a semester is indicated by a number called Semester Grade Point Average (SGPA).
- The SGPA is the weighted average of the grade points obtained in all the courses by the learner during the Semester. For example, if a learner passes five courses (Theory/Projects etc.) in a semester with credits C1, C2, C3, C4 and C5 and learners grade points in these courses are G1, G2, G3, G4 and G5 respectively, then learners' SGPA is equal to:

$$\text{SGPA} = \frac{C1G1 + C2G2 + C3G3 + C4G4 + C5G5}{C1 + C2 + C3 + C4 + C5}$$

The SGPA is calculated to two decimal places. The SGPA for any semester will take into consideration the "F or AB" grade awarded in that semester. For example if a learner has failed in Course 4, the SGPA will then be computed as:

$$\text{SGPA} = \frac{C1G1 + C2G2 + C3G3 + C4 \cdot \text{ZERO} + C5G5}{C1 + C2 + C3 + C4 + C5}$$

Cumulative Grade Point Average (CGPA):

- An up-to-date assessment of the overall performance of a learner from the time s/he entered the University of Mumbai is obtained by calculating a number called the Cumulative Grade Point Average (CGPA), in a manner similar to the calculation of SGPA.
- The CGPA therefore considers all the courses mentioned in the curriculum/syllabus manual, towards the minimum requirement of the degree learner have enrolled for.
- The CGPA will be calculated for the completed academic year/s as follows:
 - Semester I & II
 - Semester I,II,III & IV
- The CGPA will reflect the failed status in case of F grade(s), till the course(s) is/are passed. When the course(s) is/are passed by obtaining a pass grade on subsequent examination(s) the CGPA will only reflect the new grade and not the fail grades earned earlier.

Illustration of Computation of SGPA and CGPA:

Computation of SGPA and CGPA:

- The SGPA is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses undergone by a student, i.e

$$\text{SGPA (Si)} = \frac{\sum(C_i \times G_i)}{\sum C_i}$$

where C_i is the number of credits of the i th course and

G_i is the grade point scored by the student in the i th course.

- The CGPA is also calculated in the same manner taking into account all the courses undergone by a student over all the semesters of a program, i.e.

$$\text{CGPA} = \frac{\sum(C_i \times S_i)}{\sum C_i}$$

where S_i is the SGPA of the i th semester and

C_i is the total number of credits in that semester.

- The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcripts. A Successful learner who has passed in all the courses of each Semesters i.e Semester I, Semester II, Semester III and Semester IV shall be awarded grades as shown in the table given below:

Grade Table: Grade Allocation under 10-point grading scale in CBSGS.

Range of percentage of Marks	Letter Grade	Grade Point	Performance	SGPA / CGPA Range
80 and above	O	10	Outstanding	9.51 – 10
75-79.99	A+	9	Excellent	8.51 – 9.50
70-74.99	A	8	Very Good	7.51 – 8.50
65-69.99	B+	7	Good	6.51 – 7.50
60-64.99	B	6	Fair	5.51 – 6.50
55-59.99	C	5	Average	4.51 – 5.50
50-54.99	P	4	Pass	4.0 – 4.50
Below 50	F	0	Fail	< 4
Absent	AB	0	Fail	

Semester I

Subject	Marks	Grade	Grade Point (Gi)	Credits (Ci)	CI*Gi	SGPA
Sub - 1	95	O	10	4	40	SGPA = 108/16 = 6.75
Sub - 2	59	C	5	4	20	
Sub - 3	59	C	5	4	20	
Sub - 4	58	B+	7	4	28	
Credits Earned				16	108	
Remarks					Grade: B+	Range 65-69.99

Semester II

Subject	Marks	Grade	Grade Point (Gi)	Credits (Ci)	CI*Gi	SGPA
Sub - 1	60	B	6	4	24	SGPA = 120/16 = 7.50
Sub - 2	65	B+	7	4	28	
Sub - 3	5966	B+	7	4	28	
Sub - 4	80	O	10	4	40	
Credits Earned				16	120	
Remarks: Successful					Grade: B+	Range 65-69.99

Calculation of CGPA (Semester I & II)

Semester	SGPA (Si)	Credits (Ci)	Si*Ci	CGPA	
I	6.75	16	108	CGPA = 228/36 = 6.33	Grade: B
II	7.5	16	120		
Total Credits Earned		36	228		

Semester III

Subject	Marks	Grade	Grade Point (Gi)	Credits (Ci)	Ci*Gi	SGPA
Sub - 1	62	B	10	4	24	SGPA = 128/16 = 8.00
Sub - 2	68	B+	5	4	28	
Sub - 3	85	O	5	4	40	
Sub -4	78	A+	6	4	36	
Credits Earned:				16	128	
Remarks: Successful					Grade: A	Range 70-74..99

Semester IV

Subject	Marks	Grade	Grade Point (Gi)	Credits (Ci)	Ci*Gi	SGPA
Sub - 1	89	O	10	4	40	SGPA = 96/12 = 8.00
Sub - 2	63	B	6	4	24	
Sub - 3	72	A	8	4	32	
Credits Earned				12	96	
Remarks: Successful					Grade: A	Range 70-74.99

Calculation of CGPA (Semester I, II, III & IV)

Semester	SGPA (Si)	Credits (Ci)	Si*Ci	CGPA	
I	6.75	16	108	CGPA = 452/60 = 7.53	Grade: A
II	7.5	16	120		
III	8	16	128		
IV	8	12	96		
Total Credits Earned		60	452		

(VI) Standard of Passing & ATKT:

1. A learner in order to pass has to obtain minimum 50% marks in aggregate consisting of minimum 50% marks in each set of the examinations separately i.e. internal examination and external examination, as per the standard of passing.
2. Learner(s), who does not obtain minimum 50% marks in subject(s)/paper(s)/course(s) either in the internal assessment or in the external examination or both, shall be declared as “Fail” as per the standard of passing of examination.
3. A learner failing in not more than two subjects/papers/courses in the Semester I exam shall be allowed to keep terms in Semester II of the MMS program.
4. A learner who has failed in more than two subjects/papers/courses in the Semester-I exam, shall not be permitted to proceed to Semester II of his/her first year MMS program. Learner will, however, be eligible to re – appear for the subjects in which learner has failed in the first semester by re – registering himself/herself in the supplementary examination to be conducted by the institute.
5. A learner who has passed in both the semester examinations conducted by the institute i.e.: Semester I and Semester II examinations shall be eligible for admission into Semester III of the MMS program.
6. A learner for being eligible for admission to Semester III must have passed both the Semester I and Semester II examinations.
7. A learner failing in not more than two subjects/papers/courses in the Semester III examination shall be allowed to keep terms in Semester IV of the MMS program.
8. A learner, who has failed in more than two subjects/papers/courses in Semester III, shall not be permitted to proceed to Semester IV of his/her second year MMS program. Learner will, however, be eligible to re – appear in the subjects in which he /she has failed in the third semester by re – registering himself/herself in the supplementary examination to be conducted by the institute/university or both.
9. A learner who has passed in all of the semester examinations of MMS i.e Semester I, Semester II, Semester III, Semester IV examinations shall not be allowed to re – register himself/herself for improvement of his/her semester examination results.
10. A learner who has not appeared in the internal examinations conducted by the institute for due to hospitalization shall as a special case be permitted to appear in those subject(s)/course(s)/paper(s) in the supplementary examination conducted by the institute after learner furnishes a valid medical certificate certified by the rank of

a civil surgeon or superintendent of Government hospital to the satisfaction of the Principal/Director of the institute.

Semester I Examination:

1. A learner will be declared to have passed the Semester I examination if learner has secured minimum 50% marks in aggregate consisting of minimum 50% marks in each of the examinations separately i.e Internal Examination & Semester End Examination as per the standard of passing.
2. For a course of 100 marks, the learners shall obtain minimum of 50% marks i.e 20 out of 40 in the Internal Assessment and i.e 30 out of 60 in the Semester End examination separately.
3. For a course of 50 marks, the learners shall obtain minimum of 50% marks i.e 10 out of 20 in the Internal Assessment and 15 out of 30 in the Semester End examination separately.
4. A learner who has failed in the semester examination but has obtained Grade E (50% Marks) in some subject(s)/paper(s)/course(s) shall at his option be granted exemption from appearing in those subject(s)/paper(s)/course(s) in the subsequent examinations to be conducted by the institute.

Semester II Examination:

1. A learner who has passed in all the paper(s)/subject(s)/course(s) of his semester I examination shall proceed to semester II of the MMS program.
2. A learner failing in two or less than two subjects/papers/courses in Semester I examination shall be allowed to keep terms into Semester II of the MMS program. Learner will however be required to pass in those respective subjects/papers/courses (two or less) in the supplementary examinations, to be held by the institute. Such supplementary examination for Semester I shall be held before first week of April, as per the schedule of the individual institution.
3. A learner who has failed in more than two subjects/papers/courses in Semester I, shall not be permitted to proceed to Semester II of the course. Learner will, however be eligible to re – appear in the subjects in which learner has failed, in the supplementary examination of Semester I to be conducted by the institute. Such supplementary examination of Semester I can be held as per the institute's schedule before April of the academic year.

4. A learner will be declared to have passed the Semester II examination if learner has secured minimum 50% marks in aggregate consisting of minimum 50% marks in each of the examinations separately i.e Internal Examination & Semester End Examination as per the standard of passing.
5. For a course of 100 marks i.e (60+40), the learners shall obtain minimum of 50% marks in the Internal Assessment i.e 20 out of 40 marks and 30 out of 60 marks in the Semester End examination.
6. For a course of 50 marks i.e (30+20), the learners shall obtain minimum of 50% marks in the Internal Assessment i.e 10 out of 20 marks and 15 out of 30 marks in the Semester End examination.
7. A learner who has failed in the semester examination but has obtained Grade E (50% Marks) in some subject(s)/paper(s)/course(s) shall at his option be granted exemption from appearing in those subject(s)/paper(s)/course(s) in the subsequent examinations to be conducted by the institute.

Semester III Examination:

1. A learner for being eligible for admission to Semester III must have passed both the Semester I and Semester II examinations
2. A learner failing in two or less than two subjects in Semester I or Semester II or both (Semester I and Semester II taken together), shall be required to re appear in the supplementary examination and pass. Such supplementary examinations can be held for Semester I and for Semester II, as per individual institution's schedule before April/May or commencement of Semester III and upon passing of which, the learner will become eligible to enroll for the Semester III MMS Program.
3. A learner who has failed in more than two subjects/papers/courses in Semester II or Semester I and Semester II taken together, shall not be permitted to proceed to Semester III of the course. Learner will, however be eligible to re – appear in the subjects in which learner has failed, in the supplementary examination of Semester I and/or Semester II to be conducted by the institute. Such supplementary examinations can be held as per the institute's schedule before April/May for Ist Semester and before November/December for IInd Semester of the academic year.
4. A learner will be declared to have passed the Semester III examination if learner has secured minimum 50% marks in aggregate consisting of minimum 50%

marks in each of the examinations separately i.e Internal Examination & Semester End Examination as per the standard of passing.

5. For a course of 100 marks i.e (60+40), the learners shall obtain minimum of 50% marks in the Internal Assessment i.e 20 out of 40 marks and 30 out of 60 marks in the Semester End examination.
6. For a course of 50 marks i.e (30+20), the learners shall obtain minimum of 50% marks in the Internal Assessment i.e 10 out of 20 marks and 15 out of 30 marks in the Semester End examination.
7. A learner who has failed in the semester examination but has obtained Grade E (50% Marks) in some subject(s)/paper(s)/course(s) shall be granted exemption from appearing in those subject(s)/paper(s)/course(s) in the subsequent examinations to be conducted by the institute/university.

Semester IV Examination:

1. A learner who has passed in all the paper(s)/subject(s)/course(s) of his semester III examination shall proceed to semester IV of the MMS program.
2. A learner failing in not more than two subjects/papers/courses in his/her Semester III examination shall be allowed to keep terms in Semester IV. Such learner will be required to pass in those respective subject(s)/paper(s)/course(s) (two or less) of semester III in the supplementary examinations of Semester III conducted to be by the Institute/ University.
3. A learner, who has failed in more than two subjects/papers/courses in Semester III, shall not be permitted to proceed to Semester IV of the course. Learner will however be eligible to re – appear in those subjects in which he /she has failed by re – registering himself/herself in the supplementary examinations to be conducted by the institute/university.
4. A learner failing in any subject(s) /paper(s) /course(s) in his/her Semester IV examination and shall be required to re appear in the supplementary examinations conducted by the institute/university to pass in those subjects/papers/courses.
5. A learner will be declared to have passed the Semester IV examination if learner has secured minimum 50% marks in aggregate consisting of minimum 50% marks in each of the examinations separately i.e Internal Examination & Semester End Examination as per the standard of passing.

6. For a course of 100 marks i.e (60+40), the learners shall obtain minimum of 50% marks in the Internal examination i.e 20 out of 40 marks and 30 out of 60 marks in the Semester End examination separately as per the standard of passing.
7. For a course of 50 marks i.e (30+20), the learners shall obtain minimum of 50% marks in the Internal examination i.e 10 out of 20 marks and 15 out of 30 marks in the Semester End examination separately.
8. A learner who has failed in the semester examination but has obtained Grade E (50% Marks) in some subject(s)/paper(s)/course(s) shall be granted exemption from appearing in those subject(s)/paper(s)/course(s) in the subsequent examinations to be conducted by the institute/university.
9. To facilitate the convenience of students, who are employed on completion of their IVth Semester, but have failed in their Semester III and/or Semester IV University examinations, the University shall hold such examinations twice a year in the subjects/papers/courses that are assessed by the university. I.e. Semester III university examination shall be held in May along with Semester IV examination and Semester IV university examination shall be held in November/December along with Semester III examination.
10. A learner shall be declared to have passed his MMS degree course if learner has secured minimum 50% marks in aggregate consisting of minimum 50% marks in Internal examination & 50% marks in External examination separately in Semester I, Semester II, Semester III and Semester IV examinations as per the standard of passing.
11. A learner who has passed in all the semester examinations of MMS degree shall not be allowed to reregister himself/herself for improvement of his/her earlier semester results.
12. A Successful learner who has passed in all the courses of each Semesters i.e Semester I, Semester II, Semester III and Semester IV shall be awarded grades as shown in the table given below:

Heads of Passing:

- Internal Assessment (IA) and End Semester Examination (ESE) should be two separate heads for passing. E.g. 40 marks (IA), 60 marks (ESE). Passing standard will be 50% in each individually, i.e 20 marks in (IA) and 30 marks in ESE.

Promotion of Learner and Award of Grades:

- A learner will be declared PASS and be eligible for Grade in M.M.S. course (Post Graduate Program) if a learner secures at least 50% marks separately in each head of passing as mentioned above.
- At the end of each Semester the Grade card which states the performance of the learner in that Semester, is prepared and issued to the learner. The Grade Card will contain the courses undertaken by the learner, credits of each course, Grade obtained by the learner and SGPA / CGPA in the format given by the University.

Carry Forward of Marks:

In case of a learner who does not fulfill criteria mentioned in section above and fails in the Internal Assessment and/or End Semester Examination in one or more courses:

- A learner who PASSES in the Internal Assessment but FAILS in the End Semester Examination of the course shall reappear for the End Semester Examination of that course. However his/her marks of the Internal Assessment shall be carried over and learner shall be entitled for grade obtained by him/her on passing.
- A learner who PASSES in the End Semester Examination but FAILS in the Internal Assessment of the course shall reappear for the Internal Assessment of that course. However, his/her marks of the End Semester Examination shall be carried over and learner shall be entitled for grade obtained by him/her on passing.

Re-examination of Internal Assessment and End Semester Examination

- Re-examination for Internal Assessment and End Semester Examination should be completed, as per the schedule planned by the respective institutes, before the commencement of next semester theory examination.
- Example: A learner who is supposed to reappear for Internal Assessment or End Semester Examination in semester-I course will appear for the re-examination before commencement of End Semester Examination of semester -II. However, if a learner has to appear for the re- examination for a subject in semester II then the examination should be conducted and the result should be declared by the

institute before the examination forms for the semester III are sent to the University.

- Re-examination of Internal Assessment will be based on single examination having same marks as of original assessment. A learner who supposed to reappear for Internal Assessment will be given course project/ assignment problems/ test/ tutorials etc., by the concerned teacher. A learner will do the submission of the assigned work in the predefined period. Records should be maintained properly for all the re-examinations as well as Internal Assessments.

Rules for Standard of Passing and Allowed to Keep Terms (ATKT):

- A learner in order to pass has to obtain minimum 50% marks in aggregate consisting of minimum 50% marks in each set of the examinations separately i.e. internal examination and external examination, as per the standard of passing.
- Learner, who does not obtain minimum 50% marks in subject(s)/paper(s)/course(s) either in the internal assessment or in the external examination or both, shall be declared as “Fail” as per the standard of passing of examination.
- A learner failing in not more than two subjects/papers/courses in the Semester I exam shall be allowed to keep terms in Semester II of the MMS program.
- A learner who has failed in more than two subjects/papers/courses in the Semester I exam, shall not be permitted to proceed to Semester II of his/her first year MMS program. He/ She will, however, be eligible to re – appear for the subjects in which he /she has failed in the first semester by re – registering himself/herself in the supplementary examination to be conducted by the institute.
- To move to semester III a learner should not be failing in more than two subjects/papers/courses in the Semester I & II exam combined together.
- A learner failing in not more than two subjects/papers/courses in the Semester III examination shall be allowed to keep terms in Semester IV of the MMS program.
- A learner, who has failed in more than two subjects/papers/courses in Semester III, shall not be permitted to proceed to Semester IV of his/her second year MMS program. Learner will, however, be eligible to re – appear in the subjects in which he /she has failed in the third semester by re – registering himself/herself in the supplementary examination to be conducted by the institute/university or both.

- A learner who has passed in all of the semester examinations of MMS i.e Semester I, Semester II, Semester III, Semester IV examinations shall not be allowed to re – register himself/herself for improvement of his/her semester examination results.
- A learner who has not appeared in the internal examinations conducted by the institute for due to hospitalization shall as a special case be permitted to appear in those subject(s)/course(s)/paper(s) in the supplementary examination conducted by the institute after learner furnishes a valid medical certificate certified by the rank of a civil surgeon or superintendent of Government hospital to the satisfaction of the Principal/Director of the institute.

Suggested Question Paper Format

(i) Question Paper of 60 Marks (4 Credit Course) – 2 Hours Written Examination

<ul style="list-style-type: none"> • Total Questions – 6 Questions • Question 1 - Compulsory (20 Marks) • Option to Attempt Any 4 Questions from Question 2 to Question 6 (Each Question 10 Marks) 	
Q1: Case Study	20 Marks
Q2 to Q 6 <ul style="list-style-type: none"> • Covering important of topics / concepts across syllabus • Mix of theoretical and quantitative questions based on requirement of the subject content. • COs to be mentioned against each question in Question paper 	Each Question 10 Marks

(ii) Question Paper of 30 Marks (2 Credit Course) - 1 Hour Written Examination

<ul style="list-style-type: none"> • Total Questions – 4 Questions • Question 1 - Compulsory (10 Marks) • Option to Attempt any 2 Questions from Question 2 to Question 4 (Each Question 10 Marks) 	
Q1: Case Study	10 Marks
Q2 to Q 4 <ul style="list-style-type: none"> • Covering important of topics / concepts across syllabus • Mix of theoretical and quantitative questions based on 	Each Question 10 Marks

requirement of the subject content.

- COs to be mentioned against each question in Question paper

UNIVERSITY OF MUMBAI



**Restructured & Revised Syllabus under
Credit based Semester and Grading System**

for

**Master of Management Studies (MMS)
Semester III & IV**

**2 Years full-time
Masters Degree Course in Management**

(Effective from the academic year 2016 – 2017)

Proposed Revision for MMS Syllabus wef AY 2016-17 (Batch 2016-18)

Semester III

Sr. No.	Common subjects
1	International Business
2	Strategic Management (UA)

FINANCE SPECIALIZATION

Sr. No.	Core	Sr. No.	Electives (Any 1)
1	Financial Markets and Institutions	1	Banking and Financial Services Institutions
2	Corporate Valuation and Mergers & Acquisitions	2	Investment Banking
3	Security Analysis and Portfolio Management	3	Wealth Management
4	Financial Regulations	4	Infra and Project Finance
5	Derivatives and Risk Management	5	Strategic Cost Management
	Summer Internship	6	Commodities Markets
		7	Mutual Fund
		8	Financial Modeling
		9	International Finance

SYSTEMS SPECIALIZATION

Sr. No.	Core	Sr. No.	Electives (Any 1)
1	Database Management System & Data Warehousing	1	Cloud Computing & Virtualization
2	Enterprise Management System	2	Information System Security and Audit
3	Big Data and Business Analytics	3	Data Mining and Business Intelligence
4	Knowledge Management	4	IT Consulting
5	Software Engineering	5	Digital Business
	Summer Internship	6	Software Project management
		7	Governance of Enterprise IT & Compliance
		8	Cyber Laws & Managing Enterprise IT Risk
		9	International Finance

Proposed Revision for MMS Syllabus wef AY 2016-17 (Batch 2016-18)

Semester III

Sr. No.	Common subjects
1	International Business
2	Strategic Management (UA)

HRM SPECIALIZATION

Sr. No.	Core	Sr. No.	Electives (Any 1)
1	Training & Development	1	Personal Growth Laboratory
2	Compensation and Benefits	2	Global HRM
3	Competency Based HRM and Performance Management	3	Employee Branding and Employer Value Proposition
4	Labour Laws and Implications on Industrial Relations	4	HR Analytics
5	HR Planning and Application of Technology in HR	5	O.S.T.D.
	Summer Internship	6	HR Audit
		7	Employee Relations , Labour Laws and Alternate Dispute Resolution

OPERATIONS SPECIALIZATION

Sr. No.	Core	Sr. No.	Electives (Any 1)
1	Supply Chain Management	1	World Class Manufacturing
2	Operations Analytics	2	Business Process Engineering And Benchmarking
3	Service Operations Management	3	Technology Management & Manufacturing Strategy
4	Manufacturing Resource Planning & Control	4	Strategic Operations Management
5	Materials Management	5	Industrial Engineering Applications & Management
	Summer Internship	6	TQM
		7	International Logistics
		8	Quantitative Models in Operations
		9	Productivity Management

Proposed Revision for MMS Syllabus wef AY 2016-17 (Batch 2016-18)

Semester III

Sr. No.	Common subjects
1	International Business
2	Strategic Management (UA)

MARKETING SPECIALIZATION

Sr. No.	Core	Sr. No.	Electives (Any 1)
1	Sales Management	1	Retail Management
2	Marketing Strategy	2	Rural Marketing
3	Consumer Behaviour	3	Marketing Analytics
4	Services Marketing	4	Digital Marketing
5	Product & Brand Management	5	Customer Relationship Management
	Summer Internship	6	Marketing Research & Analysis
		7	Event Management
		8	Health Care Marketing
		9	Distribution & SCM
		10	Tourism Marketing
		11	Marketing of Banking & Financial Services

Programme - Masters in Management Studies

Semester - III

COMMON SUBJECT

Semester	:	III-Core		
Title of the Subject / course	:	International Business		
Course Code	:			
Credits	:	4	Duration	: 40

Learning Objectives

1.	To develop a deep understanding of International Management
2.	To develop the analytical ability of the student to attain an insight into International Management contexts

Prerequisites if any	Business Management
Connection with subjects in the current or future courses	International Marketing Strategic Management

Module

Sr. No.	Content	Activity	Learning Outcome
1.	Introduction <ul style="list-style-type: none"> ➤ Objective ➤ Scope ➤ Perlmutter's EPRG Model 	Lecture	Understanding the scope of international business
2.	Country Analysis <ul style="list-style-type: none"> ➤ PESTEL analysis ➤ The Atlas of Economic Complexity ➤ Porters Diamond ➤ Country Risk analysis 	http://atlas.cid.harvard.edu Activity on PESTEL of emerging markets Lecture	Evaluating country attractiveness, impact on business models
3.	Cross Cultural Management <ul style="list-style-type: none"> ➤ Hofstede's Cultural Dimension ➤ CAGE Framework Pankaj Ghemawat ➤ Culture and Leader Effectiveness: The GLOBE Study 	Case/ lecture	Understanding cultural differences and impact on business operations
4.	Mode of Entry <ul style="list-style-type: none"> ➤ Market/Country Entry ➤ Strategic Alliances/- JV / M&A 	Case / lecture	Optimal way to enter a market

Sr. No.	Content	Activity	Learning Outcome
5.	Investment Decisions ➤ Drivers of FDI – Special emphasis on emerging markets ➤ Offshore Banking ➤ Forex Management – ADR-GDR's- EU bonds	Case / lecture	International finance decisions and impact on operations
6.	WTO Regional Trade Agreements ➤ Building Blocks of WTO ➤ Major agreements of WTO	Case / lecture	Basics of WTO from the perspective of a business manager
7	Managing of Multinationals ➤ Organization Structure -Matrix -Geographic -Product ➤ International HRM -Expatriate Management -Staffing of Subsidiaries ➤ Integration Response Models -Types of subsidiaries -Control of subsidiaries ➤ Global manufacturing and supply chain - Optimizing of Supply chain - Offshoring V/S Outsourcing	Cases / Lectures/Assignment	Multinational and subsidiary development and management. Impact of I-R model on subsidiary management.

Text Books

- 1) International Business - Mike W. Peng; Klaus E. Meyer - Cengage Learning
- 2) International Business Environment, The: Text and Cases- J Stewart Black ; Anant K Sundaram – Prentice Hall India
- 3) International Business –Charles W L Hill - McGraw Hill

Reference Books

1. International Management - Arvind V Pathak - TMH
2. The Cultural Dimension of International Business – Gary P Ferraro – Pearson
3. Multinational Management – John B. Cullen _ Thomson
4. International Business: Challenges and Choices - Alan Sitkin, Nick Bowen – Oxford Press

Assessment

Internal	40%
Semester-end	60%

Semester	:	III-Core			
Title of the Subject / course	:	Strategic Management			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objective

1	To appreciate the role of Strategic thinking in changing business environment
2	To understand the process of Strategy Formulation, Implementation & Evaluation
3	Focus on application & decision making

Prerequisites if any	
Students to refresh themselves on critical concepts and models in the areas of wrt HR, Marketing, Finance, Operations	The subject provides knowledge about corporate level strategies with cross functional perspective. Hence basic orientation of all relevant business disciplines is appreciated

Module

Sr. No	Content	Activity	Learning outcomes
1	Introduction to Strategic Management and schools of Strategic formulation and implementation & evaluation	Lecture and Case discussion	Familiarization with terminologies and processes of Strategic Management
2	Globalization, addressing a VUCA environment with a bottoms – up approach (Volatile, Uncertain, Complex and Ambiguous time)	Lecture and Case discussion	Understanding of Strategic Management so as to enable the students shoulder responsibilities in the ever changing global arena
3	PESTEL & SWOT as tools for strategic formulation	Lecture and Case discussion	Environmental scanning and appreciation of external business environment for effective strategy formulation
4	BCG matrix / GE matrix, 7S McKinsey models as tools for strategic formulation	Lecture and Case discussion	SBU portfolio management and strategic coherence
5	Ansoff matrix, Grand strategy as tools for strategic formulation	Lecture and Case discussion	Acquaintance with tools of strategic fit
6	Porter's Generic strategies and Value chain	Lecture and Case discussion	Understanding industry analysis and sustainable competitive advantage
7	Internal Competences & Resources Core, Distinctive, Strategic & Threshold Competence, Competence vs Capability, Resource Analysis , Value Chain Analysis, Strategic Outsourcing Core competence and synergy,	Lecture and Case discussion	Leveraging Sustainable unique advantage with path dependence

Sr. No	Content	Activity	Learning outcomes
	Distinctive competencies, VRIO analysis		
8	Red – Blue - Purple Ocean strategy	Lecture and Case discussion	Identifying strategic gaps in the market and filling them with unique advantage
9	Competing in Global Markets: Differences in Cultural, Demographic and Markets, Multi Country and Global competition concepts, Strategy options Competing in Emerging Markets	Lecture and Case discussion	Understanding organizational growth options, strategizing and implementing them
10	Mergers and Acquisitions, Strategic alliance & Joint Ventures, Vertical Integration, Offensive , Defensive Strategies,	Lecture and Case discussion	Understanding non- financial perspective and strategic parameters in the globalized world
11	Strategy Evaluation and Control Types of Control, Evaluation & Control Criteria Pre & Post Implementation	Lecture and Case discussion	Understanding of evaluation and control processes to ensure effective implementation
12	Change management and Turn – around strategies	Lecture and Case discussion	Multi directional, innovative ways of business growth, aligning organizational forces to achieve desired objectives
13	Case studies & presentation		

Texts Books

1. Pierce & Robinson, “Strategic Management: Formulation, Implementation & Control”, 9th Ed, Tata McGraw – Hill, N. Delhi
2. David Fred R, “Strategic Management: Concepts & Cases”, 10th Ed, Pearson – Prentice Hall, N. Delhi
3. Thomson, Strickland, Gamble & Jain, “Crafting & Executing Strategy”, 14th Ed, Tata McGraw – Hill, N.Delhi
4. Hit, Ireland, Hoskisson & Manikutty, “Strategic Management: A South – Asian Perspective”, 9th Ed, Cengage Learning, Delhi

Reference Books:

1. Pierce & Robinson, “Strategic Management: Formulation, Implementation & Control”, 9th Ed, Tata McGraw – Hill, N. Delhi
2. David Fred R, “Strategic Management: Concepts & Cases”, 10th Ed, Pearson – Prentice Hall, N. Delhi
3. Cherunilam Francis, “Strategic Management: A Book on Business Policy & Corporate Planning”, Himalaya Publishing House, Mumbai, 2008
4. Johnson & Scholes, “Explaining Corporate Strategy”, 6th Ed, Pearson Education, Delhi

5. Kachru Upendra, "Strategic Management: Concepts and Cases", Excel Books, N. Delhi
6. Barney Jay, "Gaining & Sustaining Competitive Advantage", 2nd Ed, Prentice – Hall, N. Delhi
7. Patil Ashish, "Mergers & Acquisitions" SAAA Capital Pte. Ltd, Singapore
8. Renee Mauborgue, W. Chan Kim, Blue Ocean Strategy, Harvard Business Review, 2005
9. Gary Hamel, C.K. Prahalad, Competing for the Future, Harvard Business Review, 1994
10. Thomson, Strickland, Gamble & Jain, "Crafting & Executing Strategy", 14th Ed, Tata McGraw – Hill, N.Delhi
11. Nag A, "Strategic Management – Analysis, Implementation & Control", - Vikas Publishing House, 2011
12. Mintzberg Henry, "Strategic Safari", 2009, Prentice - Hall Inc, New York.
13. Grant Robert, "Contemporary Strategic Management", 6th Ed, Wiley India
14. Hit, Ireland, Hoskisson & Manikutty, "Strategic Management: A South – Asian Perspective", 9th Ed, Cengage Learning, Delhi
15. Wheelen & Hunger, "Strategic Management and Business Policy", 8th Ed, Prentice Hall, N.J.
16. Kazmi & Kazmi, "Strategic Management and Business Policy", 4th Ed, Tata McGraw – Hill, N. Delhi
17. Rajiv Gupte & Shailesh Kale, "Strategic Management in the age of Globalization", 1st Ed, Himalaya Publishing House, Mumbai, 2007 (proposed)

Assessment

Internal	40%
Semester-end	60%

Programme - Masters in Management Studies

Semester - III

FINANCE (CORE)

Semester	:	III-Core			
Title of the Subject / course	:	Financial Markets and Institutions			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives

1	To understand different components of the Indian Financial system and their functions.
2	To comprehend various products issued through different financial institutions in the primary and secondary markets.
3	To understand the fixed income market, the different instruments and concepts related to it.

Prerequisites if any	Financial Management.
Connections with Subjects in the current or Future courses	International Business, International finance, Derivatives and Risk Management and Commodities.

S. No	Content	Activity	Learning Outcomes
1	Indian financial system (IFS) Historical evolution of IFS. Different components of the financial system and their functions Financial markets - primary and secondary markets; OTC and exchange markets; and equity and debt markets.	Lecture and classroom discussion	Understanding Indian financial system and its components
2	The Role of the Central Bank – RBI RBI's monetary policy in its proper perspective in the overall IFS.	Lecture and classroom discussion	Understanding the role of RBI in the IFS
3	Stock Exchanges of the Country and Primary Markets. Evolution of stock exchange and their role in shaping the financial scenario of a country.	Lecture and classroom discussion	Comprehension of SE functioning and various products issued by different financial institutions in primary market of India
4	Secondary Markets Products involved in domestic and foreign markets, institutions involved, stock and other exchanges, clearing house mechanisms and clearing corporation, broking houses and portfolio management services.	Lecture and classroom discussion	Ability to understand different financial products issued in domestic and foreign markets and the working of clearing houses, broking houses, stock exchanges

S. No	Content	Activity	Learning Outcomes
5	Emerging Markets and Products Alternate finance products and players, such as crowd funding, product to product finance, interest-free financial products, thematic indexes.	Lectures and classroom discussions	Understand new markets, products and players
6	Derivatives Products-Forwards, futures, options and swaps, Exotic options. Financial market activities – speculation, hedging and arbitrage.	Lecture and exercises	Ability to outline the basics of derivative products available in financial markets
7	Intermediaries Mutual funds, insurance firms and hedge funds, commercial banks and investment banks.	Lecture and classroom discussion	Ability to comprehend the working of intermediaries
8	Fixed income securities Bond characteristics, bond types, coupon types, computation of different yields and bond price, relationship between yield and price, floaters and inverse floaters.	Lecture and exercises	Ability to understand different concepts of fixed income securities
9	Fixed income securities Spot rates and forward rates, zero coupon yield curve, theories of term structure of interest rates. Fixed income risk measures: duration, modified duration, convexity and price value of basis point.	Lecture and exercises	Ability to understand and compute different measures of risk of fixed income securities
10	Foreign Exchange Markets	Lecture and classroom discussion	General understanding of currency markets and its role in the financial system

Text Books

1	Bharati V. Pathak, The Indian Financial System-Markets, Institutions and Services.
2	Mishkin and Eakins, Financial Markets and Institutions.
3	L M Bhole and Jitendra Mahakud, Financial Markets & Institutions.

Reference Book

1	Fabozzi, The Handbook of Fixed Income Securities.
2	Anthony Saunders, Financial Markets and Institutions.
3	Meir Kohn, Financial Institutions & Markets.

Assessment

Internal	40%
Semester-end	60%

Semester	:	III-Core			
Title of the Subject / course	:	Corporate Valuation and Mergers & Acquisitions			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objective

1	To understand the process and set of procedures to be used to estimate the value of a company.
2	To learn to make strategic decisions in M&A to enhance a company's growth.

Prerequisites if any	Financial management, Financial markets and institutions .
Connections with Subjects in the current or Future courses	SAPM, Investment banking and Venture capital and private equity.

Sr. No.	Content	Activity	Learning outcomes
1	Over view of valuation Approaches to valuation, valuation process, uses of valuation, information needed for valuation, Judicial and regulatory overview.	Lecture and classroom discussion	Understanding the basic concepts of valuation and the interplay of factors affecting valuation
2	Financial statements, leverage and working capital from valuation perspective.	Lecture and exercises	Understand the role of leverage, working capital and ratios in valuation
3	Calculation of valuation inputs Risk measurement, looking for relationships in data, cost of capital, FCFE and FCFE, growth rates.	Lecture and exercises	Ability to calculate the elements of risk, return and cash flows
4	Discounted approaches to valuation 1. Discounted Cash Flow Valuation a. Basics b. Estimating Inputs c. Discount Rates d. Growth flows e. Growth Patterns 2. Dividend discount model a. Constant growth model b. Zero growth model c. Two stage model d. H model e. Three stage model	Lecture and problem solving	Overview of valuation using discounted cash flow methods and ability to calculate the same

Sr. No.	Content	Activity	Learning outcomes
5	<p>Other Non-DCF valuation models</p> <ol style="list-style-type: none"> 1. Relative valuation model <ol style="list-style-type: none"> a. PE b. PEG c. Relative PE ratio d. Enterprise value multiples e. Choosing the right multiples 2. Book value approach 3. Stock and debt approach <p>Special cases of valuation</p> <ol style="list-style-type: none"> 1. Intangibles –Brand, Human valuation etc 2. Real estate 3. Start up firm 4. Firms with negative earnings 5. Financial service companies 6. Distressed firms 7. Valuation of cash and cross holdings 8. Warrant and convertibles 9. Cyclical & non-cyclical companies 10. Holding companies 11. E-commerce firm 	Lecture and problem solving	Understanding of different alternative methods used in valuation
6	Option pricing applications in valuation	Lecture and problem solving	Understanding valuation of real options with help of binomial model and Black and Scholes model
7	Writing a valuation report	Lecture	Understanding the guidelines to be followed in valuation reports
8	Introduction to Mergers & Acquisitions Types of restructuring, regulatory considerations, takeover code, M&A process.	Classroom discussion	Understanding the various forms of business restructuring, the regulatory aspects and the M& A process
9	M &A valuation and modeling Inputs to valuation model, Inputs from due diligence and calculation of the value of the company.	Problem solving	Ability to calculate the value of a company
10	Deal structuring and financial strategies Negotiations, payment and legal considerations, tax and accounting considerations, financing of the deal.	Classroom discussion	Understand the different methods of financing, payment and tax considerations and other factors important for deal structuring
11	Alternative business restructuring strategies Joint ventures, strategic alliances, demergers or spin offs, split off, divestiture, equity carve out.	Classroom discussion.	Understanding the alternative business restructuring methods for creation of shareholders wealth

Text Books

1	Prasanna Chandra , Corporate Valuation
2	Donald M.Depamphilis , Mergers, Acquisitions and other restructuring activities.
3	Damodaran, Valuation
4	Ashish Patil , Mergers & Acquisitions – The art of science

Reference Books

1	Damodaran , Investment Valuation
2	Palepu, Healy and Bernard, Business Analysis and Valuation Using Financial Statements.
3	Sudi Sudarsanam , Creating Value from Mergers & Acquisitions.

Assessment

Internal	40%
Semester-end	60%

Semester	:	III-Core			
Title of the Subject / course	:	Security Analysis and Portfolio Management			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objective

1	To understand the factors affecting the prices of different assets and to create an optimum portfolio based on given risk conditions.
2	To understand the need for continuous evaluation and review of the portfolio with different techniques.
3	To learn technical analysis to predict price movements based on indicators and forecasting techniques.

Prerequisites if any	This subject requires basic knowledge of Financial management, financial markets and institutions.
Connections with Subjects in the current or Future courses	Investment banking, Corporate valuation.

Sr. No.	Content	Activity	Learning outcomes
1	Introduction to securities	Lecture and classroom discussion	Understanding the basics of securities
2	Securities - Risk and return analysis Types of securities, probability v/s absolute loss in risk management, volatility in prices, statistical tools for risk calculation.	Lecture and exercises	Understand the risk return analysis
3	Efficient Market Hypothesis Random walk theory, significance, usage.	Lecture and exercises	Ability to calculate prices using EMH
4	Equity research and valuation Sources of financial information, industry analysis, company analysis, valuation of equity shares.	Lecture and problem solving	Ability to carry on company analysis and valuation of equity shares
6	Fixed income security analysis Systematic and unsystematic risk, warrants and convertibles, bond valuation		Understand the fixed income securities
7	Indexing and Benchmarking Creation of an index, adjusting for corporate adjustments in the index, tracking an index.	Lecture and problem solving	Ability of creating and tracking index

Sr. No.	Content	Activity	Learning outcomes
8	Technical analysis Dow theory, types of charts. Japanese candle stick patterns, chart patterns, technical indicators.	Lecture and problem solving	Ability to carry on technical analysis
9	Capital market theories Capital asset pricing model, portfolio risk and return.	Lecture	Ability to apply capital market theories
10	Factor models and arbitrage pricing theory Factor based valuation models, Risk free arbitrage.	Classroom discussion	Understanding and applying factor models and APT
11	Investment decision theory Timing, allocation, buy, hold, sell, short.	Problem solving	Understanding and applying investment decision theory
12	Portfolio theory Construction and analysis, portfolio optimization, portfolio management strategies, portfolio performance measurement.	Classroom discussion	Understanding and applying portfolio theory

Text Books

1	Prasanna Chandra , Security Analysis and Portfolio Management.
2	Donald E Fischer, Roland J Jordan, Security Analysis and Portfolio Management.

Reference Books

1	Steven Achelis , Technical Analysis.
2	John Murphy , Technical Analysis of Financial Markets.

Assessment

Internal	40%
Semester-end	60%

Semester	:	III-Core			
Title of the Subject / course	:	Financial Regulations			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objective

1	To understand the regulations and its framework involved in financial system.
2	To learn major intricacies of financial regulations.

Prerequisites if any	
Connections with subjects in the current or future courses	Financial markets and institutions and mergers and acquisitions.

Sr. No.	Content	Activity	Learning Outcome
1.	Introduction to Financial Regulations Need and significance of Indian financial system regulations, structure of financial regulations in India, global financial crisis – response of the Indian regulations.	Lecture and discussion	Understanding the financial regulations framework and its significance in financial system
2.	Reserve Bank of India (RBI) Functions of RBI, credit control measures, qualitative credit control and quantitative credit control, regulatory measures taken by RBI to facilitate financial inclusion. Securities and Exchange Board of India (SEBI): Introduction to SEBI Act (1992) – powers and functions of SEBI.	Lecture, conceptual discussion and practical case examples	Clarity and understanding the framework of various financial regulatory and statutory bodies
3.	Introduction to important SEBI Regulations pertaining to Capital Market: <ul style="list-style-type: none"> • Issue of Capital and Disclosure Regulations (2009). • SEBI (Prohibition of Insider Trading) Regulations – 2015. • SEBI (Prohibition of Fraudulent and Unfair Trade Practices Related to Securities Market) Regulations – 2003. • SEBI Substantial Acquisition and Takeover Regulations – (2011). • Mutual Fund: SEBI (Mutual Funds) Regulations – 1996. 	Lecture, conceptual discussion and practical case examples	Clarity and understanding of the regulatory framework with respect to SEBI in regulating the capital market

Sr. No.	Content	Activity	Learning Outcome
4.	<p>Insurance Regulatory and Development Authority (IRDA) IRDA Act, Salient features of the IRDA Act, 1999, IRDA (protection of policy holder interests) Regulations 2002, its duties, power and functions of authority.</p> <p>Competition Commission of India Concept of competition , development of Competition Law, Competition Policy - Competition Act, 2002 - Anti Competitive Agreements, abuse of dominant position, combination, regulation of combinations, competition commission of India, appearance before commission and Appellate Tribunal, compliance of Competition Law.</p>	Lecture and practical case discussion	Understanding the regulatory framework of IRDA and CCI
5.	<p>Foreign Exchange Management and Regulations Objectives and definitions under FEMA, 1999,current account transactions and capital account transactions, establishment of branch, office etc. in India, realization and repatriation of foreign exchange, authorized person, penalties and enforcement, foreign contribution (Regulation)Act, 2010.</p>	Lecture and practical case discussion	Understanding the significance of FEMA and foreign trade policy regulations framework
6.	<p>Prevention of Money Laundering Genesis, prevention of Money Laundering Act, 2002, concept and definitions, various transactions, etc., obligations of banks and financial institution, KYC.</p>	Lecture and case law discussion	Clarity on money laundering concept and its regulation
7.	<p>Regulatory framework for International Funds Regulations framework for rising fund through: Global Depository Receipts (GDRs) and American Depository Receipts (ADRs), External Commercial Borrowings.</p> <p>Foreign Direct Investment Regulations: Foreign Direct Investment (FDI) Policy. SEBI (Foreign Portfolio Investors) Regulations -2014, SEBI (Alternate Investment Fund) Regulations – 2012.</p>	Lecture, conceptual discussion and practical case examples	Understanding regulatory framework for international funds and commodity markets
8.	<p>Regulatory framework related to Credit Rating Agencies: SEBI (Credit Rating Agencies Regulations) – 1999.</p>	Lecture and discussion	Understanding the significance of regulating the credit rating agencies

Text Books

1.	Siddhartha Shankar Shah , Indian Financial System and Markets.
2.	Shashi K. Gupta and Nisha Aggarwal , Financial Services.
3.	Guruswamy , Merchant Banking and Financial Services.

Reference Books

1.	Madura , Financial Institutions & Markets.
2.	Seth, P.R Kulkarni, Justice A.B , Banking Regulation Act (Commentary).
3.	Guide to FEMA with Ready Reckoner and RBI Circulars .
4.	Ramamurthy, RBI Act .
5.	Ritika Garg and Bharat Agarwal ,Guide to Prevention of Money Laundering Act with Rules and Notifications.
6.	SEBI Manual, Taxmann.
7.	Manual Khilnani , FEMA.
8.	Taxmann , NBFC .
9.	Dr Anil Kumar , Corporate Laws .

Assessment

Internal	40%
External	60%

Semester	:	III Core			
Title of the Subject / Course	:	Derivatives and Risk Management			
Course Code	:				
Credits	:	4	Duration in Hrs.	:	40

Learning Objectives

1	To understand the concepts related to derivatives markets and gain in-depth knowledge of functioning of derivatives markets.
2	To learn the derivatives pricing and application of strategies for financial risk management.
3	To acquaint learners with the trading, clearing and settlement mechanism in derivatives markets.

Prerequisites if any	Financial management, mathematics and statistics.
Connection with subjects in the current or Future courses	SAPM, Corporate Valuation, Investment Banking, Commodity Markets and International Finance.

Sr. No	Content	Activity	Learning outcomes
1	Introduction to Derivatives Economic functions of derivatives, application of derivatives – for risk management and speculation (Leveraging), basic terms and properties of options, futures and forwards.	Classroom discussion	Understanding the basics of derivatives markets
2	Forwards and Futures Pricing and valuation - futures and forwards, Risk management using futures, introduction to currencies, commodity and interest rate futures.	Classroom discussion and problem solving	Understanding the process of pricing and valuation of forwards and futures
3	Mechanics and Properties of Options Co-relation with underlying assets, boundary conditions for options, Put-call parity and its interpretation, synthetic options and risk free arbitrage.	Classroom discussion and problem solving	Understanding mechanics of options and creating synthetic options
4	Option Trading Strategies Directional strategies (Bull call spread, Bear put spread, Ladder, Ratio spreads), Non-directional strategy (butterfly, condor), Volatility based strategies (Straddle, Strangle, Calendar Spread), Hedging strategies (Protective put, covered call).	Classroom discussion/ problem solving/drawing graph and live trading	To understand pay off of each strategy

5	Introduction to Options Valuation Binominal Model for valuation, risk neutral probabilities and their interpretation, binomial model's application for American options where the underlying pays the dividend, Black and Scholes Model, log – normal distribution, interpreting the B & S formula, seeing options sensitivity to different variable.	Classroom discussion and problem solving	Valuations of options and creating scenario analysis using Excel
6	Risk Management Options sensitivity to the underlying, volatility, strike price, interest rate, time to expiration. Scenario analysis. Risk management using Greeks- Delta, Theta, Vega and Gamma risks of options, understanding options Greeks for various trading strategies (volatility and directional spreads), delta / dynamic hedging and relating the cost of Delta.	Classroom discussion	Understanding risk assessment methods and Options Greeks
9	Options Volatility Historical and implied volatility, volatility smile, term structure of volatility, some advance models of volatility estimation, value at risk, historical simulation, model building approach, stress testing and back testing.	Classroom discussion and problem solving	Understanding volatility and its relation to demand and supply of options
10	Trading, Clearing and Settlement in Derivatives Markets Meaning and concept, SEBI guidelines, Trading mechanism, learning mechanism- role of NSCCL, settlement mechanism, types of settlement, accounting and taxation aspect of derivatives trade.	Classroom discussion	Understanding the process of trading, clearing and settlement

Text Books

1	Redhead Keith, Financial Derivatives - An introduction to futures, forwards, options and swaps
2	Yadav Surendra S, Jain PK, Foreign exchange markets: understanding derivatives and other instruments
3	Hull John C. - Options, Futures and other derivatives

Reference Books

1	Bhaskar P Vijaya, Mahapatra B - Derivatives simplified: An introduction to risk management
2	Bhalla V K - Financial derivatives (risk management)

Assessment

Internal	40%
Semester-end	60%

Programme - Masters in Management Studies

Semester - III

FINANCE (ELECTIVES)

Semester	:	III-Elective			
Title of the Subject / course	:	Banking and Financial Services Institutions			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives

1	To understand different product and services provided by different financial institutions in India.
2	To comprehend various fund-based and fee-based services provided by financial institutions.

Prerequisites if any	Financial Management
Connections with Subjects in the current or Future courses	Commercial Banking, Financial Markets and Institutions, Investment Banking, Mutual funds and Wealth Management.

Module

S. No	Content	Activity	Learning Outcomes
1	Introduction to Financial Services Asset/Fund based services Fee based services.	Lecture and classroom discussion	Understanding different kinds of financial services available in Indian financial institutions
2	Banking products and services Loan-based services: retail loans, corporate loans, treasury products, housing finance, debt syndication, loan securitization. IT-based services: Internet banking and mobile banking- innovation in banking services.	Lecture and classroom discussion	Comprehension of various services and products available for retail and corporates by banks in India
3	Insurance products and services Concept, principles of insurance, types, major products, market players.	Lecture and classroom discussion	Ability to understand different insurance products and plans available in India
4	Mutual Fund Products Concept, types of mutual funds, other schemes and investment plans, REITS, costs involved.	Lecture, exercises and classroom discussion	Ability to comprehend different mutual fund products and plans available in India
5	Leasing Concept and classification, significance and limitation, accounting, reporting and taxation financial evaluation	Lecture, exercises and classroom discussion	Ability to understand concept of leasing and leasing procedures followed by various Indian financial institutions

S. No	Content	Activity	Learning Outcomes
6	Hire purchase finance and consumer credit Concept, accounting, reporting and taxation framework, financial evaluation.	Lecture, exercises and classroom discussion	Comprehension of hire purchase financing and consumer credit financing in India
7	Factoring, forfeiting and bills discounting Concept, factoring and forfeiting services in India, bill discounting schemes.	Lecture, exercises and classroom discussion	Ability to outline the factoring, forfeiting and bills discounting schemes
8	Merchant banking services Concept, merchant banking functions, pre-issue management services, post-issue management services.	Lecture and classroom discussion	Ability of paraphrasing the services involved in pre and post issue management
9	Venture capital financing Concept, types of venture funds, process of investment, investment valuation, structuring a deal, monitoring and follow-up.	Lecture and classroom discussion	Ability of understanding venture capital framework in India
10	Credit Rating Concept, credit rating agencies and their role, rating process and methodology, rating symbols and grades.	Lecture and classroom discussion	Outline the concept and process of credit rating in India

Text Book

1	M Y Khan, Financial Services.
2	Pratap Giri S , Investment Banking
3	Prashant Das and Divyanshu Sharma , Real Estate Finance in India

Reference Books

1	Khusboo Manoj, Financial Services, Centrum Press.
2	S Guruswamy, Essentials of Financial Services.
3	Williamson J Peter ,The Investment Banking Handbook

Assessment

Internal	40%
Semester-end	60%

Semester	:	III-Elective			
Title of the Subject / course	:	Investment Banking			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objective:

1	The main objective of the course is to provide students with the necessary theoretical and conceptual tools used in investment banking.
2	This course will provide an introduction and general understanding of investment banking activities.
3	The final objective of this course is to show how corporate governance, ethics and legal considerations factor into investment banking deals.

Prerequisites if any	Financial Accounting, Financial Management with special reference to Financial Statement Analysis.
Connection with Subjects in the current or Future Courses	Financial Modeling, Corporate Valuation and Mergers and Acquisition.

Module

Sr No	Content	Activity	Learning Outcomes
1	Introduction Concept, evolution of Indian investment banking, regulatory framework, merchant banking v/s investment banking.	Lecture and discussion	Clarity and understanding of the basic concepts of investment banking
2	Investment banking and allied activity Core functions- book building, underwriting, merger and acquisitions and advisory, Asset management.	Lecture and numerical problems	Understanding of core functions of investment banking
3	Market and security issuances Introduction- equity and debt market, primary market investors, primary market intermediaries and support services providers, General statutory provision for issuance of securities.	Lecture and classroom discussions	Understanding the concept of market intermediaries, support service providers and regulatory provisions of market and security issuance
4	Domestic issue management Introduction-eligibility for issue management, Initial public offer, Follow on public offer, Important terms and provisions of ICDR regulation on public offers.	Lecture and classroom discussions	Understanding the concept of IPO, FPO and important provisions of ICDR
5	Underwriting Concept, underwriting in fixed and book built offer, assessment of an issue for underwriting.	Lecture and classroom discussions	Understanding the concept of underwriting as well as underwriters services in IPO process.

Sr No	Content	Activity	Learning Outcomes
6	Mergers and Acquisitions Business strategy, basics of mergers and acquisition, concept of value in the context of merger and acquisition, approaches to valuation in case of M & A, selection of appropriate cost of capital for valuation , shareholder value analysis, exchange ratio base for computation, post-merger integration process.	Lecture and discussion	Developing skills in valuation in an M & A setting
7	Buyback and delisting Introduction to share buyback and delisting, pricing of share buyback, types of delisting-Voluntary and compulsory .	Lecture and discussion	Understanding the buyback and delisting process
8	Corporate Restructuring Concept of corporate restructuring, rescue and insolvency, revival, rehabilitation and restructuring of sick units, securitization and debt recovery, winding up and corporate restructuring- external and internal.	Lecture and discussion	Understanding meaning, need and scope of corporate restructuring, models of restructuring, role of professionals in restructuring process
9	Global capital market offers Introduction, international bond market, depository receipts-ADR and GDR, international regulatory framework.	Lecture and discussion	Understanding international bond markets, GDR and ADR and international regulatory framework
10	Private placements Assessment of private placements-debt and equity, regulatory framework, transaction perspectives.	Lecture and discussion	Understanding the entire framework of private placements

Text Books

1	Joshua Rosenbaum and Joshua Peatl, Investment Banking: Valuation, Leveraged Buyouts and Mergers & Acquisitions.
2	Pratap Subramanyam, Investment Banking.

Reference Books

1	Pratap Giri S., Investment Banking.
2	Williamson J Peter , The Investment Banking Handbook.
3	H.R. Machiraju , Merchant Banking

Assessment

Internal	40%
Semester End	60%

Semester	:	III-Elective			
Title of the Subject / course	:	Investment Banking			
Course Code	:				
Credits	:	4	Credits	:	40

Learning Objective

1	To understand the basic concepts and fundamentals used in wealth management.
2	Capability to design appropriate portfolio for the investors based on their risk appetite.

Prerequisites if any	Financial Management
Connection with Subjects in the current or Future Courses	Financial Markets and Institutions, SAPM

Module

Sr No	Content	Activity	Learning outcomes
1	Introduction to Wealth Management Meaning, scope, components, process of wealth management, functions of investment advisor, independent advisors, wire house wealth managers, code of ethics for wealth managers.	Lecture and discussion	Clarity and understanding of the basic concepts in wealth management
2	Need and expectations of clients Wealth management client categories mass affluent, high net worth individual, ultra high net worth, unified households, software solutions for advisors, client on boarding- profiling, financial planning, goal setting, managing asset, controlling liabilities, planning taxes, diversification, life cycle management.	Classroom discussion	Ability to apply the principles and concepts of wealth management
3	Investment planning Types of investment risk return expectations versus risk appetite.	Lecture and discussion	Understanding risk-return trade off
4	Wealth creating asset classes Equity Investment: Sector exposure and diversification, fundamental and technical analysis, investment and speculation, leveraging. Debt Investment: Deposits and debt securities, yields and interest rate risk, concentration risk, passive investments in debt.	Lecture and discussion	Detailed and in depth understanding traditional asset classes
5	Alternate assets Gold, real estate, art, mutual fund, derivatives and structured funds, hedge funds and commodities.	Lecture and discussion	Detailed and in depth understanding of alternate asset class

Sr No	Content	Activity	Learning outcomes
6	Portfolio modelling Portfolio modelling, monitoring tolerance and rebalancing, substitution, portfolio performance measurement, attribution and reporting, portfolio management models, pooled funds, technology absorption and use of social media in wealth management and advantages to investment advisors.	Classroom discussion and exercises	Understanding the principles of portfolio modelling and its practical use
7	Insurance Planning Life insurance- types of policies, general insurance, health insurance- mediclaim, calculation of Human Life Value.	Classroom discussion and exercises	Understanding the importance of insurance, the various insurance policies and ability to calculate HLV
8	Retirement Planning Purpose and need, life cycle planning, wealth creation- factors and principles, pre and post – retirement strategies- tax treatment, various tax savings schemes, pension schemes, annuities.	Classroom discussion and exercise	Understanding the concepts of retirement planning and tax implications
9	Estate planning Estate planning concept, types of will, requirements of a valid will, trust – deductions –exemptions.	Classroom discussion and exercises	Ability to prepare a will

Text Books

1	Harold R Evensky , Wealth Management
2	Nalinipruva Tripathi , Wealth Management
3	S. K. Bagchi , Wealth Management

Reference Books

1	Herbert B Mayo , Investments-An Introduction,
2	S. Kevin , Portfolio Management
3	Suyash Bhatt , Wealth Management
4	V.K. Bhalla , Investment Management
5	Jones, Wiley , Investment: Principles and concepts

Assessment

Internal	40%
Semester End	60%

Semester	:	III-Elective			
Title of the Subject / course	:	Infra and Project Finance			
Course Code	:				
Credits	:	4	Credits	:	40

Learning Objective

1	To learn different sources of project and infrastructure financing.
2	To understand regulatory framework, policies, procedures of project and infrastructure financing.

Prerequisites if any	Financial Management
Connections with subjects in the current or future courses	Project Management, BFSI

Module

Sr No	Content	Activity	Learning outcomes
1	Project planning Generation and screening of project idea, tools for identifying investment opportunity, corporate appraisal, project rating index and sources of positive NPV.	Lecture and discussion	Understanding of the basic concepts of project planning
2	Project analysis Market and demand analysis, technical and financial analysis, legal and political analysis.	Classroom discussion and explanation	Ability to apply the principles and concepts of project analysis – market demand, technical and financial
3	Social cost benefit analysis Determination of economic life-inflation, investment and capital budgeting, rationale for SCBA, UNIDIO approach, Little- Mirlees approach, SCBA by financial institutions.	Lecture and discussion	Detailed and in depth understanding of Social Cost- benefit Analysis
4	Project risk and return analysis Sources and measurement of risk, assessment of credit, cash and working capital risk , gestation periods and project rate of return, due diligence in appraisal of infrastructure projects.	Classroom discussion and exercises	Understanding the principles of project risk and return
5	Sources of project financing Lending schemes of financial institutions, venture capital- concepts, functions and schemes, equity and debt special purpose vehicles and Viability Gap Financing (VGF).	Classroom discussion and exercises	Understanding the sources of project finance and application in right situation

Sr No	Content	Activity	Learning outcomes
6	Infrastructure Development Introduction, multiplier effects of infrastructure development on economic development of the nation.	Classroom discussion	To understand how investment in infrastructure creates opportunities and efficiencies in other sector
7	Public private partnership model Concept, scheme and modalities of PPP, Financial and Economic Appraisal of infrastructure Projects; PPP models like Build-operate-transfer (BOT), Build-own-operate-transfer (BOOT), build-own-operate (BOO), Build- lease-transfer (BLT), Design-build-finance-operate (DBFO), Design-build-operate-transfer (DBOT) and Design-construct-manage-finance (DCMF).	Classroom discussion and exercises	Understanding the concepts of Public Private Partnership Model
8	Due Diligence and Project Appraisal IRR, MIRR, NPV, Pay-Back period, Profitability Index.	Classroom discussion and exercises	Understanding the due-diligence process and various techniques of project evaluation
9	Earned Value Analysis of project Risk management of infrastructure projects, risk mitigation strategies.	Classroom discussion and exercises	Understanding risk in project, risk analysis techniques and ways to minimize risk using Earned value Analysis
10	Project Funding Sponsors, other equity providers, senior debt providers, junior debt provider.	Classroom discussion and exercises	Understanding the role of various contractual parties in project funding
11	Loan syndication Loan origination, process, closing and foreclosure.	Classroom discussion and exercises	Ability to execute the loan syndication process
12	Debt restructuring RBI guidelines, process and procedures.	Classroom discussion and exercises	Understanding the concepts of debt restructuring
13	Asset securitization Concept, types and advantages.	Classroom discussion and exercises	Basic understanding of asset securitization
14	Regulatory framework SARFAESI Act, Land Acquisition Bill, related provisions of Income Tax Act.	Classroom discussion	Understanding the regulatory framework that affects project and infra finance

Text Books

1	Prasanna Chandra, Projects Planning, Analysis, Selection, Implementation & Review
2	Abhijit Dutta, Infrastructure Finance

Reference Books

1	M.R. Umarji, Securitization and Reconstruction of Financial Assets and enforcement of security Interest.
2	Prabuddha K Das , PPP and Project Finance.

Assessment

Internal	40%
Semester End	60%

Semester	:	III-Elective			
Title of the Subject / course	:	Strategic Cost Management			
Course Code	:				
Credits	:	4	Credits	:	40

Learning Objective

1	To understand the concepts and techniques in cost and management accounting.
2	To learn the application of cost and management accounting techniques in strategic decision making.

Prerequisites if any	Knowledge of Cost and Management Accounting.
Connections with Subjects in the current or Future courses	Strategic management.

Module

Sr. No	Content	Activity	Learning outcome
1	Cost Management tools <ul style="list-style-type: none"> • CVP analysis for decision making • Lean Manufacturing and Quality Control • Life cycle costing • Kaizen costing, • JIT & theory of constraints, • BPR and bench marking, • Flexible Manufacturing Systems (FMS), • Total Quality Management (TQM) • Lean Costing • Target Costing 	Classroom discussion/ Problem solving/exercises	Detailed and in depth understanding of various cost management tools
2	Activity Based Costing Nature of activity-based costing (ABC), benefits and limitations of ABC, limitation of volume -based costing system, indicators of ABC, activity hierarchies, cost drivers, designing an ABC system Activity-based management, operational and strategic application of ABC, customer profitability analysis.	Classroom discussion/ With problem solving /exercises	Ability to identify activities in an organization and assign the cost of each activity with resources to all products and services according to the actual consumption by each. Ability to prepare profit statement under ABC system
3	Lean costing Concept, application to accounting process, lean performance measurements, financial reports for lean operations.	Classroom discussion and problem solving	Ability to apply lean costing methods to accounting processes

Sr. No	Content	Activity	Learning outcome
4	Life- cycle costing Introduction, Life-cycle costing analysis, importance of life-cycle costing to a utility, life-cycle costing methodology, life-cycle cost estimation.	Classroom discussion and problem solving	Understanding and applying the concept of life-cycle costing
5	Kaizen costing Concept, need, system.	Classroom discussion and case discussions	Understanding and applying the concept of kaizen costing
6	Target costing Basics and meaning, phases in target costing, streamlining the processes, traditional cost system versus target costing.	Classroom discussion and numerical exercises	Understanding and applying the concept of target costing
7	Environmental costing Environmental costs- internal and external	Classroom discussion	Understanding and applying the concept of environmental costing
8	Strategic cost management Conceptual framework, environmental influences on cost management practices. Pillars of SCM: - Cost driver analysis. - Strategic positioning analysis.	Classroom discussion	Understanding the basic concepts of SCM
9	Value Chain Analysis and Long Term Cost Management. Nature of value-chain analysis, activity analysis and linkage analysis, application of linkage analysis in cost reduction and value addition. Value Engineering.	Classroom discussion	Understanding the concepts and recognizing, which activities are the most valuable (i.e. are the source of cost or differentiation advantage) to the firm and which ones could be improved or outsourced to provide competitive advantage
10	Costing and Strategies Blue ocean and red ocean strategy, Judo strategy, Edge strategy, Three box strategy.	Classroom discussion	Understanding strategy implementation and its impact on costing

Sr. No	Content	Activity	Learning outcome
11	Performance Evaluation Balance Score Card Concept, prospective and limitations, establishing objectives and performance measures in different perspectives of balance score card, productivity measurement and control, quality cost management and reporting, Benchmarking and standard costing, Budgeting and Budgetary control, Transfer Pricing, Triple bottom line and sustainability, Measuring performance ROI ,EVA, ROCE, Cost Benefit analysis.	Classroom discussion/ With problem solving/exercises	Understanding the concepts of Balance Score Card, benchmark costing , how to prepare and analyse various functional budgets and master budget. To apply performance measures- ROI , EVA,ROCE. To conduct Cost- Benefit Analysis
12	Cost Audit and Management Audit under Companies Act Inflation accounting, Goodwill accounting, SOX audit, Energy and Environmental audit, strategic assessment of cost and managerial performances, price fixation.	Classroom discussion	Understanding the concepts and difference between Cost Audit and Management Audit. To understand Inflation accounting, Goodwill accounting, SOX audit, Energy and Environmental audit

Note: Topics on Activity Based Costing, Life-Cycle Costing, Target costing and Environmental costing are to be discussed at a higher level with more focus on applications since the basics of these topics have been covered in ' Cost and Management Accounting ' in Semester-II.

Text Books

1	Vijay Govindarajan , Strategic Cost Management.
2	Horngren and Datar , Cost Management

Reference Books

1	Roert S. Kaplan and Anthony A Atkinson , Advanced Management Accounting
2	Bolcher Chen/Lin , Cost Management: A strategic Emphasis
3	Girish Jakhotiya ,Strategic Financial Management

Assessment

Internal	40%
Semester End	60%

Semester	:	III –Elective			
Title of the Subject / Course	:	Commodities Markets			
Course Code	:				
Credits	:	4	Duration in Hrs.	:	40

Learning Objectives

1	To gain the knowledge of emergence of commodities markets and understand its future.
2	To understand the dynamics of world commodities markets.
3	To understand the ecosystem of Indian commodities markets.
4	To acquaint learners with the trading, clearing and settlement mechanism in commodities markets.

Prerequisites if any	
Connection with subjects in the current or Future courses	Derivatives Markets and Financial Markets & Institutions

Module

Sr. No	Content	Activity	Learning outcomes
1	Introduction to Commodity Markets History of commodities markets, physical commodity markets in India (spot and forward), and commodity futures markets in India, future prospects of Indian commodity markets.	Classroom discussion	Understanding emergence of commodities markets and its future
2	International Commodity Markets Dynamics of global commodity markets, international commodity exchanges.	Classroom discussion	Understanding dynamics of world commodities markets
3	Regulatory Framework of Indian Commodities Markets Role of Government & other agencies in strengthening commodities markets, regulations relating to commodities markets, Forward Contracts Regulation Act, 1952 (FCRA), Forward Market Commission (FMC), Securities Contract Regulation Act, 1956 (SCRA), SEBI, Agricultural Produce Market Commission Act (APMC), Essential Commodities Act, 1955 (ECA), Prevention of Black-marketing of supplies of Essential Commodities Act, 1980 (PBMSECA), Central Warehousing Corporation Act, 1962 (CWCA), Agricultural Produce Grading and Marking Act, 1937 (APGMA), Standard Weights and Measures Act, 1956 (SWMA).	Classroom discussion	Understanding ecosystem of Indian commodities markets

Sr. No	Content	Activity	Learning outcomes
4	Trading on Indian Commodities Exchanges Commodity futures trading on Indian exchanges, trading on Indian commodity specific regional exchanges, trading on national level demutualized commodity derivatives exchanges in India, trading on national level demutualized commodity spot exchanges in India.	Classroom discussion	Understanding trading, clearing and settlement mechanism
5	Commodities Futures Pricing Contango and backwardation, futures of perishable goods, risk free arbitrage, cost of carry.	Live market prices and discussion	Understanding the arithmetic behind commodity derivative prices
6	Currency and Commodities Arbitrage Arbitrage among international prices of precious metals.	Classroom discussion	Understanding global demand and supply for commodities
7	Commodities Options Call, put, option strategies, synthetic options, implied volatility.	Classroom discussion	Understanding options and its use in strategies
8	Risk Management and Hedging with Options Covered call and protective put strategies. option Greeks.	Classroom discussion	Understanding Excel based scenario analysis and risk management
9	Information and Linkages Role of information in commodity markets, linkages between equity markets and commodity markets, commodity market scams.	Classroom discussion	Interdependence of equity, commodity and forex markets

Text Books

1	S P Das, Commodities Markets .
2	Gala, Guide to Indian commodity markets.
3	Bhambwani, A traders guide to Indian commodities market.

Reference Books

1	Neeraj Mahajan & Kavaljit Singh, A beginner's guide to Indian commodity futures markets
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Assessment

Internal	40%
Semester End	60%

Semester	:	III –Elective			
Title of the Subject / Course	:	Mutual Fund			
Course Code	:				
Credits	:	4	Duration in Hrs.	:	40

Learning Objective

1.	To get complete understanding of mutual fund industry.
2.	Students should understand how mutual funds are marketed and how the schemes are to be evaluated.
3.	Students should get oriented to the legalities, accounting, valuation and taxation aspects underlying mutual funds and their distribution.

Prerequisites if any	Financial Management
Connection with subjects in the current or Future courses	Financial Markets and institutions, Wealth Management.

Module

Sr. No.	Content	Activity	Learning outcomes
1	Introduction Investment avenues, concept and role of mutual fund, comparison of mutual fund with equity and bond instruments and history of MF in India.	Lecture and classroom discussion	Understanding the concepts of investing in mutual fund
2	Different types of funds Scheme selection, expense ratio, income ratio, portfolio turnover rate and transaction costs.	Lecture, exercises and assignment	Ability to select mutual fund schemes
3	Structure and key constituents of mutual fund Sponsor, trustees, AMC, custodians, depositories and distributors.	Lecture and classroom discussion	Understanding the MF Industry and the players
4	Legal and regulatory framework AMFI, RBI and Companies Act.	Lecture and classroom discussion	Understanding the regulatory framework
5	Net Asset Value Calculation of NAV, accounting, valuation and tax implications.	Lecture, Exercises	Ability to calculate NAV
6	Financial planning Overview of financial plan, financial planning strategies, asset allocation and wealth management.	Lecture and And Exercises	Ability to make financial plan and maximize the wealth of investors
7	Marketing of units Selecting the right investment products for investors, fund distribution and channel management practices.	Lecture and classroom discussion	Ability to market the financial products

Sr. No.	Content	Activity	Learning outcomes
8	Portfolio management Risk & return trade off and risk adjusted returns.	Lecture and classroom discussion	Understanding the risk and return theory and creating a portfolio
9	Measuring fund performance Benchmarking and quantitative measures used for analysis.	Lecture and Exercises	Using quantitative tools to measure the performance of mutual fund
10	Protection of investors RTI, customer grievances.	Lecture and classroom discussion	Understanding the investors' rights

Text Books

1.	Sundar Sankaran , Indian Mutual Funds Handbook .
2.	Rutherford Ronald K., The Complete Guide to Managing a Portfolio of Mutual Funds .

Reference Books

1	Sen, Joydeep , Mutual Funds in India: Vehicle for Fixed Income Investments .
2	NCFM AMFI Book

Assessment

Internal	40 %
Semester end	60%

Semester	:	III Elective			
Title of the Subject / Course	:	Financial Modelling			
Course Code	:				
Credits	:	4	Duration in Hrs.	:	40

Learning Objective

1	To develop excel proficiency.
2	To learn how to develop models in various areas of finance.

Prerequisites if any	Financial Management
Connection with subjects in the current or Future courses	Corporate Valuation, Mergers and Acquisitions and Investment Banking.

Module

Sr. No.	Content	Activity	Learning outcomes
1	Introduction to Financial Modelling. Introduction to financial models- static vs dynamic models, need and applications. Excel Proficiency Formatting of excel sheets, use of excel formulae function, data filter and sort, charts and graphs, table formula and scenario building, lookups, pivot tables.	Classroom session and computer lab session	To understand the concept and methodology of financial modelling and to strengthen concepts of Excel to be used in modelling
2	Combining the Tools and Theory into the model Define and structure the problem, define the input and output variables of the model, decide users of the model, understand the financial and mathematical aspects of the model, design the model, create the Spread sheet, test the model, protect the model, document the model, maintain the model.	Classroom Session with lab session	To understand the basic tools of financial modelling
3	Financial Feasibility Model from Start to Finish Inputs - assumptions, intermediate statements, capital expenditure statement, sources of finance and debt servicing, production, income and expense statements, working	Lecture with lab session	To understand the practical applications of basic financial functions

Sr. No.	Content	Activity	Learning outcomes
	<p>capital statements, depreciation schedule, loan amortization.</p> <p>Outputs - profit and loss statement, balance sheet, cash flow, key ratios, project IRR and equity IRR, payback, sensitivity analysis, summary of key results to top management.</p>		
4	<p>Project Finance Modelling Introduction, requirements, advantages risks- analysis and mitigation, financial model, inputs, sensitivity and cost of capital, construction, borrowing and output, preparing projected financial statements including cash flow, evaluating a projects debt capacity and cash flow waterfall, measuring expected rates of return, sensitivity analysis.</p>	Lecture with lab session	Learn the different aspects and nuances required for project assessment, planning and funding
5	<p>Equity Research Modelling Prepare an income statement, balance sheet, cash flow statement, geographic revenue sheet, segment revenue sheet, cost statement, debt sheet, analyze revenue drivers forecast geographic revenues, segment revenues, geographic revenues, cost statement, debt, income statement, balance sheet, cash flow statement. performa adjustments, income statement-compute margins, balance sheet-compute ratios cash flow statement projection, valuation – discounted cash flow method (DCF), valuation –relative valuation (football field chart) Valuation – assumptions for valuation model, prepare valuation model, prepare presentation sheets.</p>	Lecture with lab session	To understand application of Excel in equity research modelling
6	<p>Report writing Initiating coverage, result update reports, events and other reports, industry report.</p>	Lecture with lab session	To learn report writing skills
7	<p>Portfolio Optimization and Risk Develop model based on two assets portfolio,</p>	Lecture with lab session	To understand complex portfolio allocation situations and the

Sr. No.	Content	Activity	Learning outcomes
	develop model based on more than two assets (n assets) portfolio, variance covariance matrix, creating efficient frontier for asset allocation, using solver to find minimum variance portfolio and optimal(market portfolio) in n asset case, CML model, calculation of beta based on data gathered from any stock exchange.		importance of diversifications understand BETA and its calculation based on real data
8	Visual Basic Environment (VBE) Understanding the basics of macros, recording of macros.	Lab Sessions	To understand how VBE can be used to enhance the power of Excel

Text Books

1	C. Sengupta, Financial Modelling using Excel and VBA
2	Alastair L. Day, Mastering Financial Modelling in Microsoft Excel
3	Simon Beninga, Financial Modelling

Reference Books

1	Alistair L. Day, Mastering Risk Modelling.
2	Dr. Manu Sharma, Mergers and Acquisitions and Corporate Valuation- An Excel Based Approach.
3	John D. Finnerty , Project Financing- Asset based financial Engineering.

Assessment

Internal	40 %
Semester end	60%

Semester	:	III Elective			
Title of the Subject / Course	:	International Finance			
Course Code	:				
Credits	:	4	Duration in Hrs.	:	40

Learning Objective

1	To understand the dynamics underlying the global economic environment, trade policies and barriers, cross-border flows of capital, risk profile of international investors, ways of managing risk emanating from newer and unchartered sources of risk and changing trade-off between desired return and risk with special reference to the Indian economy, the US economy and the Euro-zone.
2	To learn the concepts and terminology related to fundamentals of international finance, foreign exchange markets and arithmetic, currency and interest rate swaps, exchange rate regimes, interest rate and purchasing power parity, balance of payments, historical perspective on exchange rates, gold standard, Bretton Woods system, fixed and fluctuating rate regimes, euro currency markets, international equity markets and international debt markets.
3	To understand the regulatory framework for financing international operations

Prerequisites if any	Financial Management
Connection with subjects in the current or Future courses	Derivatives and Risk Management, International Business and Financial Regulations.

Module

Sr No	Content	Activity	Learning outcomes
1	Fundamentals of International Finance Introduction to international finance, balance of payment current account, capital account and reserve account, determinants of demand for and supply of currency, exchange rate and factors affecting exchange rate, current account deficit, balance of trade and their implications on exchange rates.	Classroom session and classroom discussion	To understand the basic concepts related to international finance
2	International Economics Globalization, socialism and communism, protected economies, international grants, IMF .	Classroom session	To understand international economics
3	International Monetary System Inputs Introduction, Barter System, Bimetallism and Classical Gold Standard, Bretton Wood System, SDRs and Smithsonian agreements, Fixed and Floating Rate System , European Monetary System	Lecture with lab session	To understand the International Monetary System

Sr No	Content	Activity	Learning outcomes
4	Foreign Exchange Markets Exchange rate quotations, direct and indirect rates, cross currency rates, vehicle currency, spreads and calculation of cross rates, settlements – cash, tom, spot and forward., arbitrage, speculation and trading, interest rate parity and purchasing power parity, covered interest rate parity in arbitrage, borrowing and investment decisions, calculation of forward rates through use of forward schedules, annualized forward margin, calculation of swap points.	Lecture with classroom discussions.	Understanding of the foreign exchange market
5	Euro Currency Markets Origin and reasons for growth of Euro currency markets, their characteristics and components, Euro currency deposits, loans, bonds and notes, Off shore banking, tax havens.	Lecture with classroom discussions.	To understand Euro currency market
6	International Equity Markets: Global depository receipts and American depository receipts, foreign currency convertible bonds, foreign direct investments and foreign portfolio investments, participatory notes.	Lecture with classroom discussions.	To understand international equity market
7	International Debt Markets Introduction, international bond markets features of foreign bonds, features of euro bonds, risks in international bonds.	Lecture with classroom discussions.	To understand international debt market
8	Currency Forward and Futures Forward and future contracts, non-deliverable forwards, currency futures terminologies, pricing currency futures, hedging, speculation and arbitrage with forwards and futures.	Lecture with classroom discussions.	To understand currency, forwards and futures
9	Currency Options Introduction, option terminologies, options pay-offs, hedging with currency options, range forward, zero cost collar, participating forward, barrier options, asian options innovation in options.	Lecture with classroom discussions.	To understand currency options

Sr No	Content	Activity	Learning outcomes
10	Swaps Interest Rate Swaps and currency swap.	Lecture with classroom discussions.	To understand swaps
11	Capital Budgeting for International Project Investment Decisions Calculation of DCF, Project IRR, NPV and pay-back period, impact of transfer pricing.	Lecture with classroom discussions.	To understand capital budgeting appraisal techniques in international project investments
12	Risk Management Management of risk in international trade/ business operations.	Lecture with classroom discussions.	To understand risk involved in global trade.

Text Books

1	Jeff Madura , International Financial Management
2	Siddaiah , International Financial Management: An Analytic Framework.

Reference Books

1	Prakash G Apte , International Finance: A Business Perspective.
2	Moosa , International Finance: An Analytic Approach.

Assessment

Internal	40 %
Semester end	60%

Semester	:	IV – Elective			
Title of the Subject / Course	:	Commercial Banking			
Course Code	:				
Credits	:	4	Duration	in	: 40
			Hrs.		

Learning Objective

1.	To understand the concepts and fundamentals of Commercial Banking,
2.	To understand the Structure and growth of banking and various services rendered through commercial banks.

Prerequisites if any	Financial Management and Financial Markets and Institutions, Investment Banking and BSFI.
Connections with Subjects in the current or future courses	

Sr.No.	Content	Activity	Learning Outcome
1.	Introduction to Commercial Banking Banking structure, growth/history of Indian banking, banking sector reforms.	Lecture and discussion	Knowledge and understanding of the history of Indian banking, banking sector reforms and related areas
2.	Banking Operations Retail liabilities, retails assets, KYC, ALM and preventive vigilance.	Lecture and discussion	Understand basic schemes of deposit and credit, dangers of money laundering and usefulness of preventive vigilance
3.	Banking products Fund based and fee based, term loan/working capital, appraisal process.	Lecture and discussion	Understand types of credits - term loan and working capital and how to appraise a credit proposal
4.	Legal Aspects of Banking Negotiable Instrument Act, Banking Regulation Act and RBI circulars.	Lecture and discussion	To understand important banking laws
5.	Rural Banking India's agrarian sector and banking, regional rural banks, priority sector and micro-finance differentiated banks, financial inclusion.	Lecture and discussion	Understand measures taken towards financing priority sector schemes
6.	Study of Bank financial statement Components of Balance Sheet and Profit and Loss Statement, important ratios of bank performance- CAMEL framework, composition of items contributing to net profit.	Lecture and discussion	Understand how to evaluate a bank's performance
7.	IRAC Norms / NPA Management Reasons, impact on banking	Lecture and	Understand intricacies of asset quality deterioration and impact

	performance and economy, measures taken to minimize NPA.	discussion	on banks
8.	Risk Management in Banks Credit, market and operational risks.	Lecture and discussion	To know the various risks in banking operations and tools of management of risks
9.	Capital Adequacy Norms Importance of capital for banks, Basel I/II/III and CAR.	Lecture and discussion	To be aware of significance of capital adequacy regulation and impact on banks
10.	Treasury Role and functions of integrated treasury.	Lecture and discussion	Understand foreign exchange and money market operations.
11.	Asset Liability Management Interest spread, NIM.	Lecture and discussion	To understand importance of ALM and its impact on profitability
12.	Regulatory Role of RBI Functions of RBI, role of monetary policy, prudential norms.	Lecture and discussion	To know the role and functions of Central Banks in supervision and control of commercial banks
13.	Retail banking products Housing loan, personal loan, automobile loan, education loan.	Lecture and discussion	To understand various banking products of retail banks

Text Books

1	Indian Institute of Bank Management , Advanced Bank Management.
2	Vijayraghawan Iyengar, Introduction to Banking.
3	Raghu Palat , Retail Banking.

Reference books

1	Bharati V Pathak , The Indian Financial System.
2	Shri. S K Das, Tits Bits of General Banking.
3	Shri. S K Das , Tits Bits of General Advances and Financial Services.
4	Sukhvinder Mishra , Banking Law and Practice.
5	Indian Institute of Banking and Finance, Legal aspects of Banking Operations.

Assessment

Internal	40 %
Semester end	60%

Semester	:	IV- Elective
Title of the Subject / course	:	Business Analytics
Course Code	:	
Credits	:	4
Duration	:	40

Learning Objectives

1	To gain understanding of relevant statistical tools applicable for Business Analytics.
2	To learn data mining techniques using Excel and R.
3	To evaluate various models of Business Analytics.

Prerequisites if any	Knowledge of Statistics and MS Excel
Connection with subjects in the current or Future courses	Financial Modelling

Sr.No.	Content	Activity	Learning outcomes
1	Introduction to Analytics Meaning, application areas of business analytics, techniques of analytics.	Classroom discussion	Basic understanding of business analytics
2	Statistics for Business Analytics Central tendencies and dispersion, central, limit theorem, sampling distribution, hypothesis testing, simple linear regression, categorical data analysis, analysis of variance (ANOVA), non-parametric tests.	Discussion and practical using software	Ability to apply various statistical tools and techniques in the process of business analytics
3	Advanced Excel Proficiency Describing Numeric Data, Pivot Table Analysis, Linear Regression, Comparing Two Sample Variances, Comparing Two Sample Means, Pair T Test, One Way ANOVA, Two Way ANOVA, Generating Random Numbers, Rank and Percentile, Histogram Procedure, Exponential Smoothing and Moving Average, Sampling, Covariance and Correlation, Goal Seek and Solver.	Discussion and practical on MS excel	Use of advanced Excel functions
4	Understanding R Using R Studio, working with data in R, R procedures.	Discussion and practical cases on R	To understand use of R
5	Data Mining using Decision Tree Introduction to decision trees, model design and data audit, demo of decision tree development, algorithm behind decision tree and other decision tree.	Discussion and practical using software	Data mining techniques using R
6	Data Mining using clustering in R Understanding cluster analysis using R, clustering as strategy, hierarchical clustering, non-hierarchical clustering - K means clustering, variants of hierarchical clustering, different distance and linkage functions.	Discussion and practical using R software	Data mining techniques using R
7	Time Series Forecasting Time series vs causal models moving averages, exponential smoothing, trend, seasonality, cyclicality causal modelling using linear regression forecast accuracy.	Discussion and practical using software	Data mining techniques using R

8	Predictive Modelling – Logistic Regression using R Data import and sanity check, development and validation, important categorical variable selection, important numeric variable selection, indicator variable creation, stepwise regression, dealing with multicollinearity, logistic regression score and probability, KS calculation, coefficient stability check, iterate for final model.	Discussion and practical using R Software	Evaluation of models
9	Overview of Big Data and Hadoop Big data and Hadoop and concept, application, cloud computing, generators of big-data.	Classroom discussion	Understand tools of business analytics
10	Data Analysis and Applications Credit risk analytics, fraud risk analytics, financial services marketing analytics.	Classroom discussion	Ability to apply business analytic tools

Text Books

1	Laursen & Thorlund, Business analytics for managers.
2	Balram Krishnan , Business analytics: concepts and theories.
3	R N Prasad and Seema Acharya , Fundamentals of business analytics.

Reference Books

1	Thomas W Miller , Modelling techniques in predictive analytics
2	Lander ,R for everyone: advanced analytics and graphics
3	Evans ,Business analytics

Assessment

Internal	40 %
Semester end	60%

Semester	:	IV – Elective		
Title of the Subject / course	:	Venture Capital and Private Equity		
Course Code	:			
Credits	:	4	Duration in Hrs.	:40

Learning Objectives

1	To develop general understanding of the venture capital and private equity industry globally and the various players involved.
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2	Provide an understanding of the private equity investment process starting from fund raising to exiting.
3	Develop analytical valuation and deal structuring techniques used in venture capital and buyouts.
4	To prepare students for future jobs in VCPE and related industries.

Prerequisites if any	Financial Management
Connection with subjects in the current or Future courses	Project and Infra Finance, Mergers and Acquisitions and Investment Banking.

Sr. No.	Content	Activity	Learning outcomes
1	Introduction and Overview of Venture Capital and Private Equity. Overview and history of venture capital industry, evolution of private equity industry and venture capital industry, how to choose and approach a venture capitalist, structure and terms of venture capital and private equity firms.	Classroom discussions	Understanding of private equity process
2	Process of Venture Capital and Private Equity Funding Venture capital cycle and private equity process.	Classroom discussions and explanation	Understanding how corporates invest in a new private equity
3	Investment Selection, Fund Raising Challenges Sources of capital, alternative forms of fund raising and fundraising process and fallacies.	Numerical solving and classroom discussions	Awareness of the current investing patterns, problems and issues faced by industries and PE investors
4	Valuation Methods and Techniques Deal valuation and deal terms.	Numerical and classroom discussions	Understand financial valuation methods and strategies and the impact of dilution
5	Structuring Term Sheets Environmental factors surrounding term sheets, selected critical elements in venture term sheets.	Classroom discussions and explanation	Integrating the valuation with term sheet
6	Document and Typical Investment Conditions Due diligence procedures.	Classroom discussion	Understanding documents and critical pointers to due diligence
7	Exit Strategies for Multiple Stakeholders Consider liquidity events such as IPO, mergers, later stage financing, including mezzanine financing and buy-outs.	Classroom discussion and explanation	Understanding strategies made to negotiate and exit the fund

8	Regulation of PE Funds SEBI Alternative Investment Funds (AIF) Regulations.	Classroom discussion and explanation	Understanding PE funds regulation
9	Tax Aspect of PE Investment Section 10(23FB) of Income Tax Act, 1961 Section 10(47) of Income Tax Act, 1961 Income types, Securities Transaction Tax, Dividend Distribution Tax, STCG, LTCG, Taxation of Non Residents.	Classroom discussion and explanation	Overview of taxation aspects while choosing PE as an investment alternative
10	Private Equity Investments in Developing Markets	Classroom discussion	To know the trends of the PE funding in the developing economies
11	Private Equity, Corporate Governance and Ethics Board members duty to shareholders, composition and roles of the board of directors in the private company.	Classroom discussion	Importance of ethics and value system

Text Book

1	T Satyanarayan Chary , Venture Capital concepts & Applications
2	Vandana Pawar , Venture Capital Funding Global And Indian Experiences.
3	Stephen Bloomfield , Venture Capital Funding

Reference Book

1	Josh Lerner, Felda Hardymon and Ann Leamon, Venture Capital and Private Equity: A Casebook.
2	Robert Finkel , The Masters of Private Equity and Venture Capital.
3	Joseph. W. Bartlett , Fundamentals of Venture Capital

Assessment

Internal	40 %
Semester end	60%

Programme - Masters in Management Studies

Semester - III

SYSTEM (CORE)

Semester	:	III-Core			
Title of the Subject / course	:	Database Management System & Data Warehousing			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives	
1	To understand the introduction, Meaning and Definition of Database, Database Environment
2	To understand the Data Models : The importance of data models, Basic building
3	Understand applications of Database Management System(DBMS)
4	To understand the Relational Database Management System(RDBMS)
5	To understand the Object-Relational Database Management System(ORDBMS)
6	Overview of Structured Query Language and application DBMS to business
Prerequisites if any	Basic understanding of Database Management System
Connections with Subjects in the current or Future courses	Will connect conceptual framework to Database Management System, RDBMS, Data Models, OODBMS, SQL and its application to business.

Module

	Content	Activity	Learning outcomes
1	Introduction to Databases Introduction, Meaning and Definition of Database, Database Environment, Working of a Simple Centralized Database System, Traditional File Systems vs. Modern Database Management Systems, Properties of Database, Types of Database Users, Advantages of using DBMS	Lecture	
2	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.	Lecture & cases	
3	Database Management System(DBMS) Basic concepts : data, information, metadata, definition of DBMS, Components, entities, attributes ,relationships, Data dependency Keys : Super key, Candidate key, Primary key, Alternate key, Foreign key Integrity Constraints: Entity Integrity, Referential Integrity ,DBMS three level(Logical, Conceptual, Physical)	Lecture	

	Content	Activity	Learning outcomes
	Advantages and disadvantages of DBMS, Database system environment and utilities Client/Server Architecture : two and three tier architecture		
4	Distributed Databases: Introduction to Distributed DBMS Concepts, Client-Server Model, Data Fragmentation, Replication, and Allocation Techniques for Distributed Database Design	Lecture and cases	
5	Relational Database Management System (RDBMS): Definition, Meaning, and Introduction, Merits and demerits, Relational Database design: features of good relational database design, atomic Domain and Normalization (1NF, 2NF, 3NF, BCNF).	Lecture and cases	
6	Object-Relational Database Management System(ORDBMS): Introduction, Basics of Object Oriented Design (OOD), Characteristics-Advantages-Object oriented development-Objects and Object classes-Object Oriented data Model, Object oriented databases, Object Relational Database Management Systems	Lecture & Cases	
7	Structured Query Language: SQL: Introduction, SQL, Multi table Queries, Nested Queries or Sub queries, Multiple Row Nested Queries, Data Manipulation Language, The Create Table Statement	Lecture & Cases	
8	Security and integrity: Introduction, Security and Integrity Violations, Authorization, Granting of Privileges, Security Specification in SQL	Lecture & Cases	
9	Datawarehousing, Multidimensional Data Models, Data Warehouse Architecture, ROLAP, MOLAP, HOLAP, OLAP and OLTP	Lecture & Cases	
10	Data Mining, Data Preprocessing, Data Marts, Cluster Analysis, Decision Making.	Lecture & Cases	

Text books

1 Rob, Coronel, "Database Systems", Seventh Edition, Cengage Learning.

2 Work-study by ILO

Reference books

1 A Silberschatz, H Korth, S Sudarshan, "Database System and Concepts", fifth Edition McGraw-Hill

2 Data base management system by Navate

3 Database management by E.F Codd

Assessment

Internal 40%

Semester end 60%

Semester	:	III-Core			
Title of the Subject / course	:	Enterprise Management Systems (EMS)			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives	
1	To understand the Enterprise Resource Planning (ERP) - Meaning and Concept of ERP, Functional view of business processes and how they are integrated using an ERP, Merits and Demerits of ERP
2	To understand the Enterprise Content Management – Role of content management
3	To understand the applications areas of ERP, in various industry verticals and business
4	To understand Enterprise Portals – Concept of an enterprise portal
5	To understand the Enterprise Application Integration- Challenges in integrating
Prerequisites if any	Basic understanding of operations, framework of Enterprise Resource Planning (ERP)
Connections with Subjects in the current or Future courses	Will connect conceptual framework to the Enterprise Resource Planning (ERP) - Meaning and Concept of ERP, Functional view of business processes and how they are integrated using an ERP, Merits and Demerits of ERP

Module

S No	Content	Activity	Learning outcomes
1	Enterprise Management Systems – the 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.	Lecture and Caselets	
2	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 etc...	Lecture	
3	Enterprise Content Management – role of content management – New Organization and Startup the challenges and Role of IT and systems Building Cashless and Process oriented organisations	Lecture	
4	Enterprise Portals – Concept of an enterprise portal, benefits to an	Lecture Caselets	

S No	Content	Activity	Learning outcomes
	organization, Technologies available for building such portals.		
5	Enterprise Application Integration- Challenges in integrating various enterprise applications. Modern technologies for application integration.	Lecture and Enterprise cases	
6	Application Areas of ERP in SCM, and CRM, Supply Chain Management(SCM) – Need for Supply chain integration, Application overview of supply chain solution, advanced SCM and ERP integration	Lecture & Cases	
7	Case Studies and Presentations – Case study to cover full enterprise layer with SCM, CRM and ERP combined with E-enabled organisation	Lecture & Cases	

Text books	
1	Work-study by ILO
2	Integrated Business Processes with Enterprise Systems by SimhaMagal published by Wiley

Reference books	
1	Demos/Screen Shots of ERP Software such as SAP, CRM and SCM products
2	Enterprise Systems for Management by LuvaiMotiwalla published by Pearson
3	Enterprise Resource Planning by Mary Sumner published by Prentice Hall India

Assessment	
Internal	40%
Semester end	60%

Semester	:	III-Core			
Title of the Subject / course	:	Big Data and Business Analytics			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives	
1	To understand the Introduction to Big Data and Business Analytics and its applications
2	To understand the Business Analytics Cycle Introduction, Analytical Tools & Methods
3	To understand Data Mining & decision Making concepts, Predictive Analysis, Forecasting Optimization, Simulation, and Business Metrics tc.
4	To understand the Data Driven Prediction Methods NLP, Regression, Correlation, Cluster Analysis, Artificial Neural Networks, BI Tools & Applications

Prerequisites if any	Basic understanding of operations, framework
Connections with Subjects in the current or Future courses	Will connect conceptual framework to BigData and business Analytics.

Module

Sr. No.	Content	Activity	Learning outcomes
1	Introduction to Data Analytics Need for Business Intelligence Data Management, Data Visualization, Data Warehousing, ETL Data Processing Chain From Business Intelligence to Business Analytics	Lecture	
2	Business Analytics Cycle Introduction, Analytical Tools & Methods, Integration Social Analytics, Operational Analytics Big Data Analytics, Hadoop, Informatics, Cognos etc. Business application of big data analytics	Lecture & cases	
3	Data Mining & decision Making Predictive Analysis Forecasting Optimization Simulation Gamification.	Lecture	
4	Business Metrics in Action Data science in Startups Basics of Problem-Solving Design Patterns in Statistical Computing Excel for Data Science.	Lecture and cases	
5	Data Driven Prediction Methods NLP, Regression, Correlation, Cluster Analysis, Artificial Neural Networks, BI Tools & Applications.	Lecture and cases	
6	Case Studies and presentations	Lecture & Cases	

Text books	
1	Big Data Big Analytics: Emerging Business Intelligence and Analytic Trends for Today's Businesses by Michael Minelli
2	Work-study by ILO

Reference books	
1	Business Analytics: Data Analysis and Decision Making by S. Christian Albright
2	Big Data: Using Smart Big Data, Analytics and Metrics to Make Better Decisions and Improve Performance by Bernard Marr

Assessment	
Internal	40%
Semester end	60%

Semester	:	III-Core			
Title of the Subject / course	:	Knowledge Management			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives	
1	To understand the introduction to Meaning of data, information, knowledge
2	To Know the conceptual background and framework of KM
3	Understand the KM Foundations and Solutions KM Foundations
4	To know the Organizational Structure, Culture, Communities and KM practices, Information Technology as an enabler.
Prerequisites if any	
Basic understanding of Knowledge Management	
Connections with Subjects in the current or Future courses	
Will connect conceptual framework to KM Infrastructure, Organizational Structure, Organizational Culture, Communities of Practice, Information Technology enabler	

Module

	Content	Activity	Learning outcomes
1	Introduction to Knowledge Meaning of data, information, knowledge and expertise Meaning of epistemology, Types of Knowledge - Subjective & Objective views of knowledge, procedural Vs. Declarative, tacit Vs. Explicit, general. Specific. Types of expertise – associational, theoretical Characteristics of knowledge – explicitness, teach ability, specificity Reservoirs of knowledge Locations and Intellectual Capital	Lecture	
2	Introduction to Knowledge Management (KM) Meaning of KM, Relevance of KM in today's dynamic complex environment Forces Driving KM Organizational issues in KM Systems & their role Emergent KM practices Factors influencing KM Future of Knowledge Management	Lecture & cases	
3	KM Foundations and Solutions KM Foundations: Infrastructure, Mechanisms, Technologies KM	Lecture	

	Content	Activity	Learning outcomes
	Solutions and components: Processes (Discovery, Capture, Sharing, and Applications) Knowledge Utilization Process		
4	KM Infrastructure Organizational Structure Organizational Culture Communities of Practice Information Technology enabler and Infrastructure Common Knowledge	Lecture and cases	
5	Organizational Impact of KM Dimensions of KM Impact – People, Processes, Products & Organizational Performance Factors influencing impact – universalistic & contingency view Leadership and Assessment of KM Leadership , KM Assessment of Knowledge Management Solutions, Impacts Knowledge Workers Barriers to KM and IT Dissemination	Lecture and cases	
6	Case studies and Application Exercises on KM processes	Lecture & Cases	

Text books

1	Donald Hislop, Knowledge Management in Organizations, Oxford 2nd Edition.
2	Work-study by ILO

Reference books

1	Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal (2004). Knowledge Management Challenges, Solutions, and Technologies. Prentice Hall. ISBN: 0-13-109931-0.
2	Elias M. Awad, Hassan M. Ghaziri (2004). Knowledge Management. Prentice Hall. ISBN: 0-13-034820-1.
3	Ian Watson (2002). Applying Knowledge Management: Techniques for Building Corporate Memories. Morgan Kaufmann. ISBN: 1558607609.
4	Madanmohan Rao (2004). Knowledge Management Tools and Techniques: Practitioners and Experts Evaluate KM Solutions. Butterworth-Heinemann. ISBN: 0750678186.

Assessment	
Internal	40%
Semester end	60%

Semester	:	III-Core		
Title of the Subject / course	:	Software Engineering		
Course Code	:			
Credits	:	4	Duration	: 40

Learning Objectives

1	To understand the in details software development process with issues /challenges In analysis, design, implementation ,maintenance etc.
2	Ability to analyze, design, verify, validate, implement, apply and maintain software systems.
3	To help students to develop skills that will enable to construct high quality software and reliability.
Prerequisites if any	
Basic understanding of software Engineering	
Connections with Subjects in the current or Future courses	
Will connect conceptual framework to software engineering	

Module

	Content	Activity	Learning outcomes
1	Exposure to software development process – Software Lifecycles such as Waterfall, Spiral, Prototyping, Rational Unified Process, Agile Methodologies – Various phases in each lifecycle model, and the pros and cons of these approaches to software development	Lecture	
2	Analysis and Design of Information systems <ul style="list-style-type: none"> •Assessing the Feasibility of a system •Gathering detailed requirement •Use of Structured methods such as Data flow, Entity Relationship diagrams etc – •Use of Object Analysis and Design •Use Cases and visualization of the IT based solution •Design of Inputs , Outputs and other interfaces 	Lecture & cases	
3	Documenting Software requirements - various documents used at different stages of software development process – User Requirement Specifications	Lecture	
4	Software Estimation – challenges in Estimation of software – methods of software estimation such as Line of Code, Function Point, COCOMO, COCOMO II, Use Case Point Method etc – Estimating a	Lecture and cases	

	Content	Activity	Learning outcomes
	Coding Task versus non-coding activities such as Documentation etc		
5	Software Quality and Testing – Need for testing, Quality assurance of software at each phase in the lifecycle, Various types of tests such as Black box v/s White box, Functional test, code reviews , Stress tests, load tests etc Use of Use Cases for functional testing, Preparing Test Data and Test Cases, overview of Automated methods for testing	Lecture and cases	
6	Review of Student Presentations on exercise which requires them to analyse a business process, requirements, documentation and maintenance, Analysis and Conceptual design of the system, estimation of the software size	Lecture & Cases	
7	Case Studies and Presentations	Lecture & Cases	

Text books

1	Software Engineering- A Practioners’s Approach”, 7thEdition , Pressman
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Reference books

1	Analysis and Design of Information Systems, by James Senn, TMH
2	OOAD – 3rd Edition, Booch and others, Addison Wesseley
3	Structured systems analysis and design: concise study Ed 2, Kelkar SA. Published by PHI Learning, 2009, ISBN 10: 812032451X / ISBN 13: 9788120324510

Assessment	
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Internal	40%
Semester end	60%

Programme - Masters in Management Studies

Semester - III

SYSTEM (ELECTIVE)

Semester	:	III Elective			
Title of the Subject / course	:	Cloud Computing & Virtualization			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives	
1	To understand the Enabling Technologies and Cloud Computing Models including Infrastructure/Platform/Software
2	Understand the Cloud Operating System, Cloud Architectures including Federated Clouds ,Scalability, Performance, Quality of Service, Data centers for Cloud Computing
3	Principles of Virtualization platforms, Security and Privacy issues in the Cloud, Virtualization Techniques & Virtualization Technology
Prerequisites if any	Basic understanding of Cloud Computing & Virtualization
Connections with Subjects in the current or Future courses	Will connect conceptual framework to Enabling Technologies and System Models for Cloud Computing , including benefits, challenges, and risks, Applications areas of business

Module

Sr. No.	Content	Activity	Learning outcomes
1	Enabling Technologies and System Models for Cloud Computing Introduction to Cloud Computing including benefits, challenges, and risks, Applications areas of business	Lecture	
2	Cloud Computing Models including Infrastructure/Platform/Software – as-a-service, Public cloud, private cloud and hybrid	Lecture & cases	
3	Cloud Operating System, Cloud Architectures including Federated Clouds	Lecture	
4	Scalability, Performance, Quality of Service, Data centers for Cloud Computing	Lecture and cases	
5	Principles of Virtualization platforms, Security and Privacy issues in the Cloud, Virtualization Techniques & Virtualization Technology	Lecture and cases	
6	VMWare ESX Memory Management, Capacity Planning and Disaster Recovery in Cloud Computing	Lecture & Cases	
7	Case Studies and presentations	Lecture & Cases	

Text books	
1	Cloud Computing: Fundamentals, Industry Approach and Trends by Rishabh Sharma
2	Chuck Lam, “Hadoop in Action”, Dreamtech Press Publisher.
3	Work-study by ILO

Reference books	
1	Cloud Computing: SaaS, PaaS, IaaS, Virtualization, Business Models, Mobile, Security by Kris Jamsa
2	Cloud Computing: Principles and Paradigms by RajkumarBuyya, Kames Broberg, Andrzej Goscinski
3	VigneshPrajapati, “Big Data Analytics with R and Hadoop”, 1st Edition, Shroff / Packt Publications

Assessment	
Internal	40%
Semester end	60%

Semester	:	III Elective			
Title of the Subject / course	:	Information System Security and Audit			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives	
1	To understand the Need for Information Security and Audit in an organization Identifying Information Assets in an organization
2	To understand the framework of Concept of Systems Audit
3	Understand the System & Infrastructure Maintenance
4	To Know the insights of Security Administration & Operations'
5	To understand the Global & Indian perspective
Prerequisites if any	Basic understanding of Information System Security and Audit
Connections with Subjects in the current or Future courses	Will connect conceptual framework to significance, Need for Information Security and Audit in an organization

Module

Sr. No.	Content	Activity	Learning outcomes
1	The latest opportunities in Information Systems Audit Forensic accounting, Fraud prevention, Security in Business Information, Business Analytics, E-Commerce, Cloud computing, Big Data, Data Analytics, Social Media, etc.	Lecture	
2	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. 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	Lecture & cases	
3	Concept of Information Systems and Security Audit Practices Information System Audit - Planning, Conducting an audit, Reporting Audit findings, Audit Follow up. Information System Audit Function – Scope of Audit, Cycle Time, Audit Time and Cost effectiveness, Competency of an Auditor, Role responsibility and accountability of an IS Auditor, Internal and External Systems Auditor.	Lecture	

Sr. No.	Content	Activity	Learning outcomes
4	Protection of Information / Application System Review of business information / application flows in the organization, inputs, process, validation and output, modifications, authorizations, information (data) and application maintenance, disposal, etc. Review of database and data management systems Review of Logical access, Physical and Environmental controls that supports business information / application system.	Lecture and cases	
5	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.	Lecture and cases	
6	Business Continuity Management (A Corrective Control as part of Contingency plan for Business IT) Process - Dependencies – External and Internal, Risk, Actions to address Risk, Performance Measurement, Improvement in resilience BC Infrastructure – Cold, Warm, Hot and Reciprocal Sites, Safety and Security of Business infrastructure, System and People Practice – BCM Team, Roles, responsibilities and authorities, Competencies, Awareness, Plans for Business Continuity and Disaster Recovery, Exercise and Testing, Management Reviews	Lecture & Cases	
7	Audit Tools and Certifications Overview of COBIT 5 and its use by IS Auditors Overview of ISMS ISO 27001:2013 Overview of BCMS ISO 22301:2012 Certified Information System Auditor (CISA) Certified Information Security Manager (CISM) Certified In Governance of Enterprise IT (CGEIT) Certified in Risk & Information System Control (CRISC) Certified Information System Security Professional (CISSP)		
8	Case Studies and Presentations\		

Text books	
1	Information Systems Control and Audit – Ron Weber – Prentice Hall
2	Auditing in a computerized environment – Mohan Bhatia – Tata Mc Graw Hill Contemporary Auditing – Kamal Gupta – Tata Mc GrawHil

Reference books	
1	Auditing in a computerized environment – Mohan Bhatia – Tata Mc Graw Hill Contemporary Auditing – Kamal Gupta – Tata Mc GrawHil
2	Analysis and Design of Information Systems – V. Rajaraman – Prentice Hall of India Auditing - D.G–Prasuna – ICFAI Press
3	IT Securitiy Governance by IT Governance Institute (ITGI) BS:7799/ISO/IEC:17799
4	Information Security Principles and Practices – Mark Merkow and Jim Breithaupt – Pearson Education
5	Analysis and Design of Information Systems – V. Rajaraman – Prentice Hall of India Auditing - D.G–Prasuna – ICFAI Press

Assessment	
Internal	40%
Semester end	60%

Semester	:	III Elective
Title of the Subject / course	:	Data Mining and Business Intelligence
Course Code	:	
Credits	:	4
Duration	:	40

Learning Objectives	
1	To understand the Introduction to Data Mining: Introduction, Definition of Data Mining, Data mining parameters, How Data Mining works?,
2	To understand the framework of Classification on Data Mining system
3	Understand the Data Mining Techniques: Introduction, Statistical Perspective on Data Mining, Statistics-need and algorithms.
4	Focus on Business Intelligence
5	To understand the Business Intelligence Essentials
Prerequisites if any	Basic understanding of Data Mining and Business Intelligent
Connections with Subjects in the current or Future courses	Will connect conceptual framework to Architecture of Data Mining, Kinds of Data which can be mined, Functionalities of Data Mining and business intelligent

Module

	Content	Activity	Learning outcomes
1	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,	Lecture	
2	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	Lecture & cases	
3	Data Mining Techniques: Introduction, Statistical Perspective on Data Mining, Statistics-need and algorithms.	Lecture	
4	Business Intelligence an Introduction: Introduction, Definition, History and Evolution, Business Intelligence Segments, Difference between Information and Intelligence, Defining Business Intelligence Value Chain, Factors of Business Intelligence System, Real time Business Intelligence, Business Intelligence Applications	Lecture and cases	
5	Business Intelligence Essentials: Introduction, Creating Business Intelligence Environment, Business Intelligence Landscape, Types of Business Intelligence, Business Intelligence Platform, Dynamic roles in Business Intelligence,	Lecture and cases	

	Content	Activity	Learning outcomes
	Roles of Business Intelligence in Modern Business- Challenges of BI		
6	Business Intelligence Types: Introduction, Multiplicity of Business Intelligence Tools, Types of Business Intelligence Tools, Modern Business Intelligence, the Enterprise Business Intelligence, Information Workers	Lecture & Cases	
7	Business Intelligence Life Cycle: Introduction, Business Intelligence Lifecycle, Enterprise Performance Life Cycle (EPLC) Framework Elements, Life Cycle Phases, Human Factors in BI Implementation, BI Strategy ,Business Intelligence Issues and Challenges: Introduction, Critical Challenges for Business Intelligence success	Lecture & Cases	
8	Application of Business Intelligent and Data Mining for Business	Lecture & Cases	
9	Case Study and Application		

Text books

1	Data Mining for Business Intelligence: Concepts, Techniques, and Applications in Microsoft Office Excel with XLMiner”, G. Shmueli, N.R. Patel, P.C. Bruce, Wiley India
2	Work-study by ILO

Reference books

1	Introduction to DATA MINING with CASE STUDIES BY G K GUPTA
2	Introduction to Data Mining by Tan, Kumar published by Pearson

Assessment

Internal	40%
Semester end	60%

Semester	:	III Elective			
Title of the Subject / course	:	IT Consulting			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives	
1	To understand the Data warehousing Components –Building a Data warehouse
2	To understand the framework of The Structure of the Data Warehouse, Granularity
3	To understand the Normalization and denormalization Triggering the Data Warehouse Record
Prerequisites if any	
	Basic understanding of Advances Database and Data Warehousing
Connections with Subjects in the current or Future courses	
	Will connect conceptual framework to Data warehousing Components –Building a Data warehouse , to connect to applications of data warehousing

Module

	Content	Activity	Learning outcomes
1	Introduction to Consulting, types of Consulting, Professional Consulting, Trends in Consulting Industry	Lecture	
2	Discussion on Data Gathering Methods, Contracting, Proposal Writing, Data Handling & Analysis	Lecture, cases and Class research	
3	Introduction to IT Consulting, History of IT/IS/ITES Consulting, Various IT Services, IT Value Chain, Drivers of Future Growth	Lecture	
4	Consulting roles and growth cycle of the individual consultant 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	Lecture and cases	
5	Consulting to Global Clients, Growth in Global Consulting, 9-Step Framework for Analysis, Diverse Issues in Global Consulting	Lectures and class research	
6	Identifying and Deciding on Alternatives for Action and Measurement: Managing Consulting Firms - The Knowledge Sharing Problem, Consulting as a Profession - Marketing and Selling of Consulting Services - Strategic and	Proposal writing and Case study	

	Content	Activity	Learning outcomes
	Organization Information Technology Consulting, Client-consultant relationship, internal vs. External, service Quality		

Text books	
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1	High Value IT Consulting by Purba and Delaney published by McGraw-Hill
2	Work-study by ILO

Reference books	
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1	The Nomadic Developer by Aaron Erickson published by Pearson Education
2	Million Dollar Consulting Proposals by Alan Weiss published by Wiley

Assessment	
Internal	40%
Semester end	60%

Semester	:	III Elective			
Title of the Subject / course	:	Digital Business			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives	
1	To understand the Introduction to Digital Business ,framework of Drivers of digital business-, Mobile, Cloud Computing, Social media
2	To understand the E-Business- Meaning, Retailing in e- Business-products and services, consumer behavior
3	Developing the Digital Business Support services- e-CRM, e-SCM, e-banking, ERP, Mobile Computing
4	To know about -Building Digital business Applications and Infrastructure, IAAS, SAAS, PAAS, Information Super Highway, Collaboration Tools
Prerequisites if any	
Basic understanding of digital business	
Connections with Subjects in the current or Future courses	
Will connect conceptual framework to Background and current status ,E-market places, structures, mechanisms, economics , to know the difference between physical economy and digital economy	

Module

	Content	Activity	Learning outcomes
1	Introduction to Digital Business Introduction, Background and current status ,E-market places, structures, mechanisms, economics and impacts Difference between physical economy and digital economy	Lecture	
2	Drivers of digital business- Big Data & Analytics, Mobile, Cloud Computing, Social media, BYOD, and Internet of Things(digitally intelligent machines/services) Opportunities and Challenges in Digital Business	Lecture & cases	
3	Overview of E- Business E-Business- Meaning, Retailing in e- Business-products and services, consumer behavior, market research and advertisement B2B-E- Business-selling and buying in private e-markets, public B2B exchanges and support services, e-supply chains, Collaborative Commerce, mobile commerce and pervasive computing	Lecture	
4	Digital Business Support services- e-CRM, e-SCM, e-banking, ERP as e –business backbone, Mobile Computing	Lecture and cases	
5	Understanding -Building Digital business Applications and Infrastructure, IAAS,	Lecture and cases	

	Content	Activity	Learning outcomes
	SAAS, PAAS, Information Super Highway, Collaboration Tools		
6	Managing E-Business-Managing Knowledge, Management skills for e-business, Launching a successful online business and E - Business project, Legal, Ethics and Societal impacts of E- Business , Managing Risks in e –business Security Threats to e-business -Security Threats, Encryption, Cryptography, Digital Signatures, Digital Certificates,	Lecture & Cases	
7	E-Business Strategy- E- Business Strategy and Implementation, E Business strategy and global E- Business, Economics and Justification of E-business ,Strategic formulation- Analysis of Company’s Internal and external environment, Selection of strategy, E-business strategy into Action, challenges and E-Transition	Lecture & Cases	
8	Case Studies and presentations	Lecture & Cases	

Text books

1	Digital Business Concepts and Strategy –Eloise Coupey, 2nd Edition –Pearson
2	Digital Business Discourse Erika Darics, April 2015, Palgrave Macmillan
3	Digital Business and E-Commerce Management, 6th edition –Dave Chaffey, August 2014
4	Work-study by ILO

Reference books

1	A textbook on E-commerce - Publisher: Neha Publishers & Distributors
2	E-commerce from vision to fulfilment-Elias M. Awad PHI-Restricted (2002)
3	Introduction to E-business-Management and Strategy-Colin Combe, ELSVIER, 2006
4	Trend and Challenges in Digital Business Innovation –Authors –Vinocenzo Morabito, Italy-Springer
5	Perspectives the Digital Enterprise –A framework for Transformation –TCS consulting journal Vol.5

Assessment

Internal	40%
Semester end	60%

Semester	:	III Elective			
Title of the Subject / course	:	Software Project management			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives

1	To understand the Introduction, the state of IT project management, need of project management, project goals, project life cycle and IT development
2	To understand the project management process, project integration Management, the project charter, project planning framework, the contents of a project plan, the planning process.
3	Understand the Introduction, developing the project schedule, project management software tools, methods of budgeting, developing the project budget, improving cost estimates, finalizing the project
4	To know the Organization and project planning, the project team, the Project environment.
5	To understand the Managing Project Procurement and Outsourcing , project procurement management, outsourcing.
Prerequisites if any	Basic understanding of software project management
Connections with Subjects in the current or Future courses	Will connect to the software project management issues and challenges ,implementation Plan, project evaluation, project audit closure, outsourcing

Module

	Content	Activity	Learning outcomes
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 .	Lecture	
2	Introduction, project management process, project integration Management, the project charter, project planning framework, the contents of a project plan, the planning process. The Work Breakdown Structure (WBS), the linear responsibility chart, Multidisciplinary teams.	Lecture & cases	
3	Introduction, developing the project schedule, project management software tools, methods of budgeting, developing the project budget, improving cost estimates, finalizing the project schedule and budget. IT project risk management planning process, identifying IT project risks, risk analysis and assessment,	Lecture	

	Content	Activity	Learning outcomes
	risk strategies, risk monitoring and control, risk responses and evaluation		
4	The Human Side of Project Management- Introduction, Organization and project planning, the project team, the Project environment. The Project Communication, monitoring and controlling the project, 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	Lecture and cases	
5	Managing Project Procurement and Outsourcing Introduction, project procurement management, outsourcing.	Lecture and cases	
6	The Implementation Plan and Project Closure- Introduction, project implementation, administrative closure, project evaluation, project audit.	Lecture & Cases	
7	Case Studies and presentations	Lecture & Cases	

Text books

1	Joel Henry, "Software Project Management, A realworld guide to success", Pearson Education, 2008.
2	Hughes and Cornell, "Software Project Management", 3rd edition, Tata McGraw Hill
3	Work-study by ILO

Reference books

1	Information Technology Project Management", Jack T. Marchewka, 3rd edition, Wiley India, 2009.
2	S. J. Mantel, J. R. Meredith and etl.. "Project Management" 1st edition, Wiley India, 2009.
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	Joseph Phillips, "IT Project Management", 2nd edition, Tata McGraw Hill

Assessment

Internal	40%
Semester end	60%

Semester	:	III Elective			
Title of the Subject / course	:	Governance of Enterprise IT & Compliance			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives	
1	To understand the Need for IT Governance (COBIT Framework) Importance and need of IT Governance and Compliances to know the laws , norms like IT Act, Sarbanes Oxley and the Graham
Prerequisites if any	Basic understanding of IT Governance and Compliance
Connections with Subjects in the current or Future courses	Will connect to Overview of various Standards and governance framework Introduction to the COBIT Framework as an umbrella Framework and various norms and acts.

Module

	Content	Activity	Learning outcomes
1	<p>Governance of Enterprise IT and IT Governance GEIT Benefits – Cybersecurity, Privacy concerns, Multiple frameworks, Resource utilization, Industry specific issues, External Partners, Multiple Agendas, and Disruptive Technologies. Implementing GEIT – Initiate program (<i>Establish desire to change- recognize need to act</i>), Define problems and opportunities (<i>form implementation team-assess current state</i>), Define Road Map (<i>Communicate outcome-define target state</i>), Plan Program (<i>Identify role players- build improvements</i>), Execute Plan (<i>Operate and use-implement improvements</i>), Realize Benefits (<i>Embed new approaches- Operate and measure</i>), and review effectiveness (<i>Sustain– Monitor and Evaluate</i>).</p> <p>COBIT5 Framework and relative coverage with other Standards – ISO/IEC 38500, PRINCE2 /PMBOK, TOGAF9, ISO/IEC 31000, ISO/IEC 27000, CMMI, ITIL V3 AND ISO/IEC 20000.</p>	Lecture / Group Discussion / Workshop	Understand concepts on Governance of Enterprise IT and Management of Enterprise IT. Understand COBIT5 as a Tool to implement GEIT and also use it for assessing the maturity level of Governance and Management of Enterprise IT.
2	<p>Compliance Compliance to Process Standards - ISO/IEC 38500, PRINCE2 /PMBOK, TOGAF9, ISO/IEC 31000, ISO/IEC 27000, CMMI, ITIL V3 AND ISO/IEC 20000. Compliance to Legal and Regulatory Requirements - IT Act, Sarbanes Oxley Act, Safe Harbor, Graham Bleach Act, RBI and other Banking Regulations and Basel III (for Banks),</p>	Lecture / Group Discussion / Workshop	Understand and comply with sample Process standards, Legal and Regulatory requirements.

	Content	Activity	Learning outcomes
	Data Privacy Act (PIMS), Data Protection Act, etc		
3	<p>Governance of Enterprise IT and IT Governance GEIT Benefits – Cybersecurity, Privacy concerns, Multiple frameworks, Resource utilization, Industry specific issues, External Partners, Multiple Agendas, and Disruptive Technologies. Implementing GEIT – Initiate program (<i>Establish desire to change- recognize need to act</i>), Define problems and opportunities (<i>form implementation team-assess current state</i>), Define Road Map (<i>Communicate outcome-define target state</i>), Plan Program (<i>Identify role players- build improvements</i>), Execute Plan (<i>Operate and use-implement improvements</i>), Realize Benefits (<i>Embed new approaches- Operate and measure</i>), and review effectiveness (<i>Sustain– Monitor and Evaluate</i>).</p> <p>COBIT5 Framework and relative coverage with other Standards – ISO/IEC 38500, PRINCE2 /PMBOK, TOGAF9, ISO/IEC 31000, ISO/IEC 27000, CMMI, ITIL V3 AND ISO/IEC 20000.</p>	Lecture / Group Discussion / Workshop	Understand concepts on Governance of Enterprise IT and Management of Enterprise IT. Understand COBIT5 as a Tool to implement GEIT and also use it for assessing the maturity level of Governance and Management of Enterprise IT.
4	Case Studies and Presentations	Group Discussion / Workshop	

Text books

1	
2	Work-study by ILO

Reference books

1	COBIT 3.0/4.0 – IT Governance Institute
2	BS – 7799 – IT Security Standards
3	Appropriate Standards like Sarbanes Oxley
4	IT Act 2000
5	A Primer for Implementing Governance of Enterprise IT - ISACA
6	A business framework for the Governance and Management of Enterprise IT – COBIT5 - ISACA
7	ISO/IEC 38500:2008 Corporate Governance of Information Technology Principles and Practices (Evaluate Direct and Monitor)
8	Governance of the Extended Enterprise – IT Governance Institute - Wiley

Assessment	
Internal	40%
Semester end	60%

Semester	:	III Elective			
Title of the Subject / course	:	Cyber Law & Managing Enterprise IT Risk			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives	
1	To understand the Basic Concepts of Technology and Law and Law of Digital Contracts :
2	Understand Intellectual Property Issues in Cyber Space
3	To know the insights to Rights of citizens and E-Governance
4	To get aware the Information Technology Act 2000 , Understanding Enterprise IT Risk
Prerequisites if any	Basic understanding of cyber law
Connections with Subjects in the current or Future courses	Will connect conceptual framework to Basic Concepts of Technology and Law : Understanding the laws relating Technology of Internet, Cyber Laws, Cyber Jurisprudence and scope

Module

S No	Content	Activity	Learning outcomes
1	Basic Concepts of Technology and Law : Understanding the Technology of Internet, Scope of Cyber Laws, Cyber Jurisprudence	Lecture	
2	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	Lecture & cases	
3	Intellectual Property Issues in Cyber Space: Copyright in the Digital Media, Patents in the Cyber World.	Lecture	
4	Rights of citizens and E-Governance : Privacy and Freedom Issues in the Cyber World, E-Governance, Cyber Crimes and Cyber Laws	Lecture and cases	
5	Information Technology Act 2000 : Information Technology Act-2000-1 (Sec 1 to 13), Information Technology Act-2000-2 (Sec 14 to 42 and Certifying authority Rules), Information Technology Act-2000-3 (Sec 43 to 45 and Sec 65 to 78), Information Technology Act-2000-4(Sec 46 to Sec 64 and CRAT Rules), Information Technology Act-2000-5 (Sec 79 to 90), Information Technology Act-2000-6 (Sec 91-94) Amendments in 2008.	Lecture and cases	
6	International Scenario in Cyber Laws: Data Protection Laws in European Union(EU) and USA ,Child Abuse Protection Laws in EU and USA, Cyber Laws - the Malaysian Approach.	Lecture & Cases	

S No	Content	Activity	Learning outcomes
7	Cyber Law Issues for Management :Cyber Law Issues in E-Business Management, Major issues in Cyber Evidence Management, Cyber Law Compliancy Audit	Lecture & Cases	
8	<p>Management of Enterprise IT Risk</p> <p>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</p> <p>IT Risk Assessment: Analyze and evaluate IT risk to determine the likelihood and impact on business objectives to enable risk-based decision making.</p> <p>Risk Response and Mitigation: Determine risk response options and evaluate their efficiency and effectiveness to manage risk in alignment with business objectives.</p> <p>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.</p>		
9	Case Studies and Presentations	Lecture & Cases	

Text books

1	Peter Weill , Jeanne Ross “IT Governance: How Top Performers Manage IT Decision Rights for Superior Results”
2	Work-study by ILO

Reference books

1	Jeanne W. Ross “Enterprise Architecture As Strategy: Creating a Foundation for Business Execution”
2	Peter Weill “IT Savvy: What Top Executives Must Know to Go from Pain to Gain
3	ISO/IEC 31000 and ISO/IEC 27005 Risk Management Standards

Assessment

Internal	40%
Semester end	60%

Programme - Masters in Management Studies

Semester - III

HRM (CORE)

Semester	:	III-Core			
Title of the Subject / course	:	Training & Development			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives

1.	Learning the intricacies of process of training and development and audit
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Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr No	Content	Activity	Learning Outcome
1	Introduction to human resource development	Case Study/ Role-play/ Drama/ Group Discussion	Introduction to the concept of human resource development
2	Overview of Training in Organizations <input type="checkbox"/> Role of training <input type="checkbox"/> structure of training Planning for Training and Development <input type="checkbox"/> Management of Training function <input type="checkbox"/> Need assessment <input type="checkbox"/> Evaluation <input type="checkbox"/> Organization of Training	Case Study/ Role-play/ Drama/ Group Discussion	Introduction to training, structure, need assessment and evaluation of training
3	Learning organization	Case Study/ Role-play/ Drama/ Group Discussion	Exploring the concept of learning organization
4	<input type="checkbox"/> Principles of Adult Learning <input type="checkbox"/> Learning Styles <input type="checkbox"/> Self Generated Learning <input type="checkbox"/> Experiential Learning <input type="checkbox"/> Motivation & Performance	Case Study/ Role-play/ Drama/ Group Discussion	Introduction to adult learning and different methodologies
5	Training Administration. <input type="checkbox"/> training budget , <input type="checkbox"/> budget training	Case Study/ Role-play/ Drama/ Group Discussion	Introduction to preparation of training budget, calendar and training modules.

Sr No	Content	Activity	Learning Outcome
	programmes, <input type="checkbox"/> design training calendar /schedules) Designing and executing Training inputs <input type="checkbox"/> Establishing Learning Objectives <input type="checkbox"/> Developing Training Modules <input type="checkbox"/> Role of ‘Active Training’		
6	Training Need assessment	Case Study/ Role-play/ Drama/ Group Discussion	Understanding the process of training needs assessment
7	Competency modeling and mapping	Case Study/ Role-play/ Drama/ Group Discussion	Understanding the method of competency modeling and mapping
8	Designing Training Modules	Case Study/ Role-play/ Drama/ Group Discussion	Learning to design training module
9	Implementation of Training	Case Study/ Role-play/ Drama/ Group Discussion	Learning methods of implementing training
10	<input type="checkbox"/> Traditional training methods <input type="checkbox"/> E-learning and use of technology in training Computer Based Training Satellite Based Training Outbound Training Fusion Methodology: Theatre, Art, Music as methodologies The World as a Classroom	Case Study/ Role-play/ Drama/ Group Discussion	Exploring various types of training
11	Training evaluation, Cost Benefit Analysis and ROI	Case Study/ Role-play/ Drama/ Group Discussion	Introduction to training evaluation, cost benefit analysis and ROI
12	Management Development.	Case Study/ Role-play/ Drama/ Group Discussion	Introduction to management development
13	Planning & Organizing conferences, seminar etc Training Audit.	Case Study/ Role-play/ Drama/ Group Discussion	Methods of Planning & Organizing conferences, seminar etc Introduction to Training Audit.

Sr No	Content	Activity	Learning Outcome
14	Case Studies and Presentations	Case Study/ Role-play/ Drama/ Group Discussion	

Reference books

1	Effective Training Systems, Strategies and Practices P. Nick Blanchard, James W Thacker second edition Pearson Education
2	P. Nick Blanchard, James W Thacker second edition Pearson Education

Text books

1	Employee Training and Development by Raymond A Noe, 3ed. McGraw Hill Publication (International Edition)
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Assessment

Internal	40%
Semester end	60%

Semester	:	III-Core			
Title of the Subject / course	:	Training & Development			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives

1.	To understand the concept of compensation, various elements, inflation, laws related to compensation, variable pay and income tax
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Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning Outcome
1	Human Resources Philosophy and Approach for an Organization	Case Study/ Role-play/ Drama/ Group Discussion	Introduction to the philosophy of human resources
2	Reward Strategies – Articulating and understanding business context for reward strategies	Case Study/ Role-play/ Drama/ Group Discussion	Understanding business context for reward strategies and preparing strategies
3	Elements of Reward Strategy – Understanding Reward Management	Case Study/ Role-play/ Drama/ Group Discussion	Understanding the elements of reward strategy and management
4	Compensation / Remuneration place in Reward Strategy	Case Study/ Role-play/ Drama/ Group Discussion	Exploring Compensation / Remuneration place in Reward Strategy
5	Understanding Elements of Compensation Structure <input type="checkbox"/> Fixed , <input type="checkbox"/> Cash Benefits, <input type="checkbox"/> Retirals and <input type="checkbox"/> Social Security, <input type="checkbox"/> Variable Pay / Incentives / Stock Options	Case Study/ Role-play/ Drama/ Group Discussion	Understanding Elements of Compensation Structure
6	Costing the CTC of each element of Compensation Structure (excluding stock options)	Case Study/ Role-play/ Drama/ Group Discussion	Learning to Cost the CTC of each element of Compensation Structure

Sr. No.	Content	Activity	Learning Outcome
7	Understanding Inflation – <input type="checkbox"/> Neutralization of Inflation – <input type="checkbox"/> Dearness Allowance <input type="checkbox"/> Consumer Price Indices	Case Study/ Role-play/ Drama/ Group Discussion	Understanding the concept of Inflation
8	<input type="checkbox"/> Understanding Provident Fund, <input type="checkbox"/> ESIC, Gratuity, <input type="checkbox"/> Superannuation, <input type="checkbox"/> Bonus under Payment of Bonus Act	Case Study/ Role-play/ Drama/ Group Discussion	Understanding Provident Fund, ESIC, Gratuity, Superannuation, Bonus under Payment of Bonus Act
9	Types of Variable Pay	Case Study/ Role-play/ Drama/ Group Discussion	Learning various types of Variable Pay
10	Understanding Income Tax	Case Study/ Role-play/ Drama/ Group Discussion	Understanding Income Tax
11	Arriving at the CTC of an employee/ candidate – <input type="checkbox"/> costing elements, <input type="checkbox"/> designing a salary offer template <input type="checkbox"/> Making a salary offer to a candidate – understanding salary ranges	Case Study/ Role-play/ Drama/ Group Discussion	Preparing the CTC of an employee
12	Remuneration Survey- <input type="checkbox"/> choosing a partner, <input type="checkbox"/> conducting a survey, <input type="checkbox"/> benchmarking, <input type="checkbox"/> arriving at a comparator, <input type="checkbox"/> target position, <input type="checkbox"/> understanding median , <input type="checkbox"/> percentile, <input type="checkbox"/> ageing of market data <input type="checkbox"/> Converting Remuneration Survey results into a Salary Proposal	Case Study/ Role-play/ Drama/ Group Discussion	Learning the details of remuneration survey
13	Equity Compensation Plans <input type="checkbox"/> objective of equity compensation, <input type="checkbox"/> types of Stock Plans, <input type="checkbox"/> Valuing stock grants, <input type="checkbox"/> SEBI Guidelines, <input type="checkbox"/> taxability of stock options	Case Study/ Role-play/ Drama/ Group Discussion	Learning the intricacies of equity compensation plans

Sr. No.	Content	Activity	Learning Outcome
14	Case Studies and Presentations	Case Study/ Role-play/ Drama/ Group Discussion	

Reference books

1	1. Textbook of HRM – P. Subha Rao.
2	Managing Human Resources – Bohlander, Snell, Sherman
3	Compensation Management – Dipak Kumar Bhattacharya – Oxford Publications

Text books

1	Compensation Management in a Knowledge Based World – Richard I Henderson – Pearson Publications
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Assessment

Internal	40%
Semester end	60%

Semester	:	III-Core			
Title of the Subject / course	:	Competency Based HRM and Performance Management			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives

1	To provide both theoretical and application-oriented inputs on competency mapping and developing mapped competencies.
2	To understand the concept of competency and competency based HR practices.
3	To understand the various approaches towards building a competency model
4	To understand how to integrate the applications of competency model with other HRM functions.
5	To impart the understanding about the Performance Management system and strategies adopted by the Organizations

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning outcomes
1	<p>Concept and definition of Role and competency. History of competency, Types of competencies – generic/specific. Competency description, Competency levels, Designing competency dictionary, Why to promote a competency culture, Context and Relevance of competencies in modern organizations Evolution of Competency based HRM, Competency Selection; Competency based Training & Development. Competency Based Performance Management; Competency Based Career & Succession Planning, linking HR processes to organizational strategy, competency framework – development of personal competency framework, Developing Competency Models ,Issues relating to Competency models.</p>	<p>Case Studies, Class Discussions, Assessment Centre exercises, Field Project, Presentations, Practical Examples Assignments</p>	<p>Basic Understanding concept of Competency and its relevance to modern day Organizations.</p>

Sr. No.	Content	Activity	Learning outcomes
2	<p>Methods of Data Collection for Mapping:- . Observation b. Repertory Grid c. Critical Incidence Technique d. Expert Panels e. Surveys , Job Task Analysis h. Behavioral Event Interview, i. use of technology. Developing Competency Models from Raw Data: a. Data Recording b. Analyzing The Data c. Content Analysis of Verbal Expression d. Validating the Competency Models</p>	<p>Case Studies, Class Discussions, Assessment Centre exercises, Field Project, Presentations, Practical Examples Assignments</p>	<p>Gaining knowledge about the various methods of data collection in mapping process and knowledge of validating the Competency model.</p>
3	<p>Competency Mapping and Assessment – Meaning, purpose and Benefits, Steps in Competency Mapping –, Measuring and mapping competencies a. BEI b. Assessment centre c. Conducting and operating assessment centre d. Role of assessors in an assessment centre e. Designing tools in an assessment centre f. Integration of data , Report Writing and g. Feedback mechanism . Approaches to Mapping</p>	<p>Case Studies, Class Discussions, Assessment Centre exercises, Field Project, Presentations, Practical Examples Assignments</p>	<p>Knowledge about running the assessment centre and Report writing and learning about how to give feedback.</p>
4	<p>Conceptual Framework of Performance Management Performance Management process; Objectives of Performance Management system; Historical development in India; Performance management and Performance appraisal; Linkage of Performance Management system with other HR practices. Components of Performance Management System: Performance planning; Ongoing support and coaching; Performance measurement and evaluation.</p>	<p>Case Studies, Class Discussions, Assessment Centre exercises, Field Project, Presentations, Practical Examples Assignments</p>	<p>Learning about the conceptual frame work of Performance Management System and its linkage with HR practices</p>
5	<p>Implementation and Issues in Performance Management: a. Defining Performance b. Determinants of Performance c. Performance Dimensions d. Approaches to Measuring Performance e. Diagnosing The Causes of Poor Performance f. Differentiating Task from Contextual Performance</p>	<p>Case Studies, Class Discussions, Assessment Centre exercises, Field Project, Presentations, Practical Examples Assignments</p>	<p>Learning about the Implementation of Performance Management System, issues and challenges</p>

Sr. No.	Content	Activity	Learning outcomes
	g. Choosing a Performance Measurement Approach. h. Measuring Results and Behaviors i. Gathering Performance Information j. Implementing Performance Management System		
6	Performance Management and Employee Development: a. Personal Development Plans b. 360 Degree Feed Back as a Developmental Tool c. Performance Management and Reward System d. Performance Linked Remuneration System e. Performance Linked Career Planning and Promotion Policy	Case Studies, Class Discussions	Studying performance management as a tool for employee development
7	Conducting Staff Appraisals a. Introduction & Need b. Skills Required c. The Role of The Appraiser d. Job Description and Job Specification e. Appraisal Methods f. Raters Errors g. Data Collection h. Conducting an Appraisal Interview i. Follow Up and Validation	Case Studies, Class Discussions	Understanding the process of conducting staff appraisal
8	Performance Consulting: a. Concept b. The Need for Performance Consulting c. Role of The Performance Consulting d. Designing and Using Performance Relationship Maps e. Contracting for Performance Consulting Services f. Organizing Performance Improvement Department	Case Studies, Class Discussions	Understanding performance consulting
9	Reward for Performance: a. Reward System, Components of Reward System, b. Objective of Reward System, Linkage of performance management to reward and compensation System Performance Management Pitfalls and	Case Studies, Class Discussions	Study of rewards for performance

Sr. No.	Content	Activity	Learning outcomes
	Remedies, c. Recognizing the problems and Pitfalls, Limitations, Shortcoming or efficiencies of performance appraisal, Guideline for performance appraisal and good practices		
10	Ethics in Performance Management: a. Ethical Performance Management Defined, Objectives and Significance of Ethics in performance Management, b. Ethical issues and dilemmas in Performance Management, Ethical Strategies in Performance management, Performance Management in Multinational Corporations	Case Studies, Class Discussions	Overview of ethical practices in performance management
11	Case Study and Presentations		

Text books

1	Armstrong, M. & Baron, A., Performance Management and development, Jaico Publishing House, Mumbai.
2	Armstrong, M., Performance management: Key strategies and practical guidelines, Kogan Page, London.
3	Bagchi, S. N., Performance management, Cengage Learning India
4	Bhattacharyya, D.K., Performance management systems and strategies, Pearson Education

Reference books

1	Seema Sanghi: 'Handbook of Competency Mapping'; Response Books; Latest Edition
2	Ganesh Shermon: 'Competency based HRM'; Tata McGraw Hill; Latest Edition.
3	Whiddett and Hollyforde: 'A Practical Guide to Competencies'; Chartered Institute of Personnel and Development; Latest Edition.

Assessment

Internal	40%
Semester end	60%

Semester	:	III-Core			
Title of the Subject / course	:	Labour Laws and Implications on Industrial Relations			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives

1	Understanding Nature and Importance of Labour Laws
2	To understand various legislations with their history, basic provisions & case laws
3	To study current amendments in Labour laws
4	Highlight Labour Laws with IR implications

Module

Sr. No.	Content	Activity	Learning outcomes
1.	Overview of IR <ul style="list-style-type: none"> IR history in brief, System approach to IR and IR model, Collective Bargaining, Basic Grievance machinery and disciplinary procedure Importance of Workers Participation in Management with few egs. Relating IR to labor laws Labor laws with IR implications for futuristic India 		This is to give a snapshot of IR and the faculty to relate importance of IR to Labor Laws, changing dynamics of IR
2	Introduction to Labor Laws <ul style="list-style-type: none"> Government of India Structure, Constitutional provisions for labor Structure of Courts and appropriate authorities in India. Principles of Labor Laws Classification of Labor Laws viz: Regulative, Employment, Wage, Social Security & IR 		Understanding court jurisdictions and basics of labor laws
3	Industrial Relations Legislations <ul style="list-style-type: none"> Industrial Dispute Act 1947 Trade Union Act 1926 & 	Case Laws	To study history, provisions, case laws & amendments under each law.

Sr. No.	Content	Activity	Learning outcomes
	MRTUP & PULP 1971 (only unions politics & recognition provision) <ul style="list-style-type: none"> Industrial Employment (Standing Order) Act 1946 		
4	Regulative Laws <ul style="list-style-type: none"> The Factories Act, 1948 The Bombay Shop and Establishment Act, 1948 	Case Laws	To study history, provisions, case laws & amendments under each law.
5	Social Security Legislations <ul style="list-style-type: none"> Workmen's Compensation Act 1923 (with sums) ESI Act 1948 Gratuity Act 1972 Provident Fund Act & Mis. 1952 	Case Laws	To study history, provisions, case laws & amendments under each law.
6	Wage Legislations <ul style="list-style-type: none"> Payment of Wages Act 1936 Minimum Wages Act 1948 	Case Laws	To study history, provisions, case laws & amendments under each law.
8	Overview of few laws <ul style="list-style-type: none"> Maternity Benefit Act 1961 Apprentice Act 1961 Employment Exchange Act 1951 Payment of Bonus Act 1965 	Case Laws	Just an overview needs to be taught
9.	Internal Assessments Overview of Alternate Dispute Resolution Mechanisms		
10.	Revision		

Text and Reference books

1	Mamoria, C. B. & Mamoria, S. Dynamics of Industrial Relations in India. Himalaya Publishing House
2	Sharma, A. M. Industrial Relations: Conceptual & Legal Framework. Himalaya Publishing House
3	Mamoria, C. B., Mamoria, S. & S. V. Gankar. Dynamics of Industrial Relations in India. Himalaya Publishing House
4	Sharma, A. M. Industrial Relations: Industrial Jurisprudence and Labour Legislation. Himalaya Publishing House
5	Kapoor, N.D: Elements of Mercantile Law. Sultan Chand & Sons

Assessment

Internal	40%
Semester end	60%

Semester	:	III-Core			
Title of the Subject / course	:	Human Resource Planning and Application of Technology in HR			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives

	To understand the concept of HR Planning and application of technology in HR
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Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

S. No.	Content	Activity	Learning Outcome
1	Human Resource Planning Meaning, The planning process. Indicators and trends. Ascertaining demand and supply in human resource. Causes of demand, forecasting techniques and human resource requirements. Estimation of internal supply and external supply. Linking human resource planning with strategic human resource management.	Case Study/ Role-play/ Drama/ Group Discussion	Introduction to HR Planning and forecasting
2	Job Analysis, HR Planning and Selection in the Modern Business Environment: Job analysis and design, Collection and application of job analysis information, alignment of job analysis to selection. Changing perspectives in the field of recruitment and selection in the information age: e-recruitment and selection. Employment Tests: Concepts of Testing, Types of tests, Executive Talent Search	Case Study/ Role-play/ Drama/ Group Discussion	Learning the concept of job analysis and selection

S. No.	Content	Activity	Learning Outcome
3	<p>Workforce Diversity, Diversity Planning, Dimensions of Diversity, Policies, Valuing Diversity in Organizations, Gender Diversity Legislation, Corporate initiatives on Gender Diversity. Organizational Strategies for Promoting Diversity, Diversity Awareness Training and Programs, Systemic and Individual Diversity Change Initiatives, The Future of Diversity – A Global Perspective.</p>	Case Study/ Role-play/ Drama/ Group Discussion	Understanding the nuances of workforce diversity
4	<p>Technology in Human Resource Administration and Human Resource Information Systems, Talent Management, Job Analysis and Human Resource Planning, Recruitment and Selection in an Internet Context, Training and Development: Issues and Human Resource Information Systems Applications, Performance Management, Compensation, Benefits, Payroll and the Human Resource Information Systems, International Human Resource Management</p>	Case Study/ Role-play/ Drama/ Group Discussion	Overview of application of technology in HR
5	<p>Introduction to Analytics : Introduction to Business Analytics : Need for Analytics : Use of Analytics in business : Introduction to HR Analytics : HR Analytics and people strategy : Becoming a persuasive HR function</p>	Case Study/ Role-play/ Drama/ Group Discussion	Introduction to HR Analytics
7	Case Studies and Presentation.		

Text books

1	Human Resource Planning – James W Walker
2	Human Resource Development – Uday Kumar Haldar – Oxford Publications
3	Managing Diversity: Toward a Globally Inclusive Workplace Book by Michalle E. Mor Barak.
4	HR Analytics: The What, Why and How : Tracey Smith

Reference books

1	Human Resource Planning – D.K Bhattacharya
2	Human Resource Planning – M.S Reddy
3	Planning & Managing Human Resources – William J Rothwell, H.C Kazanas

Assessment

Internal	40%
Semester end	60%

Programme - Masters in Management Studies

Semester - III

HRM (ELECTIVES)

Semester	:	III-Electives			
Title of the Subject / course	:	Personal Growth Laboratory			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives

1	Basics of personality, personality types
2	Introduction to emotional intelligence
3	Stress and stress control techniques
4	Introduction to NLP and transactional analysis
5	Techniques of effective team building

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning outcomes
1	Personal Growth (Personal Effectiveness) Introduction to personal growth : Meaning, Nature and Scope : Individual, Organizational and social roles : Role Clarity & Role Boundaries : Self-awareness and self-esteem	Case Study/ Role-play/ Drama/ Group Discussion	Basics of personality, Meaning of personal growth, meaning of self-awareness and self esteem
2	Personality (Personal Effectiveness) Personality Theories : <i>Carl Jung's personality types : MBTI</i>	Case Study/ Role-play/ Drama/ Group Discussion	Implementation of personality theories to find the personality type
3	Personality (Personal Effectiveness) Personality Theories : <i>Trait Theories : Big 5 : Type A & Type B : PF16</i>	Case Study/ Role-play/ Drama/ Group Discussion	Implementation of personality theories to find the personality type
4	Basic Functions of Mind (Personal Effectiveness) Creativity and Innovation : Blocks to Creativity : Creativity tools and processes :	Case Study/ Role-play/ Drama/ Group Discussion	Methods of improving creativity, Basics of different type of thinking techniques

Sr. No.	Content	Activity	Learning outcomes
	convergent and divergent thinking : <i>Six Thinking Hats</i>		
5	Neuro-linguistic Programming (Personal Effectiveness) Introduction to NLP : <i>NLP</i>	Case Study/ Role-play/ Drama/ Group Discussion	Basics of NLP and NLP implementation
6	Emotional Intelligence (Personal Effectiveness) Introduction to emotional intelligence : Introduction to Enneagram : <i>Testing Emotional Intelligence : Personality Types According to Enneagram</i>	Case Study/ Role-play/ Drama/ Group Discussion	Definition of emotional intelligence, Enneagram and its implementation
7	Stress (Personal Effectiveness) Stress and reasons behind stress : Techniques for stress busting : <i>Practice of some stress busting techniques</i>	Case Study/ Role-play/ Drama/ Group Discussion	Causes of stress and stress busting techniques
8	Interpersonal Relations (Interpersonal Effectiveness) Basics of Interpersonal relations : Basics of Group Dynamics : Needs of openness, inclusion and control : <i>Discovering interpersonal orientation through FIRO-B</i>	Case Study/ Role-play/ Drama/ Group Discussion	Basics of Interpersonal Relations, implementation through Firo-B
9	Transactional Analysis and Johari Window (Personal Effectiveness) Basics of Ego-states : Types of Transactions : Theory of Johari Window : <i>Implementation of Johari Window</i>	Case Study/ Role-play/ Drama/ Group Discussion	Basics and implementation of Transactional Analysis and Johari Window
10	Teams and Team Building (Interpersonal Effectiveness) Basics of Team and Team Building : Conflict in teams : Conflict Resolution : Negotiation : <i>Desert Survival Exercise for team building</i>	Case Study/ Role-play/ Drama/ Group Discussion	Team building exercises
11	Teams and Team Building (Interpersonal Effectiveness) <i>More team building activities: Simulation Games</i>	Case Study/ Role-play/ Drama/ Group Discussion	Team building exercises
12	Learning Methodologies Basics of T-group and	Case Study/ Role-play/ Drama/ Group	Leaning about different learning methodologies

Sr. No.	Content	Activity	Learning outcomes
	sensitivity training : <i>Application of T-group and sensitivity training</i>	Discussion	
13	Learning Methodologies Basics of Assessment Centres : <i>Application of Assessment Centres</i>	Case Study/ Role-play/ Drama/ Group Discussion	Learning about different learning methodologies

Text books

1	Organizational Behavior : Stephen P. Robbins, Timothy A. Judge, Neharika Vohra
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Reference books

1	Six Thinking Hats by Edward De Bono
2	Introducing NLP: Psychological Skills by Joseph O'Connor
3	Essential Enneagram: The Definitive Personality Test and Self-Discovery Guide -- Revised & Updated by David Daniels and Virginia Price
4	Assessment Centres: Identifying Potential and Developing Competency by <u>Nitin Sawardekar</u>

Assessment

Internal	40%
Semester end	60%

Semester	:	III-Electives			
Title of the Subject / course	:	Global HRM			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives

	To understand the concept of Human Resource Management in an international context, understand the challenges of operating in different geographies and relevant differences in culture
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Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning Outcome
1	Introduction and Overview of Domestic HRM and IHRM a. The professionalism of HRM b. International trends in the labour force c. The impact of the environment, competition and the dynamics of the labour force on HRM	Case Study/ Role-play/ Drama/ Group Discussion	Introduction to the concept of International HRM and the differences between domestic and international HRM
2	Selecting and Managing International Workforce a. The influences of cross cultural issues on organisations b. Selection, evaluation and coaching of international employees c. Developing Planning, Communications and Intercultural skills to manage a cross cultural workforce d. Global training and appraisal systems for a cross cultural workforce e. Compensation and performance measure: an international perspective	Case Study/ Role-play/ Drama/ Group Discussion	Learning planning and recruitment techniques in the international context
3	International Organisations and Industrial Relations a. Corporate Culture and change b. Policies and practices of multinational companies c. Employment and Labour Laws: an international perspective	Case Study/ Role-play/ Drama/ Group Discussion	Study of Employment Relations in an international context

Sr. No.	Content	Activity	Learning Outcome
	d. The influence of Trade Unions e. Equal Opportunities f. Employment relations		
4	International Compensation and Benefits a. Theory of Employee Development b. Objectives of International Compensation c. Benchmarking global practices d. Motivation and Reward systems e. Problems with global compensation	Case Study/ Role-play/ Drama/ Group Discussion	Study of International Compensation and Benefits, global practices and challenges
5	Expatriation and Repatriation a. Characteristics of effective expatriate managers b. The role of family c. Dealing with culture shock d. Successful repatriation practices	Case Study/ Role-play/ Drama/ Group Discussion	Understanding the concept of Expatriation and Repatriation
6	Legislation and the international workforce a. Legislation and the international workforce b. Employment Law c. Trade Unions and negotiations	Case Study/ Role-play/ Drama/ Group Discussion	Understanding employment law in international context
7	International Training and Development Define and contrast between training and development Developmental aspect of international assignments and its relation to international career paths Training and developing international management teams Trends in international training and development	Case Study/ Role-play/ Drama/ Group Discussion	Understand components of International Learning and Development in organizations
8	Global Unions, Regional Integration and Framework Agreements	Case Study/ Role-play/ Drama/ Group Discussion	Understanding Global Unions, Regional Integration and Framework Agreements and its impact on the organizations
9	Emerging Trends in Employee Relations and Employee Involvement	Case Study/ Role-play/ Drama/ Group Discussion	Study of Emerging Trends in Employee Relations and Employee Involvement in international context
10	International Labour Standards	Case Study/ Role-play/ Drama/ Group Discussion	International Labour Standards
11	Case Studies and Presentations	Case Study/	

Sr. No.	Content	Activity	Learning Outcome
		Role-play/ Drama/ Group Discussion	

Text books

1	International Human Resource Management by K Aswathappa and Sadhna Dash , TMGH
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Reference books

1	International Human Resource Management by Peter j Dowling, Deivice E Welch, 4th Edition.
2	International Human Resource Management by Hilary Harris, Chris Brewster and Paul Sparrow, VMP Publishers and Distributors

Assessment

Internal	40%
Semester end	60%

Semester	:	III-Electives			
Title of the Subject / course	:	Employee Branding and Employer Value Proposition			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives

1	Concept of Employee Brand
2	Concept of Employer Value Proposition
3	Creating and Nurturing Employee Brand

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning outcomes
1	Birth of Employee Brand Concept Changing needs and aspirations of employees : Challenge of managing people : Leadership and its role : Birth of Employee Brand Concept	Case Study/ Role-play/ Drama/ Group Discussion	Learning factors leading to birth of employee brand
2	Fundamentals of Branding Definition : Brand Personality : Brand Positioning and Differentiation : Brand Vision : Brand Hierarchy : Brand Reality : Brand Management and Development : Brand Consistency and Continuity	Case Study/ Role-play/ Drama/ Group Discussion	Understanding the concept of a brand
3	Benefits of Employee Branding Functional Benefits : Emotional Benefits : Higher Order Benefits : Life Cycle Benefits	Case Study/ Role-play/ Drama/ Group Discussion	Learning the benefits of employee branding
4	Employee Brand Insight Employee Insights : Labor Market Insights	Case Study/ Role-play/ Drama/ Group Discussion	Employee Brand Insights
5	Before Employee Brand Creation Diagnosing Employee Brand : Preparing to create the Employee Brand	Case Study/ Role-play/ Drama/ Group Discussion	Preparing to create an employee brand
6	Employee Brand Creation Creation of Employee Brand : Operationalization of Employee Brand	Case Study/ Role-play/ Drama/ Group Discussion	Creation and Operationalization of Employee Brand

Sr. No.	Content	Activity	Learning outcomes
7	Employee Brand Creation Brand Identity : Brand Integration : Corporate Brand Hierarchy : Key components of Positioning Model : Brand Reality Model : Brand Vision Model	Case Study/ Role-play/ Drama/ Group Discussion	Learning the different facets of brand creation
8	Nurturing the Employee Brand Documentation : Change Management : Measurement of Impact	Case Study/ Role-play/ Drama/ Group Discussion	Learning about the methods of Nurturing the Employee Brand
9	Employer Value Proposition Definition of Employer Value Proposition : Link to theories of motivation	Case Study/ Role-play/ Drama/ Group Discussion	Understanding the concept of Employer Value Proposition
10	Employee Brand Communication Identity : Launch : Rational Understanding : Emotional Engagement : Employee Commitment and behavior change	Case Study/ Role-play/ Drama/ Group Discussion	Learning various Employee Brand Communication techniques
11	Employer Brand Management : Big Picture Policy : External Reputation : Internal Communication : Senior Leadership : Values and CSR : Internal Measurement System	Case Study/ Role-play/ Drama/ Group Discussion	Employer Brand Management at a larger scale
12	Employer Brand Management : Local Picture Recruitment and Induction : Team Management : Performance Appraisal : Learning and Development : Reward and Recognition	Case Study/ Role-play/ Drama/ Group Discussion	Employer Brand Management at a smaller scale
13	Durability of Concept of Employee Brand	Case Study/ Role-play/ Drama/ Group Discussion	Durability of Concept of Employee Brand

Text books

1	The Employer Brand Bringing the Best of Brand Management to People at Work: Simon Barrow & Richard Mosley
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Reference books

1	Brand From the Inside: Libby Sartain & Mark Schuman
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Assessment

Internal	40%
Semester end	60%

Semester	:	III-Electives			
Title of the Subject / course	:	HR Analytics			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives

1	Basics of HR Analytics
2	Introduction to latest technologies including SPSS, Big Data
3	Using HR Analytics for various functions of HR
4	Different Analysis Strategies
5	Ethics and Limitations while using HR Analytics

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning outcomes
1	Introduction to HR Analytics Introduction to Analytics : Introduction to Business Analytics : Need for Analytics : Use of Analytics in business : Introduction to HR Analytics : Evolution of Analytics : HR Analytics and people strategy : Becoming a persuasive HR function	Case Study/ Role-play/ Drama/ Group Discussion	Learning the basics of Analytics and HR Analytics, Relation of HR Analytics with HR strategies
2	Metrics and Analytics Language of Metrics and Analytics : Descriptive Analytics : Prescriptive Analytics : Casual Analysis : Predictors, prediction and predictive modelling : Business applications of modeling	Case Study/ Role-play/ Drama/ Group Discussion	Understanding Different categories of HR Analytics, Applications of modeling
3	HR Information Systems and Data Information Sources : Analysis software options : Preparing data : Using SPSS : Big Data	Case Study/ Role-play/ Drama/ Group Discussion	Introduction to analysis using SPSS and big data
4	Analysis Strategies From descriptive reports to predictive analytics : Statistical Significance : Types of data : Types of statistical tests : Factor Analysis and reliability analysis	Case Study/ Role-play/ Drama/ Group Discussion	Different types of statistical analysis techniques
5	Recruitment and Selection Analytics Reliability and validity of selection process : Human bias in recruitment and selection	Case Study/ Role-play/ Drama/ Group Discussion	Application of analytics in recruitment
6	Predicting Employee Performance Indicators of performance : Methods for	Case Study/ Role-play/	Application of analytics in employee performance

Sr. No.	Content	Activity	Learning outcomes
	measuring performance	Drama/ Group Discussion	
7	Employee Engagement and Workforce Perceptions Measuring Employee Engagement : Interrogating the measures : Conceptual Explanation of factor analysis	Case Study/ Role-play/ Drama/ Group Discussion	Application of analytics in employee engagement
8	Predicting Employee Turnover Importance of employee turnover as an HR information : Descriptive Turnover Analysis : Measuring and exploring differences between turnover at an individual or team level	Case Study/ Role-play/ Drama/ Group Discussion	Application of analytics in assessing employee turnover
9	Monitoring the Impact of Interventions Tracking the impact of various HR interventions : Value change initiative	Case Study/ Role-play/ Drama/ Group Discussion	Application of analytics in tracking the impact of HR interventions
10	Diversity Analytics Equality, diversity and inclusion : Approaches to measuring and managing D&I	Case Study/ Role-play/ Drama/ Group Discussion	Application of analytics in assessing diversity
11	Advanced HR Analytic Techniques I Mediation Processes : Moderation and interaction analysis : Multi-level linear modelling : Curvilinear relationships	Case Study/ Role-play/ Drama/ Group Discussion	Learning Advanced HR Analytics Techniques
12	Advanced HR Analytic Techniques II Structural Equation Models : Growth Models : Latent class analysis : Response surface methodology and polynomial regression	Case Study/ Role-play/ Drama/ Group Discussion	Learning Advanced HR Analytics Techniques
13	Usage, Ethics and Limitations Institutionalized Metric Oriented Behaviour (IMOB) : Importance of quality data and measures : Ethics in Analytics : Ethical Standards for HR Analytics team : Limitations	Case Study/ Role-play/ Drama/ Group Discussion	Understanding Ethics involved and limitations of HR Analytics

Text books

1	The New HR Analytics : Predicting the economic value of your company's human capital investment : Jac Fitz-enz
2	HR Analytics: The What, Why and How : Tracey Smith

Reference books

1	Predictive HR Analytics: Mastering the HR Metric : Dr Martin R. Edwards, Kirsten Edwards
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Assessment

Internal	40%
Semester end	60%

Semester	:	III-Electives			
Title of the Subject / course	:	O.S.T.D.			
Course Code	:				
Credits	:	4	Duration in Hrs	:	40

Learning Objectives

1	To understand the organizational design and different factors affecting organizational design
2	To study the evolution of organizational theories
3	To appreciate the organizational culture and its effect on organizational design

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning Outcome
1	Organizations and Organization Theory a. Organization theory in action. b. What is an organization? c. Perspectives on organizations: open systems and organizational configuration. d. Dimensions of organization design: structural and conceptual. e. The evolution of organization theory and design	Case Study/ Role-play/ Drama/ Group Discussion	Introduction to the concept of an organization and organization design. Study of evolution of organization theory
2	Strategy, Organization Design, and Effectiveness a. The role of strategic direction on organization design. b. Organization purpose. c. A framework for selecting strategy and design/structure. d. Assessing organizational effectiveness. e. Contingency effectiveness approach, resource based approach, and internal process approach. f. An integrated effectiveness model	Case Study/ Role-play/ Drama/ Group Discussion	Study of effect of strategy on organization design Learning about organizational effectiveness and its assessment
3	Fundamental of Organization Structure a. Organization structure b. Information processing perspective in organization structure c. Organization design alternatives	Case Study/ Role-play/ Drama/ Group Discussion	Study of basics of organization structure

Sr. No.	Content	Activity	Learning Outcome
	d. Functional, divisional, and geographical designs e. Matrix structure f. Horizontal structure g. Modular structure h. Hybrid structure		
4	Open Systems Design Elements a. The external environment. b. Inter-organizational Relationships. c. Organization size and life cycle and design/structure. d. Comparative management.	Case Study/ Role-play/ Drama/ Group Discussion	Understanding the external environment, organizational life cycle and Inter-organizational Relationships
5	Organizational Culture a. Organizational culture. b. Organization design and culture. c. Culture and the learning organization. d. Ethical values in organizations. e. Leadership and culture and ethics.	Case Study/ Role-play/ Drama/ Group Discussion	Study of organizational culture and its effect on organization design
6	Innovation and Change and Organizational Design a. The strategic role of change. b. Elements of successful change. c. New products and services. d. Technology change. e. Strategy and structure change. f. Culture change. g. Strategies for implementing change.	Case Study/ Role-play/ Drama/ Group Discussion	Introduction to change and its effect on organizational design
7	Decision-Making Process a. Rational approach. b. Bounded rationality perspective. c. Organizational decision-making. d. The learning organization. e. Contingency decision-making perspective. f. Special decision circumstances.	Case Study/ Role-play/ Drama/ Group Discussion	Introduction to decision making process
8	Conflict, Power, and Politics a. Intergroup conflict in organizations. b. Power and organizations. c. Political processes in organizations. d. Using power, politics, and collaboration.	Case Study/ Role-play/ Drama/ Group Discussion	Understanding the concepts of conflict, power and politics in an organization
9	Case Studies and Presentations	Case Study/ Role-play/ Drama/ Group Discussion	

Text books

1	Robins Khandwalla, P. N. Organizational design for excellence, New Delhi, Tata McGraw Hill, 1992
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Reference books

1	Daft, R. L. Organization Theory and Design, Current Edition. Thomson Southwestern
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Assessment

Internal	40%
Semester end	60%

Semester	:	III - Elective		
Title of the Subject / course	:	HR Audit		
Course Code	:			
Credits	:	4	Duration in Hrs	: 40

Learning Objectives

	Understanding HR Accounting and Audit with study of various instruments such as HR Score Card. Learning to calculate HR cost, investments and return on investments and preparing HR Audit Reports
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Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning Outcome
1	Introduction a. HR as assets b. Definition of Human resource accounting c. HRA – concepts, methods and applications d. Human Resource accounting vs. Other Accounting	Case Study/ Role-play/ Drama/ Group Discussion	Introduction to Human Resource Accounting
2	Human Resource Costs / Investments a. Human Resource Costs – the Monetary Value Approach, Non-Monetary value Based Approaches b. Investment in employees -- Human resource Development	Case Study/ Role-play/ Drama/ Group Discussion	Learning to calculate human resource cost/investments
3	Return on Investments a. Development of HR ROI into through High Performance Employees b. Measurement of Group Value – The Likert and Bowers Model, Hermanson’s unpurchased goodwill model	Case Study/ Role-play/ Drama/ Group Discussion	Learning to calculate human resource return on investments
4	Human Resource Accounting System a. Developing Human Resource Accounting System b. Implementation of Human	Case Study/ Role-play/ Drama/ Group Discussion	Learning development and implementation of HR accounting system

Sr. No.	Content	Activity	Learning Outcome
	resource Accounting system c. Integration with other accounting system		
5	Human Resource Score Card a. HR Score Card, constituents of HR Scorecard b. HR score card as an instrument in HR Audit	Case Study/ Role-play/ Drama/ Group Discussion	Introduction of HR Score Card and its implementation
6	Human Resource Audit a. Role of Human resource audit in business environment b. HR Audit Objectives, Concepts, Components, Need, Benefits, Importance c. Methodology and instruments of HR Audit d. The audit process and Issues in HR Audit	Case Study/ Role-play/ Drama/ Group Discussion	Introduction to HR audit
7	Human Resource Audit Report a. HR Audit Report – purpose b. Report Design – Preparation of report c. Use of HR Audit report for business improvement	Case Study/ Role-play/ Drama/ Group Discussion	Learning to prepare HR Audit Report
8	Recent Advancements in Human Resource Audit and Accounting	Case Study/ Role-play/ Drama/ Group Discussion	Exploring recent advancements in Human Resource Audit and Accounting
9	Case Studies and Presentations	Case Study/ Role-play/ Drama/ Group Discussion	

Text books

1	Personnel & Human Resource Management – P. Subba Rao.
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Reference books

1	Human Resource and Audit – T.V.Rao
2	Human Resource System – T.V.Rao & Udai Pareek

Assessment

Internal	40%
Semester end	60%

Semester	:	III - Elective		
Title of the Subject / course	:	Employee Relations and Labour Laws and Alternate Dispute Resolution		
Course Code	:			
Credits	:	4	Duration in Hrs	: 40

Learning Objectives

1	Understanding Nature and Importance of IR
2	To understand Conflict preventing & resolution methods under IR
3	Discussing practical cases in IR
4	New trends in IR and future of IR

Module

Sr. No.	Content	Activity	Learning outcomes
1	<p><u>History & Growth of IR in India</u></p> <ul style="list-style-type: none"> • Pre independence • Post independence. • Post Liberalization. • India & ILO 		Discuss the history of the IR movement and growth in India
2	<p><u>IR issues in Organizations</u></p> <ul style="list-style-type: none"> • IR Definitions • Different approaches to IR: <p>a) Functional approach b) Systems approach & Dunlop's Contribution c) Oxford Model d) HR approach e) Comprehensive IR model of internalist & externalist approach</p>		Discuss various definitions of IR & IR approaches with their advantages and disadvantages
3	<p><u>Prevention Machinery of Conflict in IR</u></p> <ul style="list-style-type: none"> • Issues & Levels of conflict in IR, The State & Industrial Relations Policy, Tripartite & Bipartite Bodies, Ethical Codes & IR, • Industrial Employment (Standing Orders) Act, 1946, Model Grievance Procedure & Disciplinary Proceedings • Overview of Trade Union Movement, Union Politics, Difference between Trade union registration & recognition. Trade Union Registration Act 1926. Union 	Case Studies	Understanding the genesis of conflict in IR and various methods prevent the same.

	<p>recognition under MRTUP&PULP & Code of Discipline</p> <ul style="list-style-type: none"> • Conditions for effective Collective Bargaining and process of CB. 		
4	<p><u>Conflict Settlement Machinery in IR - II</u></p> <ul style="list-style-type: none"> • Industrial Dispute Act – 1947 • Alternate Dispute Resolution (ADR) <ul style="list-style-type: none"> a) What is It? b) Discuss cases using ADR to settle cross cultural, environment, healthcare business disputes c) ADR Clause Drafting 	Cases Studies	Understanding various methods to solve the conflict. Drafting simple settlement agreements and discuss issues related to enforceability of agreements
5	<p><u>Labor Welfare</u></p> <ul style="list-style-type: none"> • Labor Welfare- <ul style="list-style-type: none"> a) Concept of Labor Welfare b) Approaches to Labor Welfare c) Statutory and Non-Statutory Welfare • Workers Participation in Management- <ul style="list-style-type: none"> a) Experiences of Germany, France & Britain. b) Indian experience, Suggestion schemes, Kaizen, Quality circles, TQM, ISO, Productivity Bargaining 	Case Studies	To highlight the importance of Labor welfare & workers participation in management and how can it help for smooth industrial relations
6	<p><u>New trends in IR & Future of IR in India 2020</u></p> <ul style="list-style-type: none"> • The changing demographics of Indian Industry, manufacturing to service sector, from formal to informal, digitization etc. • Expected changes in the dynamics of IR in this changed Industry model • Ways to cope up with these problems • Collaboration a new outlook to IR 	Guest Lecture	This chapter is expected to be thought completely with practical examples of companies. No particular book required for the same
7	Internal Assessments		
8	Revision		

Text and Reference books

1	Mamoria, C. B. & Mamoria, S. Dynamics of Industrial Relations in India. Himalaya Publishing House
2	Sharma, A. M. Industrial Relations: Conceptual & Legal Framework. Himalaya Publishing House
3	Mamoria, C. B., Mamoria, S. & S. V. Gankar. Dynamics of Industrial Relations in India. Himalaya Publishing House
4	Venkata Ratnam, C. S. Industrial Relations. Oxford University Press
5	Industrial Relations – Late C.S Venkata Ratnam – Oxford Publications
6	Industrial Relations, Trade Unions and Labour Legislation – P.R.N Sinha, Indu Bala Sinha, Seema Priyadarshini Shekhar – Pearson Publications
7	Alternative Methods of Dispute Resolution By Martin A. Frey
8	ADR principles and practice By Henry J. Brown
9	Getting to Yes: Negotiating Agreement Without Giving In By Roger Fisher and William Ury
10	Dispute resolution : negotiation, mediation, arbitration, and other processes By Stephen B. Goldberg,
11	Sharma, A. M. Industrial Relations: Aspects of Labour Welfare & and Social Security. Himalaya Publishing House
12	Sharma, A. M. Industrial Relations: Industrial Jurisprudence and Labour Legislation. Himalaya Publishing House

Assessment

Internal	40%
Semester end	60%

Programme - Masters in Management Studies

Semester - III

OPERATIONS (CORE)

Semester	:	III Core			
Title of the Subject / course	:	Supply Chain Management			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives	
1	Familiarize with the basic concepts of Logistics Management in relation to Inbound Logistics, Process Logistics, and Outbound Logistics phases of business.
2	To explore the major elements of supply chain and expose to leading edge thinking on supply chain strategy, Designing supply chain, customer satisfaction; inventory management; risk management, alliances, issues and challenges, performance measurement.
Prerequisites if any	
Connections with Subjects in the current or Future courses	
International Logistics	

Module

S No	Content	Activity	Learning outcomes
1	<p>Understanding the supply chain What is a supply chain? Decision phases in a supply chain. Evolution of SCM, SCM integration, Linkages and Decisions in SCM. Difference of Supply Chains in Product (Mfg.) Industry and Service-based Industry. Supply Chain and Demand chain, Value creation. Delivery and Value addition through supply chain. Process view of a supply chain. The importance of supply chain flows. Competitive Supply Chain Strategies. Achieving strategic fit.</p>	Lecture and discussion.	Understanding of Supply chain
2	<p>Logistics Competitive advantage and three C, Competitive advantage through logistics. Logistics-A system concept, Customer value chain, Logistics functions. Logistics Mission, Objectives, Goals, Decisions. Reverse Logistics.</p>	Lecture and discussion.	Understanding of Logistics concept
3	<p>Warehousing and Distribution Role of warehouse in Logistics,</p>	Lecture and discussion.	Understanding of Warehousing function

S No	Content	Activity	Learning outcomes
	Warehousing functions, Types of warehouses Warehouse site selection, Layout design, Warehouse Decision model. Warehouse automation, strategies, performance, costing. Distribution, Role, Importance, Levels, Channels, Structure, Functions. Channel partners, functions, Tasks, Flows, Strategy. Free trade zones and special economic zones.		and distribution channel
4	Order Processing and Logistics Information system Order Preparation, Transmittal, Order entry, Order filling, Order status reporting Industrial order processing and Retail order processing. Web based order processing. Processing priorities.	Lecture and discussion.	Understanding of Warehouse process and logistics information system
5	Performance Measurement and Controls in Supply Chain Management Pre- transaction, Transaction, Post-transaction elements, Service attributes Value added customer service, Importance of Logistics Customer service Sales and Service relationship, Cost and Service relationship. Objective, Levels, Parameters of performance measures- Cycle time, Fill Rate. Inventory Turnover, On-time Shipping and Delivery, Perfect Order, Stock out. Transportation measurements, Customer perception measure, Audit. Gap Analysis Concept of Benchmarking Benchmarking for Best Practices SCOR and DCOR	Lecture and discussion.	Understanding of customer service and performance measurement
6	Transportation Infrastructure, road, rail, air water, pipeline. Freight Management, Freight cost. Transportation Network Route planning, Containerization, Packing. Effective / Cost Optimizing Distribution strategies- Direct shipment, Cross-docking, Milk run, transshipment.	Lecture and discussion.	Understanding of Transportation modes

S No	Content	Activity	Learning outcomes
7	<p>Designing Logistics and distribution network in a supply chain Applications to Online Sales Network Design in the SC the role of distribution in the supply chain. Importance of Smart Transportation Distribution Center Concept , Modern DC's , Robotics Usage for pick and pack Factors influencing distribution network design. Supply Chain Integration Design option for a distribution network. Distribution network in practice.</p>	Lecture and discussion.	Understanding various distribution networks
8	<p>The value of Information Bullwhip effect. Effective forecasts. Information for the coordination of systems. Collaborative Planning Forecasting Replenishment (CPRF) concept. Locating desired products. Lead time reduction. Information and supply chain trade-off. Designing the supply chain for conflicting goals. Inventory Management and Risk pooling, Logistics Information system Function, OMS, WMS, TMS. Internal Operations – Input, Database management, Output</p>	Lecture and discussion.	Understanding importance of information in supply chain.
9	<p>Strategic Alliances A framework for strategic alliances. Third party / fourth party logistics. What are 3PL/4PL, Advantages and disadvantages of 3PL, 3PL issues and requirements? Retailer supplier partnership. Types of RSP, Requirements of RSP Inventory ownership in RSP, Issues and steps in RSP implementation Advantages and disadvantages of RSP. Distribution Integration Types of and issues in Distribution integration. Customer Value</p>	Lecture and discussion.	Understanding of various outsourcing activities and RSP
10	<p>E-procurement and outsourcing Outsourcing benefits and risks. A framework for Buy/Make decisions E-procurement. A framework of E-</p>	Lecture and discussion.	Understanding procurement through Internet and impact.

S No	Content	Activity	Learning outcomes
	procurement. Impact of Internet on supply chain strategies (E-business).		
11	Designing Global Supply Chain Networks Global market / Technological/ Cost/ Political and Economic Forces. Risks and advantages of international supply chain. International versus Regional products. Local autonomy versus central control. Regional differences in Logistics- Cultural differences/ infrastructure/ performance expectation and evaluation Information systems availability, human resources. Global business logistics.	Lecture and discussion.	Understanding various international issues and challenges
12	Performance Measurement and Controls in Supply Chain Management Measurement of a Robust Supply Chain. Cost / Quality / Service Measurement Introduction and concept of Benchmarking. Gap Analysis. Key actions in benchmarking for best practices. Overview of Supply Chain Operations Reference (SCOR) Modeling. Balance scorecard for SCM. Lean Manufacturing and Mass Customisation	Lecture and discussion.	Understanding various performance measurements tools in supply chain.
13	Ethical issues in SCM Supply chain vulnerability. Conformance to applicable laws such as Contract and commercial laws, Trade regulation, government procurement regulations, patents Copyrights, trademark laws, transportation and logistics laws and regulations Environmental laws. International practices. Confidentiality and proprietary information.	Lecture and discussion.	Understanding various ethics, Rules and regulations in supply chain.
14	Current Trends in Supply Chain Goldratt Supply Chains Sustainable Supply Chain Resilient supply chains Green Supply chain Lean supply chain	Lecture and discussion.	Understanding recent trends in supply chain.

Text books		
1	Supply Chain Management - Strategy, Planning and Operation	Sunil Chopra and Peter Meindl
2	Supply Chain Management by	Simchi Levi

Reference books		
1	Logistics Management	V.V.Sople
2	Supply Chian Management	V.V.Sople
3	Business Logistics	Ronald H.Ballou
4	Logistics and Supply Chain Management	Martin Christopher
6	Designing & Managing the supply chain	David, Philip Kminsky

Assessment	
Internal	40%
Semester end	60%

Semester	:	III Core			
Title of the Subject / course	:	Operations Analytics			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives	
1	To understand basic aspects of analytics and evaluation
2	To learn various analytical techniques applied in complex real life situations
3	To be able to scale up an academic model to workable practical model by carrying the process of analytical framework.
Prerequisites if any	
Operations Management, Operations Research, Statistics for Management,	
Connections with Subjects in the current or Future courses	
Supply Chain Management, MRPC, Materials Management.	

Module

Sr. No.	Content	Activity	Learning outcomes
1	Gaining data insights and Predictive Analytics Introduction to analytics, Demand analytics-qualitative forecasting	Lecture, examples on excel, cases	
2	Demand analytics –quantitative forecasting ,Moving average, exponential smoothing, trend, regression adjusted with seasonality, double exponential smoothing, optimum values of period of MA & smoothing constant	Lecture, examples on spread sheets, cases	
3	Measures of accuracy in forecasting in terms of MAD,MSE,MAPE & tracking signal	Lecture, examples on spread sheets, cases	
4	Service analytics in waiting line, single & multiserver, use of simulation and customer service efficiency, cost optimization	Lecture, examples on spread sheets, cases	
5	Service analytics in Retail, stocking policy and impact of stock-out, use of simulation, service efficiency,& cost optimization	Lecture, examples on spread sheets, cases	
6	Supply Chain Analytics: Supply Chain Metrics, Decision areas in SCM Procurement, Manufacturing, Distribution, Logistics, Global	Lecture, examples on spread sheets, cases	
7	Supply chain analytics, Risk & performance indices wrt cost, capacity, quality, logistics & distribution etc	Lecture, examples on spread sheets,	

Sr. No.	Content	Activity	Learning outcomes
		cases	
8	Types of Reports: Summary Reporting, Detailed, Functional, Multi-view, Drill Down, Utility View, Process View	Lecture, examples on spread sheets, cases	
9	Performance Metrics: Inventory, Fulfillment, Alerts, and Flagging etc. Dash Board Designing, Balanced Scorecard: Kaplan and Norton Framework, Strategy Map, Scorecard Design	Lecture, examples on spread sheets, cases	

Text books		
1		
2		
3		

Reference books		
1		
2		
3		

Assessment	
Internal	40%
Semester end	60%

Semester	:	III Core			
Title of the Subject / course	:	Service Operations Management			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives	
1	Understanding various types of Service Industry
2	Site selection for service location
3	Role of Operations for Profitability in Service industry
4	Inventory management in Service industry
5	Basics of Outsourcing/Offshoring in Services

Prerequisites if any	Operations Management Operations Research Statistics for Business
Connections with Subjects in the current or Future courses	Materials Management, Supply Chain Management

Module

Sr. No.	Content	Activity	Learning outcomes
1	Services: a) Introduction b) Characteristics of Services, c) Importance of Service Sector,	Lecture with discussion	Better understanding of services
2	Classification of services a) Classification framework, b) Service Delivery System – Process Flow Diagrams, blue printing c) Process Simulation	Lecture with discussion	Understanding of workflow of Services
3	Site Selection for Services: a) Types of Service Firms – b) Demand Sensitive Services, c) Delivered Services, d) Quasi-manufacturing Services,	Lecture with discussion & examples	Understanding complexity of services
4	Site Selection for Services: a) Site Selection for Demand Sensitive Services – Factor Rating, – Regression, –GIS, –Gravity Model of Demand	Developing quantitative models for various situations	Developing quantitative ability for decision making
5	Site Selection for Services: a) Site Selection for Delivered Services – Expected Results, – Mathematical Solution	Developing quantitative models for various situations	Developing quantitative ability for decision making

Sr. No.	Content	Activity	Learning outcomes
	Methods for delivered services,		
6	Site Selection for Services: a) Site Selection for Quasi-Manufacturing Services – Mixed Linear / Integer Programming for Location Selection	Developing quantitative models for various situations	Developing quantitative ability
7	Yield Management: a) Capacity Strategies for Yield Management, b) Overbooking,	Developing quantitative models for various service situations	Understanding Profitability in Service Industry
8	Yield Management: c) Allocating Capacity – Static Methods, –Nested Static Methods, –Dynamic Methods. d) Pricing, e) Implementation issues – Alienating Customers, –Customer Class Cheating, –Employee Empowerment, f) Cost and Implementation Time.	Developing quantitative models for various service situations	Understanding Profitability in Service Industry
9	Inventory Management in Services: a) Services versus Manufacturing Inventory, b) Set Up and Ordering Costs, c) Number of Products, d) Limited Shelf Space, e) Lost Sales versus Back Orders, f) Product Substitution, g) Demand Variance, h) Information Accuracy	Lecture with discussion	Understanding Inventory in Service Industry
10	Inventory Management in Services: a) The Newsvendor Model, b) Multiple Products and Shelf Space Limitations,	Quantitative Models	Inventory control in Service industry
11	Inventory Management in Services: a) Inventory Inaccuracy b) Phantom Stock outs, c) Shrinkage. d) Revenue Sharing, e) Markdown Money,	Lecture with discussion	Inventory control in Service industry

Sr. No.	Content	Activity	Learning outcomes
12	Outsourcing: a) Contract risk, b) Outsource Firm Risk c) Pricing Risk, d) Competitive Advantage e) Information Privacy Risk, f) Firm Specific Risks	Lecture with discussion	Outsourcing concept in services
13	Offshoring : a) Quantifying Offshoring, b) Offshoring and Competitive Capabilities c) Cost Issues d) Non-cost Issues.	Lecture with discussion	Outsourcing concept in services
14	Performance measurement of Service Operations: a)Productivity Measures b)Cost Measures c) SERVQUAL model	Development of measures in the class for various industries	Assessment of Performance of Services

Text books		
1	Successful Service Operations Management	Metters, King-Metters, Pulliman and Walton
2	Operations Management (Theory & Practice	B Mahadevan
Reference books		
1	Service Operations Management - Improving Service delivery	Robert Johnston Graham Clark,
2	Service Operations Management	Fritzsimmmons
Assessment		
Internal	40% or 25 %	
Semester end	60% or 75 %	

Semester	:	III Core			
Title of the Subject / course	:	Manufacturing Resource Planning and control			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives	
1	To understand importance of manufacturing resources planning and control to achieve continuous improvement in the better performance.
2	To give knowledge of quantitative methods as well as various tools of resources planning like MRP1,MRP2 & ERP for decision making in operations.
Prerequisites if any	
Operations management	
Connections with Subjects in the current or Future courses	
Materials Management , SCM	

Module

	Content	Activity	Learning outcomes
1	Overview of operations planning & control recent business environment, Challenges in competitive edge.	Lectures	
2	Various Manufacturing resources importance their planning and control. Functions of operation planning and control	Lectures	
3	Hierarchy of production plans overview, linkages to achieve business plans	Lecture	
4	Various models optimization line balancing models. Demand management capacity planning models lay out models.	Lectures, application in the practice	
5	Mater production scheduling module (I) Need objectives functions flow of materials in different manufacturing scenarios	Lectures, case studies, application	
6	MPS module (II) Broader heading, planning horizon time periods, order management, safety and hedges, effect of changing MPS.		
7	Materials requirement planning MRP1 Broader topics: Introduction roles & functions. Independent & dependent demand, Types of Bills of materials, Quantitative problems, MRP as systems.	Lectures application and numerical problems	
8	Capacity Management: Introduction to capacity, capacity management, need capacity planning level visa visca, production planning. 1) Capacity expansion strategies 2) Rough out capacity planning RCCP	Lecture application Numbering Problems.	

	Content	Activity	Learning outcomes
	3) CRP- Capacity requirement Planning 4) Scheduling strategies 5) Production smoothly policies 6) Finite & Infinite loads.		
9	Manufacturing Resource planning MRP II (Module I) : Introduction to MRP II, Roles functions frame work of information flow in MRP II, Relation of MRP II with demand management and capacity management manufacturing calendar.	Lecture and application	
10	MRP II module II: Transition of MRPI to MRPII closed loop MRP, comparison between MRP1 & MRP II benefits.	Lecture and case studies	
11	ERP – Need, function & utility to business ERP-SAP-PPC modules. Reports, Interpretation variance. Analysis – use in decision making.	Lecture and case studies	
12	Case studies & presentation on all above topics.		

Text Books		
1	Production/ Operations Management	Ashwathappa & Shridhar Bhat
2	Operations Management (Theory & Practice)	B. Mahadevan Person publication 2 nd edition.
3	Production/ Operations Planning and Control	Stephen Chapman
Reference books		
1	Elements of production planning & control	Samuel Eilon
2	Operations Planning & Control	S.K Mukhopadhaya
3	Manufacturing Planning and Control	Volmann, Berry, Whybark

Assessment	
Internal	40%
Semester end	60%

Semester	:	III Core
Title of the Subject / course	:	Materials Management
Course Code	:	
Credits	:	4
Duration	:	40

Learning Objectives	
1	Importance of Materials Management w.r.t. Business
2	Learning various aspects of Purchase & warehousing
3	Understanding documents control w.r.t. Material movement
4	Materials planning with quantitative models
5	Financial aspects of Materials Management
6	Importance of Ethics in Materials Management
Prerequisites if any	
Operations Management, Operations Research	
Connections with Subjects in the current or Future courses	
Supply Chain Management, MRPC	

Module

Sr. No.	Content	Activity	Learning outcomes
1	Materials Management an overview a) Introduction, b) Importance of Materials Management c) Objectives of Materials Management d) Costs involved in the Management of Materials e) Integrated approach to Materials Management f) Organizing Materials Management. g) Organization based on Commodities/Location/function h) Centralized versus Decentralized materials management.	Lecture	Preparation for the course in respect Operations as well as Organization
2	Materials Planning a) Introduction and factors influencing materials planning b) Techniques of materials planning c) Bill-of-Materials d) Materials Requirement Planning (MRP). e) Past Consumption Analysis Technique	Lecture/ Discussion/ Problems from Industry using computers	Planning with financial perspective Understanding impact of MRP on financial statements
3	Purchasing a) Purchasing principles, policies, procedures and practices b) Objectives, scope, responsibility and limitations c) Sources of supply and Supplier selection.	Lecture/ Industrial examples/ Problems	Overview of Purchasing activities

Sr. No.	Content	Activity	Learning outcomes
	d) Vendor development-evaluation and rating. e) Price forecasting f) Price-cost analysis g) Negotiations h) Reciprocity i) Legal aspects of purchasing j) Purchase orders/ contracts k) Method of buying- under certainty, under risk, and under uncertainty		
4	Purchasing and Procurement Activities under Materials Management. a) Supplier Quality Assurance Programme b) Buyer Supplier Relationship c) Self certified suppliers. d) Elements of procurement cycle.	Lecture/ Examples of supplier audits/ Example of procurement cycle	Detailed understanding of Purchase Process
5	Purchasing of Capital Equipment a) Significant differences b) Considerations in evaluation of bids c) Purchase of used equipment d) Sources of used equipments e) Purchase versus lease. f) Role of Purchasing Committees/ Purchase Managers	Lecture with examples from Industry	Basic understanding of purchase of projects
6	International procurement-Imports. a) International commercial terms. b) Import procedures and documentation. c) Categories of importers. d) Identification of foreign sources. e) Payment terms including Letter of credit. f) Types of L/Cs. g) Custom tariff h) Custom clearance. i) Bill of Lading and other documents	Lecture with display of relevant documents	Basic introduction to imports
7	Classification of Materials a) Introduction and objectives of classification. b) Basis of classification. c) Classification on the basis of nature of materials. d) Classification on the basis of usability of materials. f) Types of inventories.	Lecture with industrial examples/ ABC analysis problem on excel sheet with at least 20 materials	To understand how industry give selective importance to specific materials
8	Materials receipt and Warehousing a) Introduction and functions of	Lecture with development	Understanding the controls over materials

Sr. No.	Content	Activity	Learning outcomes
	scientific store management. b) Types of stores and benefits of scientific storekeeping. c) Store location and layout. d) Typical layout plans e) Storing practices and identification of materials. f) Centralization and Decentralization of stores. g) Preservation of materials h) Issue control.	of relevant documents in the class by students	
9	Codification a) Introduction b) Benefits of codification. c) Stages of scientific codification. d) Systems of codification. e) Colour coding	Lecture with day to day examples from student's presentation	Understanding the impact codification on computerization & decision making
10	Standardization a) Introduction and different levels of standards (BIS,ISI) b) Various Foreign Standards in use in India. c) How is an Indian standard evolved? d) Advantages of Standardization. e) Standardization as a tool for variety reduction f) The Role of Materials Management (Purchase/Stores) in Standardization/ Variety Reduction.	Lecture & student presentation with examples	Importance of standardization
11	Obsolete, Surplus and Scrap Management a) Definition b) Need for Scrap yard c) Identification and control. d) Categorization of obsolete/ surplus. e) Control of scrap/ obsolescence. f) Responsibility for disposal. g) Procedures and documentation for disposal of scrap/ obsolete/ surplus.	Lecture with industrial examples of Issues arising out of scrap	Understanding the processes & financial impacts
12	Stores Accounting and Stock verification a) Costing of Receipt of Materials. b) Costing of Issues to Production. c) Stock verification d) Periodic Verification. e) Perpetual Verification. f) Process of Verification	Lecture with stock taking activity in the class of the class	Learning the industry process & its financial impacts
13	Ethics in Materials Management	Lecture with	Importance of Ethics in

Sr. No.	Content	Activity	Learning outcomes
	a) Importance of Ethics b) Business Ethics c) Ethics in buying d) Code of ethics e) Problems in Ethics f) Backdoor selling	examples	Materials Management
14	Material Handling a)20 Principles of Material Handling b)Palletisation c)Containerization d)Transportation Modes / Attributes e)Transportation mix in Economy f)Total cost concept in Material Handling and Transportation	Lecture	Basic introduction to Materials handling

Text books		
1	Purchasing and Materials Management	P.Gopalkrishnan (Tata McGraw Hill, New Delhi).
2	Materials Management –An integrated approach	P.Gopalkrishnan and M. Sundaresan (Prentice-Hall India, New Delhi).
3	Purchasing Management	Datta
4	Purchasing Management	Nair
Reference books		
1	Materials and Logistics Management	Prof. L.C. Jhamb (Everest Publishing House, Pune).
2	Introduction to Materials Management	JR Tony Arnold and Stephan Chapman (Pearson Education, New Delhi) 2004 Fifth Edition.
3	Purchasing and Materials Management	N.K.Nair (Vikas Publishing House, New Delhi).

Assessment	
Internal	40% or 25 %
Semester end	60% or 75 %

Programme - Masters in Management Studies

Semester - III

OPERATIONS (ELECTIVE)

Semester	:	III Electives			
Title of the Subject / course	:	World Class Manufacturing			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives	
1	To meet global markets which are more turbulent, dynamic and complex.
2	To understand the relevance of World Class Performance in competitive framework
3	To understand global markets relationship to world class performance
4	To build the framework for world class manufacturing
5	To understand the state Indian manufacturing in relation to world class standards and performance issues
Prerequisites if any	
Operations Management,	
Connections with Subjects in the current or Future courses	
TQM.	

Module

Sr. No	Content	Activity	Learning outcomes
1	World class manufacturing and information age. Sub Topics. Emergency of information age. Completing in information age business challenges operating environment of information age Indian global completeness and manufacturing excellent Time based competition, managing knowledge Problems in manufacturing industry co-ordination control Fragmented information infrastructure Understanding, Attribute of world class status.	Lecture Lecture & case studies Discussion in the class from students	
2	Gaining competitive advantage through world class manufacturing. Varies concepts of world class manufacturing What is world class manufacturing Various models of WCM, Various models of WCM or approaches to WCM. Practices of WCM Meaning of WCM supplier, customer manufacturer quality in WCM.	Lecture applications case studies.	
3	Systems & Tools for World Class manufacturing Overview of systems & tools Information management tools Material processing and handling tools. Product, Process design tools	Case studies Discussion from group	

Sr. No	Content	Activity	Learning outcomes
	Flexible manufacturing systems rapid prototyping Lean Production tools. An assessment Manufacturing systems	Application in industries	
4	World class manufacturing- The Indian scenario. Competitiveness of Indian manufacturing. Manufacturing performance & Planned strategies of Indian manufacturing. Manufacturing readiness of Indian firms Manufacturing objectives and strategy Use of Management tools and technologies classification by breadth of Information Technology. Infrastructure and depth of manufacturing applications. Strategy for world class status, and information technology. Is India ready for world class manufacturing.	Case studies Discussion from group Application in industries	
5	Leading India towards world class manufacturing Business strategy & global competitiveness. Manufacturing strategies for information age. Developing strategic thinking as world class as STRATEGIC PERSPECTIVE. Issues in strategic planning Barriers to using information technology strategically. World Class Strategic planning and Implementation Need for performance measurement Various methods of measurement Importance of Human diversions in world class- morale and team building.	Case studies Discussion from group Application in industries	
6.	Case studies / Presentations Based on the above topics by students.	Toyota Production System Case	

Text books

1	World class manufacturing A strategic perspective	B.S Sahay, K.B.C Saxena, Ashish Kumar.
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Reference Books

1	World class manufacturing	K . Shridhar Bhat
2	The Toyota way	Jeffrey K Liker
3	Toyota Production system	Taichi Ohno
4	Kaizen	Masaki Imami
5	Beyond TQM by	Robert L Flood.
6	Out of Crisis	Dr Deming

Assessment

Internal	40%
Semester end	60%

Semester	:	III Electives			
Title of the Subject / course	:	Business Process Re-engineering			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives

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Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning outcomes
1	Business Process Fundamentals Definition of Business Processes Business processes and functional processes Importance of focusing on business processes		
2	Understanding Business Processes Customer focused analysis of business processes Identifying value adding activities		
3	Visualizing Business Processes Introduction to flowcharting Types of flowcharts – block diagrams, functional flowchart with time-lines Performance Measurement systems Process characteristics		
4	Types of re-engineering Process Improvement with cost reductions Achieving best-in-class with competitive focus Radical change by re-writing the rules		
5	Organizing for Process Improvements Setting up teams, choosing team		

Sr. No.	Content	Activity	Learning outcomes
	leaders Training teams for process improvements		
6	Benchmarking Origins of benchmarking – Xerox approach Definition of benchmarking		
7	Internal benchmarking Benchmarking against the best in the unit Benchmarking against the best in the group		
8	External benchmarking Benchmarking the best in the industry Benchmarking the best in any industry		
9	Re-engineering and Information technology Flowcharting information flows Using IT to speed up processes		
10	Organizing for re-engineering Obtaining top management commitment Creating cross-functional teams Supporting teams with resources		
11	Re-engineering – focus phase Identification of key processes Identification of key people and getting their support Identification of benefits possible and resources required		
12	Re-engineering – design phase Selection of processes to be re-engineered Setting time frames, targets		
13	Re-engineering – implementation phase Communicating the benefits for the organization Communicating the benefits for the individuals Monitoring progress Consolidating the gains		

Text books

1	
2	
3	

Reference books

1	Re-engineering the Corporation	Michael Hammer & James Champy
2	Beyond Re-engineering -	Michael Hammer
3	Business process Bench marking	Robert C. Camp
4	Process Re-engineering	Lon Roberts
5	Business process Orientation	Kevin Mc Cormack William C Johnson

Assessment

Internal	40%
Semester end	60%

Semester	:	III Electives			
Title of the Subject / course	:	Technology Management & Manufacturing strategy			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives	
1	How technology can be used in a corporate to gain strategic advantage
2	Contribution of Technology in New product development
3	Use of technology in Product design
4	Application of Technology in a manufacturing company
5	How to compete with better Manufacturing strategy
6	Application of JIT, TOC and Customization as tools to compete in a manufacturing organisation
Prerequisites if any	
	operations management
Connections with Subjects in the current or Future courses	
	World class manufacturing, TQM, Strategic Operations Management, Project Management

Module

Sr. No.	Content	Activity	Learning outcomes
1	Corporate Strategy and Manufacturing. Pitfalls of functional based strategies. Strategic Integration of manufacturing and marketing. Concept of Order Winners and Qualifiers.	Lecture and Discussion	Alignment of functional strategies with corporate strategy and importance of strategy in customer orientation
2	Technology Management and New Product development (NPD). Corporate Strategy and New Product Development. Organization for NPD.	Lecture and assignment to identify new products in the market and their strategic importance to the respective organisation	Role of Technology in NPD. Strategic importance of NPD
3	Technology management and Idea Generation for NPD. Discovering customer needs. Sources for new product ideas. Market assessment and value analysis. Evaluation of new product ideas.	Lecture and Video on NPD idea generation and assignment on VA and idea generation	Process of NPD. Role of VA in NPD

Sr. No.	Content	Activity	Learning outcomes
4	Technology management and NPD project selection. Assessment of product concept. Assessment of competitors. Concept testing. Financial analysis of project.	Lecture and Case study on Financial analysis of project	Criteria for project selection Product concept testing process Project analysis
5	Technology Management and Product design. Integrated product design. Design for quality using quality function deployment. Design for reliability. Design for manufacturability.	Lecture and Assignment on QFD for different products	How QFD is used for designing new product. Product designing process Importance of designing for reliability and manufacturability
6	Order Winners and Qualifiers. Dimensions of order-winners and qualifiers- manufacturing specific, not manufacturing related. Determining order winners and qualifiers.	Lecture and discussion on distinguishing order winning and order qualifying parameters	Understanding that Order winners and qualifiers are both market-specific and time-specific. They work in different combinations in different ways on different markets and with different customers
7	Process Choice. Business implication of process choice- project, jobbing, Line batch, continuous. Hybrid processes- batch related, Line related. Technology strategy- flexibility, push vs pull, technological opportunities.	Lecture and video of different types of processes and their application	Applications of different types of processes and their advantages and disadvantages Technology strategy in relation to process selection
8	Product profiling and manufacturing. Manufacturing and product life cycle stages. Manufacturing for multiple markets. Manufacturing and incremental marketing changes.	Lecture and discussion on PLC in relation to manufacturing strategy	Relation between PLC and Manufacturing strategy
9	Focused manufacturing and group technology. Principles and concepts. Methodology. Manufacturing infrastructure. Organizational structure- specialists, generalists. Operational control- quality, inventory, manufacturing.	Lecture and discussion	Difference focused manufacturing and group technology Importance of manufacturing infrastructure Significance of Quality Control and inventory control in manufacturing
10	Make or buy. Core elements of the business and strategic considerations. Span of process and product technology.	Lecture and solving Make or buy problems	Outsourcing as strategic decision Understanding difference between process and

Sr. No.	Content	Activity	Learning outcomes
	Product volumes, costs. Investment decisions.		product technology and their application in manufacturing strategy
11	Basics of world class manufacturing. General principles. Design principles. Human resource principles. Quality and process improvement principles. Capacity principles.	Lecture and video	Strategic significance of world class manufacturing
12	Just in time Manufacturing. Principles. Practices. Time-based competition. Time as a competitive weapon. New Product Development and time to market.	Lecture and discussion	Understanding the role of Time as competitive priority
13	Mass Customization. Market trends. Pre-requisites for mass customization. Technologies for mass customization. Theory of constraints(TOC) Basics of TOC. Drum-Buffer- Rope solutions to manufacturing. TOC in project management and supply chain management.	Lecture and assignment of writing a summary of book "The goal" by Goldratt	Mass customization as a tool.Applications of Theory of constraints in operations

Text books		
1		
2		

Reference books		
1	Operation Management for competitive advantage	Chase- Jacobs -Acquilano
2	Manufacturing Strategy: Text and Cases. 3rd ed. Boston: Irwin McGraw-Hill, 2000.	Terry Hill
3	The Goal	Eliyahu M Goldratt

Assessment	
Internal	40%
Semester end	60%

Semester	:	III Electives			
Title of the Subject / course	:	Strategic Operations Management			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives	
1	Importance of aligning operations strategy to corporate strategy
2	Development of operations strategy and linking market requirements to operations
3	Implementation of operations strategy
4	Various alternatives available in capacity and manufacturing process decisions
5	Understanding the importance and issues in strategic resource management
6	Role of technology in operations strategy
7	Understanding of application oriented OM tools like Process analysis, project management and ERP systems

Prerequisites if any	Operations Management
Connections with Subjects in the current or Future courses	Technology Management And Manufacturing Strategy, Operations Analytics

Module

Sr No,	Content	Activity	Learning outcomes
1	Introduction: Importance and linkage with corporate strategy, Strategies and values, Competing through operations. Operation strategy in global economy. Strategic alliances and production sharing, fluctuations of international financial conditions and international companies. Changing nature of world business. Quality, customer service and cost challenges and social responsibility, Current perspective- Strategic fit. Strategic Competitive priorities- Cost, Quality, Time, Flexibility	Lecture and discussion	Achieving strategic fit between corporate strategy and operations strategy and global economy, Understanding the competitive priorities
2	A framework for Operations Strategy in Manufacturing, Services. role of manufacturing /operations in business strategy: Value as business concept – strategic issues in manufacturing – Value Chain concept Focus, core competence and distinctive capabilities – stake holders & strategy	Lecture and discussion	Understanding Value chain concept , core competence and distinctive capabilities
2	Methodology for developing operations strategy :Checking markets, Outcome of market debate- Linking manufacturing to markets- strategic integration- why	Lecture and videos	Developing operations strategy. Understanding strategic issues in

Sr No,	Content	Activity	Learning outcomes
	products sell in the markets- order winners, order qualifiers. Lean systems eliminating waste.		manufacturing. Linkage between manufacturing and marketing
3	DYNAMIC MARKETS & GENERIC STRATEGIES:Technology strategy-issues in new product development -time to market- strategic nature of process-business implication of process choice-Hybrid process. Change management and sustainability.	Lecture and videos	Technology strategy, NPD, Importance of time as competitive priority Various process alternatives
4	OPERATIONS STRATEGY IMPLEMENTATION: Evaluating various tradeoffs alternatives – Focused manufacturing – Product or process focus – Make or Buy – merits /demerits – value chain approach – just in time – lean manufacturing – Quality as strategic factor	Lecture and assignments	Understanding of trade offs, make or buy decisions, JIT
5	Strategic resource management: Importance, issues involved-organizational issues operational approaches to improving delivery system, controlling operations- key performance indicator, PQCDM(Productivity, Quality, Cost, Delivery time, Safety, Morale)	Lecture and Case study	
6	Role of technology in operations strategy: Automated production system with robotic systems. Use of IT and ITES enabling the effective strategy and resource implementation. ERP for decision making	Lecture and assignments	Understanding application of Technology in operations strategy.

Text book

1	Chase, Jacobs, Aquilano and Agarwal, TMGH, 13 th Edition	Operations Management for competitive advantage
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Reference books

1	Samson & Singh, Cambridge	Operations Management
2	Norman Gaither, Greg Frazier, Cengage Learning, India Ed.	Operations Management
3	Terry Hill 3ed. Palgrave Macmillan	Manufacturing Operations Strategy: Texts and Cases

Assessment

Internal	40%
Semester end	60%

Semester	:	III Electives			
Title of the Subject / course	:	Industrial Engineering Applications and Management			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives	
1	To understand industrial engg fundamentals in relation to production and manufacturing
2	To understand the framework of industrial engineering and its applications
3	Understand applications in service as well as manufacturing domains
4	Developing insights to manage methods and processes for an organization
5	To understand optimal utilization of resources without capital investment

Prerequisites if any	Operations Management
Connections with Subjects in the current or Future courses	Material Management, Manufacturing Resource Planning and Control

Module			
	Content	Activity	Learning outcomes
1	Introduction to industrial engg., scope and importance to improve productivity	Lecture	
2	Industrial engg. Definitions and applications	Lecture & cases	
3	ILO framework for industrial engg. Standards	Lecture	
4	Approach to productivity in service and manufacturing domains	Lecture and cases	
5	Overview of work study and measurement	Lecture and cases	
6	Pre determined methods & time systems (PMTS) & application of low cost automation.	Lecture & Cases	
7	P,Q,R,S,T concepts in plant / shop layouts and selection of materials handling equipment and storage systems	Lecture & Cases	
8	Organization Methods Applications in office and white collar productivity	Lecture & Cases	

Text books		
1	Work-study	ILO
Reference books		
1	Industrial Engineering Applications and Management	Philip Hicks
2	Handbook of Industrial Engineering & Management	Ireson W. G. and Grand E. L.
3	Quality Detectives	Dr. Gondhalekar & Payal Shetty
4	Mathematical Techniques in Industrial Engineering	Shone K. J.
Assessment		
Internal	40%	
Semester end	60%	

Semester	:	III Electives			
Title of the Subject / course	:	Total Quality Management			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives

1	Know concept of Total Quality management
2	Know the tools for quality control and management
3	Understand relation of cost and value to business

Prerequisites if any	
Connections with Subjects in the current or Future courses	Productivity Management, Industrial Engineering Applications And Management, Operations Applications And Case Studies, World Class Manufacturing

Module

Sr. No.	Content	Activity	Learning outcomes
1	Introduction and evolution of quality movement	Lecture and case analysis	
2	Contributions of Shewhart, Deming, Juran, Feigenbaum, Crosby	Lecture and case analysis	
3	Contributions of Japanese pioneers Ishikawa, Taguchi, Taichi Ohno, Shigeo Shingo	Lecture and case analysis	
4	Statistical quality control basics	Lecture and case analysis	
5	Basics of sampling & reliability	Lecture and case analysis	
6	Quality tools and techniques (Basic and advanced tools)	Lecture and case analysis , numerical	
7	Quality Improvement and Total Employee Involvement	Lecture and case analysis	
8	JIT manufacturing and Lean manufacturing through waste elimination	Lecture and case analysis	
9	Six Sigma tools, quality circles	Lecture and case analysis	
10	Statistical Process control, process capability studies	Lecture and case analysis, numerical	
11	Cost of quality – Juran / crossby	Lecture and case analysis	
12	CMM / PCMM , Latest ISO, Overview of international Quality framework	Lecture and case analysis	

Text books

1	Total Quality Management	Dale H Besterfield, Carol Besterfield, Mary Besterfield, Sacre Glen Hhe
2	Quality Management Total Quality Management	Dr Vikram Sharma
3	Total Quality Management	Poornima M Charantimath

Reference books

1	TQM in this Service	R.P.Murthy, R.R.Lakhe
2	Total Quality	Institute of Directors
3	100 TQM Tools	Mike Asher, Gopal Kanji
4	Beyond TQM	R.L.Flood

Assessment

Internal	40%
Semester end	60%

Semester	:	III Electives			
Title of the Subject / course	:	International Logistics			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives	
1	Develop knowledge about international logistics and understand role of various players like logistics firms, Companies, governments, physical flow of goods, physical facilities and more importantly sources of information for international logistics.
Prerequisites if any	
Logistics and Supply chain	
Connections with Subjects in the current or Future courses	

Module

	Content	Activity	Learning outcomes
1	Introduction International Trade Volume. Historical Development of International Logistics International Logistics Definition and Components. The Economic Importance of International Logistics.	Lecture and discussion.	Understanding of International logistics
2	Methods of Entry into Foreign Markets. Indirect Exporting, Active Exporting. Production Abroad-Contract, Licensing, Franchising, Joint Venture, Subsidiary. Foreign Trade Zones, Maquiladoras, Foreign Corrupt Practices Act.	Lecture and discussion.	Understanding of Exports
3	International Contracts International Sales Contracts and CISG. Agency versus Distribution Legal Issues. Elements of an Agency or Distributor Contract. Termination and Arbitration.	Lecture and discussion.	Understanding of International contracts
4	Terms of Trade or Incoterms Understanding Incoterms, Incoterm Strategy, Ex-Works, Free Carrier. FAS, FOB, CFR, CIF, CPT, CIP, DES, DEQ, DAF, DDU, DDP. Electronic Data Interchange.	Lecture and discussion.	Understanding of various Incoterms
5	Terms of Payment Introduction, Alternative Terms of Payment, Cash in Advance. Open Account, Letter of Credit, Documentary Collection. Purchasing Cards-Procurement Cards, Tradecard. Bank Guarantees.	Lecture and discussion.	Understanding of various payment methods

	Content	Activity	Learning outcomes
6	Currency of Payment - (Managing Transaction Risks) Sales Contracts' Currency of Quote,the System of Currency Exchange Rates. Theories of Exchange Rate Determinations,Exchange Rate Forecasting. Managing Transaction Exposure,International Banking Institutions.	Lecture and discussion.	Understanding of importance of currency
7	International Commercial Documents Invoices,Export Documents,Import Documents. Transportation Documents,Electronic Data Interchange.	Lecture and discussion.	Understanding of various international commercial documents
8	International Insurance - Insurance Glossary. Perils of the Sea,Perils Associated with Air Shipments. Insurable Interest. Risk Management,Marine Insurance Policies, Coverage under a Marine Cargo. Elements of an Airfreight Policy.Lloyd's-Principles,Commercial Credit Insurance.	Lecture and discussion.	Understanding of Importance of Insurance.
9	International Ocean Transportation Types of Service, Size of vessels,Types of Vessels. Flag,Conferences,Liability Conventions, Non-Vessel-Operating Common Carriers.	Lecture and discussion.	Understanding of Ocean Transportation
10	International Air Transportation Types of Aircrafts, International Regulations.	Lecture and discussion.	Understanding of Air transportation
11	International Land and Multi-Modal Transportation Truck Transportation, Rail Transportation. Intermodal Transportation. Freight Forwarders, Project Cargo, Alternative Means of Transportation.	Lecture and discussion.	Understanding of multimodal Transportation
12	Packaging for Export Introduction. Packaging Objectives,Ocean Cargo.Air Transport. Road and Rail Transport, Security. Hazardous Cargo, Refrigerated Goods. Domestic Packaging Issues.	Lecture and discussion.	Understanding of Packing used in Import-Export
13	Customs Clearance Duty,Non-Tariff Barriers.Customs Clearing Process. Foreign Trade Zones.	Lecture and discussion.	Understanding of custom clearance process
14	International Logistics Infrastructure Transportation Infrastructure,Communication Infrastructure,Utilities Infrastructure.	Lecture and discussion.	Understanding of Logistics infrastructure

Text books	
1	
2	
3	

Reference books	
1	International Logistics by Pierre David – PUBLISHED BY Bizantra
2	Logistics in International Business By Rajiv Aserkar Shroff Publishers

Assessment	
Internal	40%
Semester end	60%

Semester	:	III Electives			
Title of the Subject / course	:	Quantitative models in Operations			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives	
1	To understand the various advance techniques of Operations Research
2	To be able to apply the above techniques for industrial applications
3	To be able to develop an art of model building to real life situation
Prerequisites if any	
Connections with Subjects in the current or Future courses	
Operations Management, Operations Research	

Module

Sr. no.	Content	Activity	Learning outcomes
1	Transshipment, Capacitated transportation, Least time transportation models	Lectures, examples on Spreadsheet, cases	To be able to understand the concepts and apply for large scale industry problems.
2	Advance LP applications in HR scheduling, investment, production planning, marketing	Lectures, examples on Spreadsheet, cases	
3	Inventory models, EBQ, EOQ under shortages and constraints, MPBS,MRP-I & II	Lectures, examples on Spreadsheet, cases	
4	Aggregate planning, level-chase-modified level & optimum strategy	Lectures, examples on Spreadsheet, cases	
5	Goal Programming formulation, Applications in investment, production, services	Lectures, examples on Spreadsheet, cases	
6	Markovian models, Applications for brand switching, debt recovery, recruitment	Lectures, examples on Spreadsheet, cases	
7	Dynamic programming and applications	Lectures, examples on Spreadsheet, cases	
8	Multi-server waiting line models & applications, Use of simulation in waiting line	Lectures, examples on Spreadsheet, cases	

Text books		
1	N D Vohra	Quantitative techniques in Management
2	V K Kapoor	Quantitative techniques in Management

Reference books		
1	Management Science	Anderson Sweeney williams
2	H Taha	Operations Research
3	B Banerjee	Quantitative methods in OR

Assessment	
Internal	40%
Semester end	60%

Semester	:	III Electives			
Title of the Subject / course	:	Productivity Management			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives	
1	To understand importance, scope and application of productivity
2	To understand linkage of productivity concept from individual, department wise & functional areas, sectors of economy, national and international economy.
3	Various approaches, measurement of productivity planning & conditions improvement as one of the competitive dimension in any business.
4	Productivity as a system approach.

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

	Content	Activity	Learning outcomes
1	Concept of productivity application in manufacturing and service industries and different functional areas.	Lecture	
2	Measurement of productivity. Understanding improvement cycle importance of measurement like partial total factor multifactor and their applications for analysis measurement of resource production.	Lecture & application analysis	Use in decision making using calculations
3	Various models of productivity 1. Sumanths total productivity model 2. Sumanths five pronged model 3. American productivity model 4. Sink Multi factor model 5. Application by numerical.	Lecture and case studies	Using in different situation
4	Various Approaches to production. 1. Classic ILO approach 2. Kaizen/TQC approach 3. Elimination 3 MV approach 4. Participative/ Involvement 5. Creativity based	Lecture and case studies	Using in practical scenario
5	Application of new/old techniques lectures of productivity improvement & application in all area of management. 1. JIT & Lean type of production system 2. MRPI & MRPII, ERP.	Lectures & Application	

	<ul style="list-style-type: none"> 3. TQM ISO quality systems. 4. B.P.R 		
6	<p>Learning curves.</p> <p>Concept, application, Quantitative, estimation, limitation</p>	Lecture and case studies	
7	<p>Incentives</p> <ul style="list-style-type: none"> 1. Financial 2. Non financial 3. Various incentive schemes based on the group, profit sharing systems 4. Result oriented schemes 5. Calculation of incentive index 	Lecture and numerical	
8	<p>Work study</p> <ul style="list-style-type: none"> 1. Method study 2. Motion & Time study 3. Works measurement 4. Objectives, method, application 	Lectures & Application	
9	<p>Value analysis & Value Engineering.</p> <ul style="list-style-type: none"> 1. Concept 2. Difference 3. Procedure used 4. Importance in today's business environment 5. Various application functional areas for product process and system. 		
10	<p>People/ Enrolment/ Participation</p> <ul style="list-style-type: none"> 1. Quality circles 2. Group kaizen 3. Suggestion schemes 4. Suggestion schemes 5. Small group involvement 		
11	<p>Recent production improvement techniques & applications. Use of various ratios to determine improvement in productivity.</p>		
12	<p>Creative based techniques</p> <ul style="list-style-type: none"> 1. Brain storming 2. Whole brain thinking 3. Nominal group 4. Use in creative problem solving with practical application 	Lecture role play	
13	<p>Ergonomics</p> <ul style="list-style-type: none"> 1. Concept design of work place to suit human being use of anthropometric data principles of motion economy effect of environment of productivity 2. Design of work stations use in connection with process observation. 3. Concept of muri (non value adding strin & its limitation 	Lectures & Application	

Text books		
1	Productivity Technique	Dr Uday Salunkhe & Dr Srinivas Gondhalekar
2	TQM	Shridhar Bhat
3	Productivity Technique	Shirke

Reference books		
1	Work Study	ILO

Assessment	
Internal	40%
Semester end	60%

Programme - Masters in Management Studies
Semester - III
MARKETING (CORE)

Semester	:	III-Core			
Title of the Subject / course	:	Sales Management			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives

1. To understand function of sales and its importance
2. To comprehend the art of managing the sales force
3. To motivate and manage sales force effectively
4. To develop critical thinking skills and situational leaderships
5. To learn the art of solving problems related to sales process on the field

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

No	Content	Activity*	Learning Outcomes
1	Introduction to sales organisation and types of sales force. Importance of sales management in any business organisation.	Lecture and discussion	Familiarising the student with the sales management function
2	Sales Organisation Structures, both B2B, B2C	Lecture/ Case Study	Deeper understanding about sales organisations across sectors.
3	Selling skills; Negotiation skills for services sales as against physical good sales, Sales dyads, Decision Making Units (DMUs),	Role play / observation and debriefing by faculty bringing conceptual clarity.	The students will develop an appreciation of negotiations & sales of services and physical goods
4	Sales process – sales approach, demonstration & closure, Personal selling, Applications of AIDA Model in sales.	Lecture And role play, debriefing by faculty bringing conceptual clarity.	Familiarising the students with techniques of sales process
5	Territory and time management, route planning, scheduling customer visits. Manpower planning- Recruitment, Selection, Training and development of sales personnel.	Lecture/ Role Play, debriefing by faculty bringing conceptual clarity.	Identify right attitude and skills for sales force. Developing an understanding of Territory Management.
6	Planning & forecasting techniques such as Moving	Lecture and discussion	Learn tools & techniques to set sales targets.

No	Content	Activity*	Learning Outcomes
	Averages, Trend Analysis etc. and target setting (sales budget and quota setting), using software support or Excel.	with use of templates, Also supported by guest faculty from Industry	
7	Sales Administration -Devising sales compensation, incentives, fixed and variable components of compensation, Non –monetary incentives. Performance evaluation of salesmen, setting standards of performance, recording actual performance, evaluation and managing sales meetings	Lecture/ Case Study / Role play	The student will learn how to motivated sales team and how compensation is linked to sales force performance and retention. To develop an understanding of the Art of positive evaluation
8	Sales force management during different phases which includes motivation during bad times (positive reinforcement), planning sales contests.	Lecture/ Case Study / referrals to research papers.	Developing skills to effectively manage sales force.
9	Field sales control - Sales reporting system which includes weekly, monthly, quarterly reports and interpretation of the data for future action plans, sales analysis and marketing cost analysis, sales audit, managing outstanding.	Lecture / Discussion/ Field trip	Understanding the relationships between the present sales & future plans of the organisation as well as an appreciation of costs.
10	Importance of Distribution and Logistics Management in relation to Sales Management, Understanding lead time and delivery schedule etc.	Lecture and Discussion	Learning to calculate delivery schedules.

***Activity:** Teaching-Learning process may combine the use of role plays, audio-visual films/aids, and management exercises with individual student, and or in team considering appropriate cases or case-lets in the field of business domain wherever applicable.

Recommended Books

1	Sales Management, Still, Cundiff & Govani, Prentice Hall India
2	Professional Sales Management, Anderson, Hair & Bush , Tata McGraw Hill
3	Management of sales force, Stanton & Spiro Mc Graw Hill International
4	Sales Management , Futrell 6 th edition Thomson South western
5	Sales and Distribution Management , S L Gupta, Excel Books India
6	Text Book on Sales Management , Dr. R.K. Srivastava, Excel Books India

Assessment

Internal	40%
Semester-end	60%

Semester	:	III-Core			
Title of the Subject / course	:	Marketing Strategy			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives

1. To understand and predict changes in the macroeconomic environment and its impact on marketing programmes
2. To develop an ability to respond rapidly to changes driven by consumer behaviours / new technologies etc.

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

No	Content	Activity*	Learning Outcomes
1.	Introduction to Marketing strategy - Concept, Principles, Understanding of Strategy & Tactics	Lecture	Understanding the basics of Marketing strategy and tactics
2	New Product Development process <ul style="list-style-type: none"> • SWOT analysis, PARTS framework and design of the demand landscape • Commercialization of innovation through alliances • Challenges during the technology adoption life cycle 	Lecture / Case studies / discussion	To Understand the strategic aspects of New Product Development & Commercialization
3	Marketing Intelligence <ul style="list-style-type: none"> • Understanding information needs for market Research • Assessment of key marketing metrics – Return on Marketing Investment; Market share and payback period; Net Promoter score; Customer satisfaction and share of wallet; Brand awareness/ preference; purchase intentions; Average Unit retail price, percentage sales on deals; All commodity volume; Inventory turns, same store sales, Cannibalization 	Case studies discussions , Videos (TED Talks),Referrals to Research papers	To understand and apply various matrices to evaluate marketing programmes
3	Product and Brand Policy <ul style="list-style-type: none"> • Product Policy decisions – Line and Mix decisions • Managing across the product life cycle from pre-launch, pruning and withdrawal from the market • Lead users and role in product design 	Lecture/Cases /Simulations	Understanding issues in formulating product and brand policies

No	Content	Activity*	Learning Outcomes
	<ul style="list-style-type: none"> Brand Culture – Aligning with organizational culture 		
4	Pricing Policy <ul style="list-style-type: none"> Pricing strategies – Types of pricing strategies: Cost-plus, Perceived value, etc. Price band – Types and width of price bands and its management Using promotions as a lever to manage the price band 	Lecture/Cases	To understand levers to manage prices.
5	Marketing Plan <ul style="list-style-type: none"> Situation Analysis – 5C’s analysis (customer/competitor/collaborator/company/context); Forecasting societal changes based on PEST analysis Preparing and Presenting the Marketing plan 	Cases and Field Assignments	Formulating a Marketing Plan.
6	Channel Policy <ul style="list-style-type: none"> Designing the length, breadth, and modifying the dimensions of the channel Need for control and availability of resources and role in channel design Channel selection strategy – direct, corporate, contractual systems Omni-channels Channel conflicts and resolution 	Lectures/Cases/Games (Beer Games)	Understanding the issues in the design and management of channels

***Activity:** Teaching-Learning process may combine the use of role plays, audio-visual films/aids, and management exercises with individual student, and or in team considering appropriate cases or case-lets in the field of business domain wherever applicable.

Recommended Books

1	Marketing Strategy, Walker Mullins Boyd & Larreche, Tata McGraw-Hill
2	Marketing Strategy, Luck & Ferrell, Southwestern
3	Marketing Strategy, Stephen Schnaars, Free Press
4	Marketing Metrics, Reibstein , Farris , Bendle, Pfeifer, Pearson
5	Strategic Marketing, Dr.Shahjahan
6	New Product Policy & Plans , Yoram Wind
7	Lead Users, Eric Von Hippel

Assessment

Internal	40%
Semester-end	60%

Semester	:	III-Core			
Title of the Subject / course	:	Consumer Behaviour			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives:

1. An understanding of the pre and post purchase consumer behaviour.
2. To develop conceptual insights into key aspects such as social, psychological and other factors that influence consumer behaviour.

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No	Particular	Activity*	Learning Objectives
1	Consumer Behaviour: Introduction, definition and impact of digital revolution and importance to marketing.	Interactive Lecture	To understand 1. Concept of consumer behaviour, Role and importance of consumer behaviour to a marketer 2. How consumer behaviour has changed due to digital revolution
2	Models of consumer behaviour and their marketing implications: The economic model, Learning model, Psychoanalytic model, sociological model, Howard Seth Model of buying behaviour, The Nicosia Model, The Engel-Kollat-Blackwell Model, Decision Making Model	Lecture	To understand models of consumer behaviour
3	Motivation: Definition, types of motives, (Positive and Negative Goal, negative goal, Rational versus Emotional Motives), Discovering Purchase Motives Theories of motivation, Maslow's hierarchy of needs and its relevance to consumer behaviour and marketing strategy; the physiology of technology on consumer behaviour.	Interactive Lecture, Case study and consumer survey	To understand the psychological and physiological aspects of consumer behaviour

Sr. No	Particular	Activity*	Learning Objectives
4	Absolute and differential threshold, Internal and external factors affecting perception, Gestalt Psychology, subliminal perception, Consumer Imagery, Zaltman metaphors to understand attitude towards products	Interactive Lecture, Quiz and consumer survey	Marketing applications of consumer perception theory.
5	Learning and Information Processing and its impact on behaviour.	Interactive Lecture, and consumer survey	To understand consumer learning processes and its impact on consumer behaviour
6	Attitudes: Concepts and Models- Cognitive Dissonance, Tri-component Theory, Multi attribute model, Attitude and market segmentation, product development strategies and attitude change strategies.	Interactive Lecture, Case study	To understand the various models pertaining to consumer attitudes and their impact on marketing
7	Personality: Meaning, nature, definition and characteristics, Theories of Personality (Freudian theory, Trait Theory, Jungian Theory) Self-image and self-concept, VALS model and segmentation, Personality and consumer behaviour.	Interactive Lecture, Case study and consumer survey	To understand the development of personalities through different theories
8	Social Class: concept of social class, homogeneity of needs in social class, social class stratification in India New SEC/ NCAER, classification of the society, Influence of social class on purchase behaviour.	Interactive Lecture/Cases /McKinsey Global Institute Reports (The Bird of Gold)	To understand the consumption behaviour of social classes.
9	Group Behaviour: Reference Groups and its influence on consumption, Diffusion of innovation process, Consumer Adoption of new products, Impact of social media on formulating opinions on products and brands. Family: Role of family in decision making and consumption process.	Interactive Lecture, and quiz/referrals to research papers	To understand the influence of groups and families on the diffusion of innovation and adoption of new products.

Sr. No	Particular	Activity*	Learning Objectives
10	Culture and Subcultures: Understanding the influence of culture, norms and their role, traditions and value system, Indian core values, cultural aspects of emerging Indian markets.	Interactive Lecture, and Case discussions	To understand impact of cultures and values on Indian consumer.
11	Post purchase behaviour: Post purchase evaluation and disposition towards the product, Post purchase satisfaction measures	Interactive Lecture, cases and consumer surveys.	To understand issues in Post purchase decisions
12	Organization buying process: Nested segmentation, Role & Power of Buying centres (Initiators, Influencers, Deciders, Buyer & Gatekeepers). Buying decisions based on ABC / VED / FSND analysis.	Interactive Lecture/Cases	Understanding the B2B buying process

***Activity:** Teaching-Learning process may combine the use of role plays, audio-visual films/aids, and management exercises with individual student, and or in team considering appropriate cases or case-lets in the field of business domain including consumer research methods and reports wherever applicable.

Recommended Books

1	Consumer Behaviour, Schiffman & Kanuk and S Ramesh Kumar, 10 th edition Prentice Hall India.
2	Consumer Behaviour, Loudon & Della Bitta, 14 th edition Tata McGraw Hill
3	Consumer Behaviour in Indian Perspective- Text and Cases, Suja R. Nair, Himalaya Publication House.
4	Consumer Behaviour Building Marketing Strategy, Hawkinde David Mothersbaug & Amit Mookerjee, 11 th edition, McGraw Hill International edition.
5	Consumer Behaviour Text & Cases, Satish Batra & S.H.H.Kazmi
6	Marketing Models , Gary L.Lilien, Kotler, Moorthy, Eastern Economy Edition

Assessment

Internal	40%
Semester-end	60%

Semester	:	III-Core			
Title of the Subject / course	:	Services Marketing			
Course Code	:				
Credits	:	4	Duration	:	40

Learning objectives

1	To familiarize students to basic concepts and decision making processes involved in Services Management
2	To help students to understand application of these concepts to various industries in service sector

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No	Content	Activity*	Learning Outcome
1	Introduction – Difference between Products & services, Key characteristics of services	Lecture	Students will be able to understand Fundamentals of services
2	Consumer Behaviour in Services	Lecture	Students will be able to understand Consumer Behaviour in Service industry
3	Services Marketing Mix decisions- 7Ps, SERVQUAL model	Case / Lecture / Assignment / Field survey	Students will be able to understand Gaps in service delivery
4	Managing Demand, capacity & service assets	Class Room Teaching, Case Study Discussion	Students will be able to understand how to forecast demand, Planning delivery and capacity by using service assets of an organization
5	Managing Customer Relationships- CRM as a tool for customer satisfaction and retention, service blueprints – moments of truth, Leaking bucket theory	Lecture / Case Study Discussion	Students will be able to understand use of CRM in customer satisfaction and retention
6	Complaint handling , Service Failure & Service Recovery	Lecture / Case Study Discussion, Role Play	Students will be able to understand how to use complaints as an opportunity for service recovery and enhance customer loyalty
7	Improving Service Quality ,	Lecture /	Students will be able to

Sr. No	Content	Activity*	Learning Outcome
	Service Marketing triangle, Fishbone Diagram	Case Study Discussion, Role Play	understand how Companies align internal capabilities to deliver external promises for customer loyalty
8	New developments in service marketing –Peer to Peer sharing (Airbnb , Uber , Ola)	Presentation from Students and evaluation on the basis of topic clarity	Students will be prepare for service sector by evaluating, giving feedback on their presentation for service sector organizations

***Activity:** Teaching-Learning process may combine the use of role plays, audio-visual films/aids, and management exercises with individual student, and or in team considering appropriate cases or case-lets in the field of business domain wherever applicable.

Recommended Books

1	Services Marketing International Edition –Zeithamal V., M. J. Bitner and D.Gremeler
2	Services Marketing – Text and Cases – Rajendra Nargundkar, 2 nd Edition by McGraw-Hill Companies
3	Services Marketing by Lovelock, Wirtz & Chatterjee 7 edition
4	Services Marketing, Indian Edition By Valarie A Zeithmal, Dwayne D Gremler, Mary Jo Bitner, Ajay Pandit

Assessment

Internal	40%
Semester-end	60%

Semester	:	III-Core			
Title of the Subject / course	:	Product and Brand Management			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives

1. To expose and sensitize the students with the practices of product and brand management.
2. To understand the key issues in Product and Brand Management

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

No	Content	Activity*	Learning Outcomes	No of Session (3 Hrs)
1	Introduction to Product Management, Role and Functions of Product Managers	Lecture and discussion	Understanding the functions of Product Management	1
2	Product Mix and SBU Strategies, Portfolio analysis (BCG / GE Multifactor Matrix)	Lecture	Understanding the portfolio analysis and tools.	2
3	Product Decisions over the PLC	Lecture/Case Study discussion	Understanding the relationship between Product strategy and PLC	1
4	New Product Development Process	Lecture/Project-Assignment/Case study discussion	Understanding NPD process	2
5	Financial Decision on the PLC using Polly and Cook Model	Lecture	Understanding the Financial Implications across PLC	1
6	Introduction to Brand Management- Branded House Vs House of Brands, Corporate Brand.	Lecture/Case study and discussion.	Understanding the fundamentals of Brand Management	2
7	Brand prism by Kapferer Model, Brand Anatomy.	Lecture/ Case Study	Understanding Brand development process	1
8	Branding Decisions- Line Extensions, Category Extension	Lecture/ Case Study and discussion	Understanding Branding Decisions	2

No	Content	Activity*	Learning Outcomes	No of Session (3 Hrs)
9	Brand Equity – Concept and measure	Lecture	Understanding Brand Equity and its measure	1

***Activity:** Teaching-Learning process may combine the use of role plays, audio-visual films/aids, and management exercises with individual student, and or in team considering appropriate cases or case-lets in the field of business domain wherever applicable.

Recommended Books

1	Strategic Brand Management by Kevin Lane Keller, M G Parameswaran, Isaac Jacob, Pearson
2	Brand Management by David Aaker, Tat McGraw Hill
3	Brand Management-Indian Perspective by YLR Murthy, Vikas Publishing

Assessment

Internal	40%
Semester-end	60%

Programme - Masters in Management Studies
Semester - III
MARKETING (ELECTIVES)

Semester	:	III-Elective			
Title of the Subject / course	:	Retail Management			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives:

- 1 To develop the analytical ability of the students to attain an insight into Retail Management contexts
- 2 To Understand the techniques for optimal utilization of resources

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity*	Learning Outcomes
1.	An Introduction to Retailing: Factors Influencing Retailing, Basic Retail Models, Modern Retail format & Retailing in rural India	Lecture / Field visits	To Understand basics of Retailing
2.	Strategic Planning in Retailing: Setting up Retail organization, Site analysis, Store Design / Layout, Cost & inventory control, Designing an information system for retail, Store based Strategy Mix, Store branding and Promotions	Lecture / Field visits	Understanding the Key elements in Retail planning process
3.	Retail Formats : Types, E-tailing, Ownership structures	Lecture / Projects	Understanding Different Retail formats
4.	Retail Supply Chain : Issues in managing supply chains Networks, Demand Forecasting, sourcing & vendor selection, Overall Inventory Management	Lecture / Cases	Understanding issues in supply chain
5	Store Operations Store Atmosphere, In-store service, Visual Merchandising, Store-wise inventory Management	Lecture / Site Visit	Understanding the customer experience and engagement
6	Identifying and Understanding Consumers: Trade area analysis- Huff Model, Radial studies, Gravity Models, & Drive-time analysis.	Lecture / Cases	Understanding market segmentation

Sr. No.	Content	Activity*	Learning Outcomes
	Segmentation of consumers, Consumer perception and Behaviour & Shopping culture		
7	Pricing in Retailing :Types of Pricing, Decoy Pricing, Bundle Pricing, EDLP, High-low Pricing, Loss leader pricing, Dynamic Pricing	Case Study Discussion	Understanding Pricing strategy
8	Web-based Retailing : Technological Aspects, Economics of platforms challenges in managing platforms	Cases (Suggested Amazon, Flipkart etc.)	Understanding Web-based retailing
9	Retail HRM : Identifying Manpower requirements, Recruitments, Selection & training	Lecture	

***Activity:** Teaching-Learning process may combine the use of role plays, audio-visual films/aids, and management exercises with individual student, and or in team considering appropriate cases or case-lets in the field of business domain wherever applicable.

Recommended Books

1.	Retail Management – Chetan Bajaj; Rajnish Tuli; Nidhi Varma - Oxford
2.	Fundamentals Of Retailing - K. V. S. Madaan -Tata McGraw-Hill Education
3.	Retail Management: A Strategic Approach, - Berman - Pearson Education India
4.	Retailing Management - Swapna Pradhan - Tata McGraw-Hill Education
5.	Marketing Your Retail Store in the Internet Age - Bob Negen, Susan Negen Wiley
6.	Retail Marketing and New Retail Idea - Marks & Spencer - Sven Hallbauer - GRIN Verlag
7.	International Retail Marketing: A Case Study Approach - Margaret Bruce, Christopher Moore, Grete Birtwistle - Elsevier Butterworth-Heinemann,
8.	Strategic Retail Management: Text and International Cases - Joachim Zentes, Dirk Morschett, Hanna Schramm-Klein - Springer Science & Business Media

Assessment

Internal	40%
Semester-end	60%

Semester	:	III-Elective		
Title of the Subject / course	:	Rural Marketing		
Course Code	:			
Credits	:	4	Duration	: 40

Learning objectives:

- 1 To develop an understanding of the rural economy of India
- 2 To develop a marketing program for rural consumers

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

No	Content	Activity*	Learning Outcome
1	Introduction to Rural Marketing – Demographics and psychographics of rural India, Land use patterns, Health care, etc.	Lecture	An overview of rural India
2	Rural Environment – Socio Economic, Cultural and Political Aspects, SHG, Microfinance, NABARD, RRBs, State cooperative banks Governmental Development Programmes, Mahatma Gandhi National Rural Employment Guarantee Act (MN REGA)	Lecture / Case Studies / Articles	Analyse rural India and drivers of rural demand
3	Rural Consumer Behaviour : Characteristics of rural consumer, Factors affecting rural consumer behaviour	Lecture	Understanding how rural consumers behave and what factors affect their behaviour
4	‘4As of rural marketing-mix’	Lecture	Understanding the 4P’s in rural context
5	Rural Distribution: Challenges & Opportunities	Lecture / Case studies	Understanding the issues related to rural distribution
6	Communication in Rural India	Lecture / Case studies	Enable students to appreciate the various media for reaching rural
7	Marketing of Agri Input and Rural Produce & Services Marketing (Agricultural & Non-agricultural)	Lecture / Case studies	Understanding marketing of rural oriented products g & services
8	Proliferation of technology in Rural India	Lecture / Case studies	Understanding the scope of technological application in rural India
9	Social Entrepreneurship – Opportunities & Challenges	Lecture / Case studies	Understanding the scope of Social Entrepreneurship in rural India

***Activity:** Teaching-Learning process may combine the use of role plays, audio-visual films/aids, and management exercises with individual student, and or in team considering appropriate cases or case-lets in the field of business domain wherever applicable.

Recommended Books

1	Pradeep Kashyap, (2007) : IInd Edition, The Rural Marketing Text Book
2	Ravindranath V. Badi & Narayansa V. Badi (2014) IIIrd Edition , Rural Marketing Text Book; HPH

Note: A credit based project to visit rural India and learn the various aspects covered in the classroom course thereby making students to experience it in the rural environment.

Assessment

Internal	40%
Semester-end	60%

Semester	:	III-Elective			
Title of the Subject / course	:	Marketing Analytics			
Course Code	:				
Credits	:	4	Duration	:	40

Learning objectives:

- 1 To develop an understanding of the rural economy of India
- 2 To develop a marketing program for rural consumers

Prerequisites, if any

Knowledge of Specific Skills	MS Excel
Software Platforms	SPSS, Tableau, SAS, R (at least one or similar)
Expertise required	The institute would need the services of industry experts as they would have access to database.

Module

No	Contents	Activity (only a guideline and not exhaustive)	Learning Outcome
	Unit I (30% weightage)		
1	Pricing, Breakeven and Margin Analysis, Demand Estimates, Marketing Budget and Marketing Performance Measure, Marketing Metrics and its application	Case study/Projects	The students learn and understands how to work out pricing, breakeven analysis, and framing of marketing budgets.
2	Financial Implications of various Marketing Strategies	Problems	To understand the financial implications of various marketing strategies through examples.
3	Cross Tabulation, Chi square Test, T Test, ANOVA (F Test), Simple and Multiple Regression	Recap	Recap for students who are assumed to be already familiar with these techniques.
4	Financial Feasibility analysis using NPV method, Customer Life time Value (CLTV)	Case Study/real time projects	To analyse the financial feasibility of a project. The students will be able to calculate the CLTV measure based on specific inputs.

No	Contents	Activity (only a guideline and not exhaustive)	Learning Outcome
	Unit II (40% weightage)		
5	Descriptive Analytics a. Geographical Mapping. b. Data Exploration. c. Market Basket Analysis	Case Study/real time projects	To understand how external data sources are used on top of internal data sources to derive better insights. The students will learn how data exploration is used in real world problem solving. The students will be able to understand the application of Market Basket Analysis from the analytics view point.
6	Forecast Analysis a. Moving Averages b. Time Series Forecasting Using Linear Regression	Case Study/real time problem solving	To understand moving averages method and apply with the purpose of forecasting.
7	Predictive Analytics Model for Marketing a. Clustering models (segments) b. Propensity models (predictions)	Case Study, Industry data	The student will understand and apply specific statistical and regression analysis methods to identify new trends and patterns, uncover relationships, create forecasts, predict likelihoods, and test predictive hypotheses. Understand clustering models, product based and brand based clustering. Understanding propensity model.
8	Social Media Marketing Analytics a. Data mining methods b. Analyses for websites, search engine results, and social media, e.g., Twitter, Facebook, and blogs. (Audience size, Reach & Engagement, Traffic, Community responsiveness)	Case Study, Problems/As per requirement	Understanding of the Complete dynamics of analytics in the digital technology and social media landscape. Learning the business/economic aspects of social media analytics and its application in the real world marketing scenarios.
9	Digital Analytics/ Google Analytics a. App usage , App revenue, retention, churn analysis b. Mobile Analytics (Example- Amazon Mobile Analytics)	Case Study, Problems/As per requirement	Student will learn to understand and control his on line campaign spend and performance. Student will learn how to track numbers and sources of mobile app customer acquisition, retention, referrals.

No	Contents	Activity (only a guideline and not exhaustive)	Learning Outcome
Unit III (30% weightage)			
10	Conjoint Analysis	SPSS/As per requirement	Students will learn the need for conjoint analysis and their applications in designing of a new product or service.
11	Factor Analysis	SPSS/As per requirement	Students will understand the concept of factor analysis, different methods of factor analysis and the interpretation of factor solutions with emphasis on exploratory factor analysis , confirmatory factor analysis and structural equation modelling
12	Cluster Analysis	SPSS/As per requirement	Students will understand the need for cluster analysis, how to retain the correct number of clusters and interpret cluster solutions.
13	Discriminant Analysis and Multi-Dimensional Scaling	SPSS/As per requirement	Students will learn the different types of input to create perceptual maps and pat worth utilities and the interpretation the solution of discriminant analysis and MDS for business applications.

***Activity:** Teaching-Learning process may combine the use of role plays, audio-visual films/aids, and management exercises with individual student, and or in team considering appropriate cases or case-lets in the field of business domain wherever applicable

Recommended Books

1	Marketing Analytics: Strategic Models and Metrics by Stephan Sorger, Admiral Press.
2	Marketing Analytics: Data-Driven Techniques with Microsoft Excel by Wayne L. Winston, Wiley
3	Marketing Metrics - Manager's Guide to Measuring Marketing Performance by Neil T Bendle, Paul Farris, Philip E Pfeifer, David J Reibstein, Pearson Education

Assessment

Internal	40%
Semester-end	60%

Semester	:	III-Elective		
Title of the Subject / course	:	Digital Marketing		
Course Code	:			
Credits	:	4	Duration	: 40

Learning Objectives:

1. To understand the new media, Different types, their strengths and the way customer interacts with new / digital media.
2. To develop the skills to strategize and execute campaigns on new / digital media

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

No	Content	Activity*	Learning Outcomes
1	Introduction to digital marketing – types of digital media, industry trends, Indian media spends, comparison with traditional media	Lecture, industry reports	To understand the growing importance of digital media in comparison with traditional media
2	Customer consumption trends of digital media Role of digital media in consumer decision making process Behavioural and Contextual targeting	Lecture/ Case Study	To understand how consumers interact with digital media and use the same for marketing strategies
3	Search Engine Optimization (SEO) <ul style="list-style-type: none"> • Need for SEO • Strategies • Method • Integration with Google Analytics, analysis of reports and metrics 	Lecture, Case Study and practical demonstration of creating SEO friendly content.	Familiarizing the students with techniques of SEO and metrics important for a website through Google Analytics
4	Search Engine Marketing (SEM) <ul style="list-style-type: none"> • Importance and need • Campaign strategy • Identifying keywords and their configurations • Creating AdWords campaigns • Assess campaign using AdWords analytics reports 	Lecture & practical demonstration of AdWords Campaign	Appreciate the search engine advertising and learn to make strategies for effective campaign. Understand the various metrics important for SEM campaign
5	Social Media Marketing <ul style="list-style-type: none"> • Introduction & comparison of various Social Media (including subscriber base, features, popularity etc.) 	Lecture & practical demonstration of Campaign on Facebook / LinkedIn /	To be able to build brand preference, generate leads and aggregate audience on Social Media and increase audience engagement. Understanding Social media

No	Content	Activity*	Learning Outcomes
	<ul style="list-style-type: none"> • Social Media Marketing strategies – with examples/ cases • Content Strategy for various social media • Creating Campaign on Social media (Facebook) • Assessment of campaign using Facebook analytics 	Twitter / Instagram / Snapchat etc.	analytics and make relevant strategies
6	Display advertising Video advertising - types and their effectiveness Blog marketing	Lecture/ Case Study/ Videos	To be able to use display advertisement, blogs and YouTube in overall marketing strategy
7	Pricing Models <ul style="list-style-type: none"> • Cost per Click (CPC) • Cost per thousand Impression (CPM) • Cost per acquisition (CPA) • Relevance of each in different situations • Prevention of click frauds 	Lecture/ Case Study	Students will understand the different pricing options, and their use in given scenario
8	Email Marketing <ul style="list-style-type: none"> • Trends, types, Challenges • Planning & designing campaign • Assess effectiveness of the campaign using various metrics 	Lecture/ Case Study	To deliver relevant marketing communication to targeted audience in most creative way. Apply learnt skills n effectively building users list, deliver email and generate relevant clicks
9	Mobile Marketing <ul style="list-style-type: none"> • Market size, growth etc. • Applications • Coupons • Gamification • Mobile wallets • QR codes • USSD • SMS 	Lecture/ Case Study/ Videos	Strategizing marketing through smart devices. Learn app- based marketing, QR codes, Location based Marketing, SMS marketing and effective use of mobile wallet ecosystem
10	E-commerce <ul style="list-style-type: none"> • Understand trends and profile of e-commerce players • Use of e-tailers for promotion and distribution of brands • Strategies used by E-commerce players 	Lecture/ Case Study/ Videos	

***Activity:** Teaching-Learning process may combine the use of role plays, audio-visual films/aids, and management exercises with individual student, and or in team considering appropriate cases or case-lets in the field of business domain wherever applicable.

Recommended Books

1	The Art of Digital Marketing – Ian Dodson – Wiley Publication
2	Digital Marketing – Vandana Ahuja – Oxford Publication
3	Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation – Damian Ryan – Kogan Page
4	Digital Marketing: Strategy, Implementation & Practice – Dave Chaffey & Fiona Ellis-Chadwick
5	Convert! Designing Websites For traffics and Conversions – Ben Hunt
6	The Social Media Bible: Tactics, Tools & Strategies for Business Success – Lon Safko
7	Global Content Marketing – Pam Didne
8	The Power of Visual Storytelling – Ekaterina walter
9	Digital Marketing – Dr. Hari Krishna Maram

Assessment

Internal	40%
Semester-end	60%

Semester	:	III-Elective		
Title of the Subject / course	:	Customer Relationship Management		
Course Code	:			
Credits	:	4	Duration	: 40

Learning Objectives:

1. To provide insights into CRM concepts and its applications in maximising customer lifetime value.

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

No	Content	Activity*	Learning Outcomes
1	Introduction to CRM, Levels of CRM, CRM and its integration processes in organisation.	Lecture / Discussions	Familiarising the students with the concept of CRM
2	Know your customer in terms of target group, Voice of customer, Customer Care, Customer Value, Customer Touch Points, Customer Portfolio Analysis.	Lecture and Discussions using Case Studies	Deeper understanding on “Who the Customer is”
3	Customer life cycle and customer life time value, Recency, Frequency, Monetary analysis	Lectures/ Case Study	Measuring Customers and identifying profitable customers
4	Importance of Customer Acquisition and Retention by Loyalty programs, impact of churn-rate and profitability, Loyalty ladder.	Lecture, Case Study and Assignments	To appreciate the Importance of acquiring and retaining customers.
5	Relationship marketing, building brands using relationship marketing.	Lecture and Case Study	To understand relationship marketing and Its role in brand building.
6	CRM in B2B and B2C markets considering requirements in service and manufacturing sectors.	Lecture and Case Studies	To understand CRM in different Sectors
7	CRM Implementation road map, Operational Issues.	Lectures	To understand implementation issues and road map
8	eCRM, Meaning, Essence, Difference with CRM, eCRM Process, Implementing and Integration with other processes, Steps in E CRM process.	Lecture and Case discussions	Understanding eCRM process.
9	Technology, Modules and Sub modules of a CRM software, Cloud Technology (SAAS, PAAS etc), Virtual Technology.	Lecture	To develop conceptual knowledge of technological tools used in CRM.

***Activity:** Teaching-Learning process may combine the use of role plays, audio-visual films/aids, and management exercises with individual student, and or in team considering appropriate cases or case-lets in the field of business domain wherever applicable

Recommended Books

1	CRM Hand Book A Business Guide to Customer Relationship Management 1st Edition by Jill Dyché Addison- Wesley
2	Customer Relationship Management: A Strategic Perspective, G. Shainesh, Jagdish N Sheth, Macmillan
3	CRM, Urvashi Makkar & Harinder Kumar Makkar, Tata Mc Graw Hill Education Private Ltd
4	CRM Concepts and Cases second edition, Alok Kumar Rai, PHI
5	Implementing SAPCRM The Guide for Business and Technology Manager, Vivek Kale, CRC Press

Assessment

Internal	40%
Semester-end	60%

Semester	:	III-Elective			
Title of the Subject / course	:	Marketing Research & Analysis			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives

- 1 This course is designed to acquaint students with the marketing research process, applications and statistical tools & techniques
- 2 This course will help students explore different approaches of Marketing research and acquaint them with contemporary marketing research practices.

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No	Content	Activity*	Learning outcomes
1	Introduction to Marketing Research. Need & Scope of Marketing Research. Structure of Marketing Research studies. The Marketing Research Process.	Lecture	To understand the purpose of marketing research. To describe a marketing information system and explain how it differs from marketing research. Be familiar with various stages of the marketing research process.
2	Qualitative Analysis - Brainstorming, Focus Groups, In-Depth Interviews, Projective Techniques, Attitude and motivation research, Concept under tests.	Lecture	Understand the fundamentals of Qualitative research.
3	Primary Research - Various aspects such as scales, questionnaire design, sampling frame & technique Secondary Research – Secondary and Standardized sources of Marketing Data Primary & Secondary sources of Secondary Data Analysis	Lecture/Assignment (Primary Research- Developing questionnaire & pilot testing Secondary research – Literature review and make a summary)	Recap of understanding which the students gained in Business Research Methods

Sr. No	Content	Activity*	Learning outcomes
4	Market segmentation, Positioning Research, Product/Price/Promotion/Distribution research, Sales Promotion Research Campaign Tracking Research	Lecture/Case study	Understand the process of marketing mix research
5	Advertising Research, Concepts of copy testing and ad tracking, Ad recall, Ad Comprehension, Stages involved in Advertising research, Types of advertising media research-Print, Out-door, TV/Cinema, Mobile outdoor media,	Lecture	Understand the various aspects of Advertising research.
6	Brand research - Brand Equity Research Brand Valuation Research Corporate Image Measurement Research	Lecture / Discussion/ Learning support by industry expert.	Understand the applications of brand research
7	Understanding and Application of Tools used for Marketing Analysis a. Forecasting Models b. Discriminant Analysis c. Logistic Regression d. Cluster Analysis e. Multidimensional Scaling f. Conjoint Analysis	Lectures with SPSS	Understand the application of statistical tools and techniques to marketing problems using SPSS.(Techniques like regression analysis, factor analysis are already covered in business research methods)

***Activity:** Teaching-Learning process may combine the use of role plays, audio-visual films/aids, and management exercises with individual student, and or in team considering appropriate cases or case-lets in the field of business domain wherever applicable

Recommended Books

1	Marketing Research –Hair, Bush, Ortinau (2 nd edition Tata McGraw Hill)
2	Marketing Research Essentials – McDaniels & Gates (3rd edition SW College publications)
3	Marketing Research – Sunanda Easwaran and Sharmila J Singh – Oxford Publications Marketing Research – Nigel Bradley – Oxford Publications
4.	Marketing Research Essentials – McDaniels & Gates (3rd edition SW College publications)
5.	Marketing Research – Zikmund & Babin – Cengage Learning
6	Marketing Research – Aaker, Kumar, Day (9 th edition John Wiley & Sons)

7	Marketing Research – Burns , Alvin, Bush, Ronald (5 th edition Prentice Hall)
8	Marketing Research – An Applied Orientation – Naresh K Malhotra – Pearson Publications
9	Marketing Research for managers -3 rd Edition by Sunny Crouch & Mathew Housden - A Butterworth-Heinemann Title
10	Marketing Research (Macmillan) - Rajendra Nargundkar

Assessment

Internal	40%
Semester-end	60%

Semester	:	III-Elective			
Title of the Subject / course	:	Event Management			
Course Code	:				
Credits	:	4	Duration	:	40

Learning objectives:

- 1 To familiarize students the basic concepts and decision making processes involved in Event Management
- 2 To develop the conceptual & management skills at various levels in the area of overall event management; which will enable students to analyze, develop, conceptualize and formulate strategies in marketing of events

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

No.	Content	Activity*	Learning Outcome
1	Introduction of Event Management concepts, Advantages, Types of events, Role of events in business promotion; MICE elements	Lectures	To understand basic concepts of event management
2	Event Concept & Design – SWOT analysis, PESTEL Analysis, Elements of event, Establishing viability of the concept, Designing of the event.	Lectures/ Case Study Discussion	Developing a conceptual framework for events.
3	Event Planning (operational perspective): Event Objective(s), Theme based event conceptualization, Event proposal, Event protocol, Planning Tools, Legal compliance;	Lectures/ Assignment	To understand various aspects of planning events from the perspective of execution.
4	Event Financial Planning – Budgeting, Break-even projection, Contingency fund & Profitability analysis.	Lectures/ Fieldwork/ Assignment	To understand the financial aspects of conducting an event
5	Focus on Standard operating Procedures & Checklists: Venue; Timing; Guest list; Invitations; Venue dressing; Equipment and facilities; Guest of honor; Speakers; Media; Photographers; Podium etc.; Celebrity endorsement; Staff recruitment and training; Catering; Health and safety issues; Insurance; Delegation and vendor management.	Lectures/ Fieldwork	Compliance of requirements for successfully organizing an event.

No.	Content	Activity*	Learning Outcome
6	Event Marketing: Characteristics of Event Marketing, Event Sponsorship.	Lectures/ Case Study/ Role play	To develop an understanding of event marketing
7	Event Coordination and Control - Event Staffing – Recruitment & Selection; Training & briefing; Crowd Management; Operations & Logistics; Event Evaluation – Tools, Steps and Reason for event evaluation.	Lectures/ Role Play/ Field visits	To understand how event management companies align their capabilities to deliver customer satisfaction
8	Trade Fairs - Objectives, Importance in B2B/B2C marketing, Branding and Communication	Lectures/ Trade fair Visit	Students will get practical exposure to all aspects of trade fair(s)

***Activity:** Teaching-Learning process may combine the use of role plays, audio-visual films/aids, and management exercises with individual student, and or in team considering appropriate cases or case-lets in the field of business domain wherever applicable

Recommended Books

1	Event Management - Lynn Van Der Wagen, Brenda R. Carlos [Pearson Education]
2	Event Planning & Management – Diwakar Sharma [deep & Deep Publication Pvt. Ltd.]
3	Event Management – Dr. Ashutosh Chaturvedi [Global india publications Pvt. Ltd.]

Assessment

Internal	40%
Semester-end	60%

Semester	:	III-Elective			
Title of the Subject / course	:	Healthcare Marketing			
Course Code	:				
Credits	:	4	Duration	:	40

Learning objectives:

- 1 To understand trends and opportunities in the health care sector
- 2 Formulate marketing strategy and tactics for the health care sector

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity*	Learning Outcomes
1.	Introduction & Scope of Health Care and Wellness Sector in India.	Lecture	To introduce the students to health care sector
2.	Introduction to the Health Care Policy of Government of India - Jan Aushadhi Stores (JAS), NITI Aayog (National Institute for Transforming India) Initiatives, National Dialysis Services Programme Sehat' (Social Endeavour for Health and Telemedicine)	Lecture Project on any one Government Scheme	To sensitize students to Government policies pertaining to health care
3.	Wellness Sector- Overcoming Challenges of different stakeholders (Users, Providers, Government & Educationists)	Lectures/Cases	Understanding the challenges peculiar to wellness sector
4.	Market forces and its effect on the health care and wellness industry- Consumers & Patients (for different segments), Economy & Finance (Affordability and Medical insurance), Information Technology and e-Health (Hospital Information System, E-CRM, Unorganised Health care providers Vs Organised health care providers, Government, Trust and Private health care providers, Government Policies, Workforce beyond doctors,	Lecture/case study	To understand various market forces and its linkages with Healthcare sector
5.	'3 Cs and 4 Ps' for the health care and wellness industry.	Lecture/ Case study	Integration of marketing concepts with health care
6.A	Analysing the customer: (on various parameters like-	Lecture, Project on	Understanding different segments in Healthcare

Sr. No.	Content	Activity*	Learning Outcomes
	Poor Health Status, Younger, Health, conscious, High Income, Corporate etc.	healthcare and wellness needs of any two types of customers	services
6.B	Customer Retention: Service and wellbeing, Loyalty Plans, Membership to wellness and health care plans	Lecture, Study on any loyalty plan of a hospital or wellness provider	Understanding CRM strategies for customer
7	Partnering with Insurance Providers: Role of TPA's, Role of other stake holders in Medical Insurance, Role of Hospital in Insurance supporting, Medical Insurance Providers, Ethics and other issues	Lecture, Guest lecture form health insurance	Understanding the role of IRDA and insurance companies in healthcare sector
8	Importance of Corporate tie-ups for Health Care and wellness providing: Corporates policies on health and wellness, Pricing for Corporates, Mutual benefits to Corporates, Hospitals and Care receivers	Lecture, Visit to a Corporate Hospital	Understanding importance of corporate tie-ups in healthcare sector
9	Role of the General Physician /Family Doctors /Neighbourhood Doctor in referral marketing of healthcare services	Lecture, Project on role of GP/FD in the health care sector of India	

***Activity:** Teaching-Learning process may combine the use of role plays, audio-visual films/aids, and management exercises with individual student, and or in team considering appropriate cases or case-lets in the field of business domain wherever applicable.

Recommended Books

1. Essentials Of Health Care Marketing- Eric N. Berkowitz - Jones & Bartlett Learning
2. Cases In Health Care Marketing - John L. Fortenberry Jr. - Jones & Bartlett Learning
3. Health Care Marketing – Tools And Techniques - John L. Fortenberry Jr. -Jones & Bartlett Learning
4. Wellness Management A Lifestyle Approach for Health, Fitness and Energy - Rajasekhar Kali Venkata – Notion press
5. Health Service Marketing – A Practitioners Guide - Richard K. T. - Springer New York

Assessment

Internal	40%
Semester-end	60%

Semester	:	III-Elective		
Title of the Subject / course	:	Distribution and Supply Chain Management (SCM)		
Course Code	:			
Credits	:	4	Duration	: 40

Learning objectives:

1. To develop an understanding of the role of distribution and supply chain in marketing and its importance in creating value to the customer.

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity*	Learning outcomes	No. Session
1	Strategic issues in channel decisions	Lecture and Case Discussion	Understanding the various elements in channel decisions	1
2	Issues in channel design : Resources Vs need for control, types of product, consumer behaviour, modification of channel.	Lecture and Case Discussion	Understanding of channel design	1
3.	Managing channel conflicts – Goal conflict, Role conflict, Communication failure. Building strong brands, demand pull, carrot and stick	Lecture and Case Discussion	To understand Key challenges in managing conflicts	1
4.	Types of channels, Wholesaling, retailing, flows in channels of distribution, distribution analysis and control.	Lecture and Case Discussion	Understanding different kinds of channels and control aspects.	1
5.	Supply chain – Objective, Importance and Process flows, Bull-whip effect.	Lecture and Case Discussion	Understanding basics of supply chain	1
6	Demand forecasting – different methods of forecasting (Time series, moving averages)	Lecture and Case Discussion	To understand how to forecast demand	2
7	Sourcing decisions in supply chain – In house Vs outsourcing decisions,	Lecture and Case Discussion	Understanding negotiations and sourcing decisions	2

Sr. No.	Content	Activity*	Learning outcomes	No. Session
	supplier selection – auction and negotiations			
8	The procurement process, sourcing planning and analysis, benchmarking the supply chain and managing global supply chains	Lecture and Case Discussion	Understanding key issues in managing supply chains.	2
9	Technology and supply chains – 3D printing and its impact, Material sciences (Development of alternate materials)	Lecture		2

***Activity:** Teaching-Learning process may combine the use of role plays, audio-visual films/aids, and management exercises with individual student, and or in team considering appropriate cases or case-lets in the field of business domain wherever applicable.

Recommended Books

1	Logistical Management Donald J Bowersox
2	Strategic channel management by Bowersox & Cooper
3	Physical Distribution Management Logistical Approach Dr.K.Khanna
4	Logistics and Supply Chain Management by Martin Christopher, Pearson
5	Sales and Distribution Management by Krishna K Havaladar and Vasant Cavale
6	S. L. Gupta: Sales and Distribution Management, Excel books

Assessment

Internal	40%
Semester-end	60%

Semester	:	III-Elective			
Title of the Subject / course	:	Tourism Marketing			
Course Code	:				
Credits	:	4	Duration	:	40

Learning objectives:

To understand the application of marketing concepts to the tourism industry.

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity*	Learning Outcomes
1	Introduction to various sectors of the Indian Tourism Industry (Domestic / International tourists) such as medical tourism, pilgrimage, wildlife, Tournaments, etc.	Lectures	To understand the potential of India for domestic and foreign tourists.
2	Segmentation of the tourism market in India and positioning as an attractive destination for Domestic and Foreign tourists	Lectures / Case discussions	To understand the application of STP in tourism marketing
3	Role of Government in tourism marketing. Tourism ecosystem such as trained guides, reliable public transportations, availability of hotel rooms of different categories etc. as the drivers of the tourism industry.	Case study discussions and Field visits	To understand the application of ecosystem concept in tourism marketing
4	Pricing and Promotion strategy : Differentiation on the basis of tour packages, themes, and pricing on perceived value	Lectures and case discussions	To understand the interplay between pricing and the totality of service offerings / value propositions.
5	Channel strategy, various franchisees formats such as B2B, B2C, and C2C. Targeting customers through exhibitions, promotions (offline and online), placement in movies etc.	Lectures / Cases	To understand the role of channels in tourism.

Sr. No.	Content	Activity*	Learning Outcomes
6	A study of some success stories in Indian tourism – Medical tourism, Religious tourism.	Lectures / Cases	To gain lessons from success stories and try to extrapolate them to other sectors in tourism
7	Gap analysis in various sectors of tourism industry SERVQUAL Model	Lecture / Assignment	Understanding Gaps and remedial actions in service quality in the tourism industry.

***Activity:** Teaching-Learning process may combine the use of role plays, audio-visual films/aids, and management exercises with individual student, and or in team considering appropriate cases or case-lets in the field of business domain wherever applicable.

Recommended Books

1	Fundamentals of Marketing	Stone, Marilyn A. and Desmond, John. (Routledge)
2	Marketing Management: Planning & Control	Ramaswamy V.S. and Namakumari. S (Macmillan)
3	Tourism Marketing	Chaudhary, M (Oxford University Press)
4	Introduction to Travel and Tourism Marketing	Bennett J. A and Strydom, J.Wilhelm (Juta Education)

Assessment

Internal	40%
Semester-end	60%

Semester	:	III-Elective			
Title of the Subject / course	:	Marketing of Banking & Financial Services			
Course Code	:				
Credits	:	4	Duration	:	40

Learning objectives

To develop an understanding into the concept and practices in the BFS industry

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

No	Content	Activity*	Learning Outcomes
1	Introduction : Role of banks, Payment Banks and NBFCs in credit supply to Indian businesses and consumers, Definition and Principles of Insurance	Lecture	To familiarise students with the importance of banking services and NBFCs
2	Types of customers and their accounts, KYC guidelines of the RBI, non-resident accounts, importance of customer service in banks - customer satisfaction and delight	Lecture and case discussions	To understand the role of customer service and satisfaction in the banking industry
3	Changing expectations and perceptions, features of modern banking – emerging trends in banking - e-banking , universal banking, m-banking, payment wallets	Lecture and case discussions	To understand trends in modern banking.
4	Banking products – Wholesale banking, Retail banking – personal/consumer loans, home loans, vehicle loans, educational loans, etc. International banking, bancassurance, credit cards, debit cards, other retail banking products.	Lecture and case discussions	To understand the various banking products
5	CRM in banking services: Loyalty programs, grievance redressal mechanisms, priority banking, technological aspects of banking.	Lecture and case discussions	To understand key aspects of customer loyalty

No	Content	Activity*	Learning Outcomes
6	Marketing of financial services: Special features, service marketing mix, channels for banking services, Role of DSA/DMA in marketing bank products.	Lecture and case discussions	To develop a better understanding of various Financial Services available in India.
7	Regulatory framework in Financial Services: Role of SEBI, RBI, AMFI, IRDA	Lecture and case discussions	Understanding of Compliance issues.
8	Risk Management: Nature of business risks, Types of business risks, Risk mitigation, Role of rating agencies such as CRISIL, CARE, etc.	Lecture and case discussions	Understanding the nature and management of business risks

***Activity:** Teaching-Learning process may combine the use of role plays, audio-visual films/aids, and management exercises with individual student, and or in team considering appropriate cases or case-lets in the field of business domain wherever applicable.

Recommended Books

1	Principles & Practices of Banking – IIBF, Macmillan.
2	Bhalla. V.K. – ‘Management of Financial Services’ – Anmol, New Delhi.
3	Elements of Banking and Insurance – Jyotsna Sethi, Nishwan Bhatia, PHI Learning.
4	Customer Service & Banking Codes and Standards – IIBF, Taxmann.

Assessment

Internal	40%
Semester-end	60%

Proposed Revision for MMS Syllabus wef AY 2016-17 (Batch 2016-18)

Semester IV

Sr. No.	Common subjects
1	Project Management (UA)

FINANCE SPECIALIZATION

	Sr. No.	Electives (Any 1)
Final Project (300 Marks)	1	Commercial Banking
	2	Business Analytics
	3	Venture Capital and Private Equity

SYSTEMS SPECIALIZATION

	Sr. No.	Electives (Any 1)
Final Project (300 Marks)	1	Strategic Information Technology Management
	2	System Applications and Case Study
	3	Managing Technology Business and IT Resource Management

HRM SPECIALIZATION

	Sr. No.	Electives (Any 1)
Final Project (300 Marks)	1	OD and Change Management
	2	Strategic HRM
	3	Management of Corporate Social Responsibility in organizations

OPERATIONS SPECIALIZATION

	Sr. No.	Electives (Any 1)
Final Project (300 Marks)	1	Operations Applications and Cases
	2	Strategic Sourcing in Supply Management
	3	Operations Outsourcing & Offshoring

MARKETING SPECIALIZATION

	Sr. No.	Electives (Any 1)
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Proposed Revision for MMS Syllabus wef AY 2016-17 (Batch 2016-18)

Semester IV

Sr. No.	Common subjects
1	Project Management (UA)

Final Project (300 Marks)	1	Integrated Marketing Communications
	2	Business to Business Marketing
	3	International Marketing
	4	Trends in Marketing

Programme - Masters in Management Studies
Semester - IV
COMMON SUBJECT

Semester	:	IV Core
Title of the Subject / Course	:	Project Management
Course Code	:	
Credits	:	4
Duration in Hrs.	:	40

Learning Objectives

1	To introduce students of Management to concepts of Project
2	To apply and evaluate success parameters of cost ,time and quality in project management
3	To apply various techniques as cpm/pert/earned value analysis and projected financial statements
4	To enable student to conceive an idea, evaluate it's feasibility and make it workable.

Prerequisites if any	Finance Management(Capital budgeting, cost of capital,sources of finance), Business Statistics, HRM, Operations Research
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning outcomes
1	Overview of Project Management: Concepts and attributes of Project, Project lifecycle and stake holders, Project Organization, WBS, Scope and priorities, Project Identification, Market feasibility with Moving Average and Exponential smoothing methods, Techno-economic feasibility, Government policy to location, legal aspects, Preparation of DPR	Numerical examples and lectures	6 hrs Introduce concepts of basics of project management, Evaluate new project proposals, prepare detailed project report.
2	Project Planning : Time and cost estimates with AON and AOA conventions, Budget estimates, Network analysis, Float analysis, crashing concepts	Numerical examples and lectures	9 hrs Understand network diagram, critical path, concepts of crashing network.
3	Project scheduling and Risk Management: Gantt chart, splitting and multitasking ,Risks in time estimates, PERT analysis	Numerical examples and lectures	6 hrs Define risks in project management, make resource charts, find probability of completion of project.

Sr. No.	Content	Activity	Learning outcomes
4	Project Organization : Role and responsibilities of Project Manager, Team development model, sources of conflicts, conflict resolution	Lectures	3 hrs understand organization structure, flow of authority and responsibility
5	Earned value analysis : 'S' curve, Cost and schedule performance indices using network, Revised estimates of cost and time	Numerical examples and lectures	3 hrs Understand concepts of earned value, prepare revised estimates of cost and time.
6	Financial analysis: Profitability analysis ,Using NPV, IRR, Payback and discounted Payback period, PI. Preparation of projected statements of Income-expenditure and balance-sheet	Numerical examples and lectures	6 hr Evaluate project Financially, make projected statements of proposal
7	Computer applications and Softwares for Project Management	Demonstration lectures	3 hr introduce student to different softwares.
8	Project Management Cases	cases, presentation	4 hr apply all above principles To cases, students Presentations.

Text books

1	Project Planning estimation and assessment by Prasanna Chandra
2	Project Management : The Managerial Process by Gray and Larson 3E Tata McGraw-Hill
3	Quantitative Techniques in Management by N D Vohra

Reference books

1	Project Management Managerial Emphasis by Meredith and Mantel
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Assessment

Internal	40%
Semester end	60%

Programme - Masters in Management Studies

Semester - IV

FINANCE (ELECTIVES)

Semester	:	IV – Elective			
Title of the Subject / course	:	Commercial Banking			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objective

1.	To understand the concepts and fundamentals of Commercial Banking.
2.	To understand the Structure and growth of banking and various services rendered through commercial banks.

Prerequisites if any	Financial Management and Financial Markets and Institutions, Investment Banking and BSFI.
Connections with Subjects in the current or future courses	

Module

Sr. No.	Content	Activity	Learning Outcome
1.	Introduction to Commercial Banking Banking structure, growth/history of Indian banking, banking sector reforms.	Lecture and discussion	Knowledge and understanding of the history of Indian banking, banking sector reforms and related areas
2.	Banking Operations Retail liabilities, retails assets, KYC, ALM and preventive vigilance.	Lecture and discussion	Understand basic schemes of deposit and credit, dangers of money laundering and usefulness of preventive vigilance
3.	Banking products Fund based and fee based, term loan/working capital, appraisal process.	Lecture and discussion	Understand types of credits - term loan and working capital and how to appraise a credit proposal
4.	Legal Aspects of Banking Negotiable Instrument Act, Banking Regulation Act and RBI circulars.	Lecture and discussion	To understand important banking laws
5.	Rural Banking India's agrarian sector and banking, regional rural banks, priority sector and micro-finance differentiated banks, financial inclusion.	Lecture and discussion	Understand measures taken towards financing priority sector schemes

Sr. No.	Content	Activity	Learning Outcome
6.	Study of Bank financial statement Components of Balance Sheet and Profit and Loss Statement, important ratios of bank performance- CAMEL framework, composition of items contributing to net profit.	Lecture and discussion	Understand how to evaluate a bank's performance
7.	IRAC Norms / NPA Management Reasons, impact on banking performance and economy, measures taken to minimize NPA.	Lecture and discussion	Understand intricacies of asset quality deterioration and impact on banks
8.	Risk Management in Banks Credit, market and operational risks.	Lecture and discussion	To know the various risks in banking operations and tools of management of risks
9.	Capital Adequacy Norms Importance of capital for banks, Basel I/II/III and CAR.	Lecture and discussion	To be aware of significance of capital adequacy regulation and impact on banks
10.	Treasury Role and functions of integrated treasury.	Lecture and discussion	Understand foreign exchange and money market operations.
11.	Asset Liability Management Interest spread, NIM.	Lecture and discussion	To understand importance of ALM and its impact on profitability
12.	Regulatory Role of RBI Functions of RBI, role of monetary policy, prudential norms.	Lecture and discussion	To know the role and functions of Central Banks in supervision and control of commercial banks
13.	Retail banking products Housing loan, personal loan, automobile loan, education loan.	Lecture and discussion	To understand various banking products of retail banks

Text Books

1	Indian Institute of Bank Management , Advanced Bank Management.
2	Vijayraghawan Iyengar, Introduction to Banking.
3	Raghu Palat , Retail Banking.

Reference books

1	Bharati V Pathak , The Indian Financial System.
2	Shri. S K Das, Tits Bits of General Banking.
3	Shri. S K Das , Tits Bits of General Advances and Financial Services.
4	Sukhvinder Mishra , Banking Law and Practice.
5	Indian Institute of Banking and Finance, Legal aspects of Banking Operations.

Assessment

Internal	40 %
Semester end	60%

Semester	:	IV – Elective			
Title of the Subject / course	:	Business Analytics			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives

1	To gain understanding of relevant statistical tools applicable for Business Analytics.
2	To learn data mining techniques using Excel and R.
3	To evaluate various models of Business Analytics.

Prerequisites if any	Knowledge of Statistics and MS Excel
Connection with subjects in the current or Future courses	Financial Modelling

Module

Sr No	Content	Activity	Learning outcomes
1	Introduction to Analytics Meaning, application areas of business analytics, techniques of analytics.	Classroom discussion	Basic understanding of business analytics
2	Statistics for Business Analytics Central tendencies and dispersion, central, limit theorem, sampling distribution, hypothesis testing, simple linear regression, categorical data analysis, analysis of variance (ANOVA), non-parametric tests.	Discussion and practical using software	Ability to apply various statistical tools and techniques in the process of business analytics
3	Advanced Excel Proficiency Describing Numeric Data, Pivot Table Analysis, Linear Regression, Comparing Two Sample Variances, Comparing Two Sample Means, Pair T Test, One Way ANOVA, Two Way ANOVA, Generating Random Numbers, Rank and Percentile, Histogram Procedure, Exponential Smoothing and Moving Average, Sampling, Covariance and Correlation, Goal Seek and Solver.	Discussion and practical on MS excel	Use of advanced Excel functions
4	Understanding R Using R Studio, working with data in R, R procedures.	Discussion and practical cases on R	To understand use of R
5	Data Mining using Decision Tree Introduction to decision trees, model design and data audit, demo of decision tree development, algorithm behind decision tree and other decision tree.	Discussion and practical using software	Data mining techniques using R

Sr No	Content	Activity	Learning outcomes
6	Data Mining using clustering in R Understanding cluster analysis using R, clustering as strategy, hierarchical clustering, non-hierarchical clustering - K means clustering, variants of hierarchical clustering, different distance and linkage functions.	Discussion and practical using R software	Data mining techniques using R
7	Time Series Forecasting Time series vs causal models moving averages, exponential smoothing, trend, seasonality, cyclicity causal modelling using linear regression forecast accuracy.	Discussion and practical using software	Data mining techniques using R
8	Predictive Modelling – Logistic Regression using R Data import and sanity check, development and validation, important categorical variable selection, important numeric variable selection, indicator variable creation, stepwise regression, dealing with multicollinearity, logistic regression score and probability, KS calculation, coefficient stability check, iterate for final model.	Discussion and practical using R Software	Evaluation of models
9	Overview of Big Data and Hadoop Big data and Hadoop and concept, application, cloud computing, generators of big-data.	Classroom discussion	Understand tools of business analytics
10	Data Analysis and Applications Credit risk analytics, fraud risk analytics, financial services marketing analytics.	Classroom discussion	Ability to apply business analytic tools

Text Books

1	Laursen & Thorlund, Business analytics for managers.
2	Balram Krishnan , Business analytics: concepts and theories.
3	R N Prasad and Seema Acharya , Fundamentals of business analytics.

Reference Books

1	Thomas W Miller , Modelling techniques in predictive analytics
2	Lander ,R for everyone: advanced analytics and graphics
3	Evans ,Business analytics

Assessment

Internal	40 %
Semester end	60%

Semester	:	IV – Elective			
Title of the Subject / course	:	Venture Capital and Private Equity			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives

1	To develop general understanding of the venture capital and private equity industry globally and the various players involved.
2	Provide an understanding of the private equity investment process starting from fund raising to exiting.
3	Develop analytical valuation and deal structuring techniques used in venture capital and buyouts.
4	To prepare students for future jobs in VCPE and related industries.

Prerequisites if any	Financial Management
Connection with subjects in the current or Future courses	Project and Infra Finance, Mergers and Acquisitions and Investment Banking.

Module

Sr. No	Content	Activity	Learning outcomes
1	Introduction and Overview of Venture Capital and Private Equity. Overview and history of venture capital industry, evolution of private equity industry and venture capital industry, how to choose and approach a venture capitalist, structure and terms of venture capital and private equity firms.	Classroom discussions	Understanding of private equity process
2	Process of Venture Capital and Private Equity Funding Venture capital cycle and private equity process.	Classroom discussions and explanation	Understanding how corporates invest in a new private equity
3	Investment Selection, Fund Raising Challenges Sources of capital, alternative forms of fund raising and fundraising process and fallacies.	Numerical solving and classroom discussions	Awareness of the current investing patterns, problems and issues faced by industries and PE investors
4	Valuation Methods and Techniques Deal valuation and deal terms.	Numerical and classroom discussions	Understand financial valuation methods and strategies and the impact of dilution
5	Structuring Term Sheets Environmental factors surrounding term sheets, selected critical elements in venture term sheets.	Classroom discussions and explanation	Integrating the valuation with term sheet

Sr. No	Content	Activity	Learning outcomes
6	Document and Typical Investment Conditions Due diligence procedures.	Classroom discussion	Understanding documents and critical pointers to due diligence
7	Exit Strategies for Multiple Stakeholders Consider liquidity events such as IPO, mergers, later stage financing, including mezzanine financing and buy-outs.	Classroom discussion and explanation	Understanding strategies made to negotiate and exit the fund
8	Regulation of PE Funds SEBI Alternative Investment Funds (AIF) Regulations.	Classroom discussion and explanation	Understanding PE funds regulation
9	Tax Aspect of PE Investment Section 10(23FB) of Income Tax Act, 1961 Section 10(47) of Income Tax Act, 1961 Income types, Securities Transaction Tax, Dividend Distribution Tax, STCG, LTCG, Taxation of Non Residents.	Classroom discussion and explanation	Overview of taxation aspects while choosing PE as an investment alternative
10	Private Equity Investments in Developing Markets	Classroom discussion	To know the trends of the PE funding in the developing economies
11	Private Equity, Corporate Governance and Ethics Board members duty to shareholders, composition and roles of the board of directors in the private company.	Classroom discussion	Importance of ethics and value system

Text Book

1	T Satyanarayan Chary , Venture Capital concepts & Applications
2	Vandana Pawar , Venture Capital Funding Global And Indian Experiences.
3	Stephen Bloomfield , Venture Capital Funding

Reference Book

1	Josh Lerner, Felda Hardymon and Ann Leamon, Venture Capital and Private Equity: A Casebook.
2	Robert Finkel , The Masters of Private Equity and Venture Capital.
3	Joseph. W. Bartlett , Fundamentals of Venture Capital

Assessment

Internal	40 %
Semester end	60%

Programme - Masters in Management Studies

Semester - IV

SYSTEM (ELECTIVES)

Semester	:	III Elective			
Title of the Subject / course	:	Strategic Information Technology Management			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives	
1	To understand the strategic use of Information Technology for Competitive Advantage
2	To understand Emerging trends of information technology to devise organization /business strategy
Prerequisites if any	Basic understanding of Strategic Information Technology Management
Connections with Subjects in the current or Future courses	Will connect conceptual framework to Role of Information systems in organization, Some key concepts related to strategy such as value chain, five forces, information asymmetry, emerging trends in IT to devise organization /business strategy

Module

Sr. No.	Content	Activity	Learning outcomes
1	Information Technology and Competitive Advantage– <ul style="list-style-type: none"> • 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 	Lecture	
2	ERP systems, Business Processes and IT <ul style="list-style-type: none"> • Meaning and definition, introduction of Business Process, Organizational processes and Information systems • Use of ERP in Business Process • Business Process Reengineering, 	Lecture & cases	
3	Using Information for Decision Making <ul style="list-style-type: none"> • How organization leverage 	Lecture	

Sr. No.	Content	Activity	Learning outcomes
	data/information for competitive advantage <ul style="list-style-type: none"> • Importance of database, data warehouse, Data mining , and Business Intelligence, How they can be used as part of an organization strategy for Competitive Advantage 		
4	Research on Internet use <ul style="list-style-type: none"> • Marketing Online- Online Advertising, Social Media and digital Marketing 	Lecture and cases	
5	Technology Trends Emerging trends of information technology to device business strategic, <ul style="list-style-type: none"> • 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 	Lecture and cases	
6	Creating a Technology Strategy <ul style="list-style-type: none"> • Developing an IT Strategy • Writing your own strategy- Develop your web, web media and mobile strategy 	Lecture & Cases	
7	Case Studies and presentations	Lecture & Cases	

Text books

1	Strategic Management of Information Systems by Keri Pearlson and Carol Saunders
2	Strategic Management Of Technology & Innovation by Robert Burgelman, Clayton Christensen, Steven Wheelwright
3	Work-study by ILO

Reference books

1	Strategic Management and Information Systems: An Integrated Approach by Wendy Robson
2	A Guide to Expert Systems by Donald Waterman
3	Strategic Technology Management by Betz

Assessment

Internal	40%
Semester end	60%

Semester	:	III Elective		
Title of the Subject / course	:	System Applications and Case Study		
Course Code	:			
Credits	:	4	Duration	: 40

Learning Objectives	
1	To understand the Importance , scope and need of case study and applications areas of information technology/information system for business
2	To have the practical applications areas of information technology & Information System across the various functions and sectors of the industry
Prerequisites if any	
Basic understanding of System Applications and Case Study	
Connections with Subjects in the current or Future courses	
Will connect conceptual framework to Importance , scope and need of case study and applications areas of information technology and Information systems for business	

Module

S No	Content	Activity	Learning outcomes
1	Importance , scope and need of case study and applications areas of information technology and information systems for business .	Lecture	
2	Applications areas of information technology & information System across the various functions of management i.e Marketing, Finance, Human Resource, Manufacturing and Operations, Supply Chain Management, Logistic, Customer Relationship Management and also as per various different functions of the organizations	Lecture & cases	
3	Applications areas of information technology & Information System across the various sectors of the industry. Manufacturing Pharmaceuticals and Fine Chemicals Chemicals & Petro - chemicals FMCG – home appliances, Food processing, Dairy and dairy products Mills - paper, pulp, board, textile, Leather - Tanning of leather to making of finished goods, Agricultural Products – grains, jute, cotton, oil seeds, plantation of vegetables, fruits, Heavy industries - automobiles, aircraft, ship building & maintenance, cranes, Constructions – bridges, dams, roads,	Lecture	

S No	Content	Activity	Learning outcomes
	Power industries – thermal, nuclear, hydro power stations, Merchandising, stockiest, Trading, etc. Insurance, Banking and Finance, Service industry – Hospitals, hotels, Travel and Tourism, transport, Film – manufacturing, distribution, production units, laboratories, editing, exhibitors, Gem & Jewelry – Import of raw export of finished diamond, artificial diamonds, gems and stones,		
4	Government - Ministries, Departments like defense, police, RTO, passport, visa, customs, central excise, railways, and the IT industry	Lecture and cases	
5	Case study and presentations of information technology and Information system across the function and sectors of industries	Lecture and cases	

Text books

1	System Analysis & Design by Dennis and Roth published by Wiley
2	Work-study by ILO

Reference books

1	System Analysis and Design by Kendall and Kendall published by Pearson
2	Analysis and Design of Information Systems by Rajaraman published by PHI
3	System Analysis & Design by Whitten & Bentley
4	Analysis and Design of Information Systems by Senn published by TMH

Assessment

Internal	40%
Semester end	60%

Semester	:	III Elective			
Title of the Subject / course	:	Managing Technology Business & IT Resource Management			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives	
1	To understand the Need and Significance of IT resource management
2	Understand applications of Determining IT and Information System's Resource Needs and Business
3	IT & Information Systems resources Implementation and Acceptance
Prerequisites if any	
	Basic understanding of IT Resource Management
Connections with Subjects in the current or Future courses	
	Will connect conceptual framework to Need and Significance of IT resource management & Business

Module

S No	Content	Activity	Learning outcomes
1	Overview of the IT/ITES/Telecom and related businesses in India and the world – segments of these industries , growth, forecasts, trends, key players, reasons for their success etc	Lecture	
2	Challenges for these businesses in the domestic and international markets such as Business Development, Technology Obsolescence, Pricing, Set up & Infrastructure Costs, Talent management , Licensing costs & Intellectual property rights, Mergers and Acquisitions , Customer Contract Management and SLAs , managing Innovation , legal issues, Visa's, Foreign Soil issues, Special Incentives and schemes such as the Export Processing Zones etc	Lecture & cases and class research	
3	Study of various business models including onsite/off shoring, e-commerce, e-business, m – commerce and pure play 'e' and 'm' models.	Lecture	
4	Introduction to IT and Information System Resource Management Evolution of IT and Information System Resource Management (Software, Hardware, Database, Networking, and communications technology, human resource etc) for Planning and Implementation of information technology and technology base system across the functions and sectors of the industries.	Lecture and cases	

S No	Content	Activity	Learning outcomes
5	Determining IT and Information System's Resource Needs: Needs Analysis, planning ,System Cost Justifying and Investments, Automation and Artificial Intelligence	Lectures, Research and Cases	
6	Effective use of IT & Information Systems resources Implementation and Acceptance, maintenance for productivity	Lectures	
7	IT & Information Systems Resource its relevance to Human resource management & Business, Outsourcing challenges of Internal Functions – the what, Why and How	Lectures, Research and Cases	
8	Case Studies of successful and unsuccessful technology companies	Group and Individual assignments	

Text books	
1	Managing the IT Resource: Leadership in the Information Age by Luftman published by Pearson
2	Work-study by ILO

Reference books	
1	Managing IT Infrastructure – TMI
2	A Guide to PMBoK- Project Management Institute

Assessment	
Internal	40%
Semester end	60%

Programme - Masters in Management Studies

Semester - IV

HRM (ELECTIVES)

Semester	:	IV – Elective			
Title of the Subject / course	:	OD and Change Management			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives

1	Basics of Change Management
2	Understanding OD Approaches and Models
3	Understanding Organizational Development – Diagnostics
4	Different Strategies, Approaches and Models
5	Trends in OD and Change Management

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning outcomes
1	Process of Change – The Process of Change, Creativity & Innovation: Organizational Change. Definition & Key Dimensions, Factors that Promote Change, Creativity & Innovation, Theories of Innovation and Levels & Types of Innovation, The age of Creativity, Creativity & National prosperity, Creative Industries & potential for growth	Case Study/ Role-play/ Group Discussion	Understand the process of change in detail
2	The Internal Environment – Orchestrating Structure, Systems and Resources; The Balanced Score Card – Value Creation and Performance management. Organizational Structure – work specifications, departmentalization, chain of command, span of control, centralization and decentralization, Formalization. Situational factors– Corporate Strategy, Organizational Size and Environmental uncertainty.	Case Study/ Role-play/ Group Discussion	Impact of change on internal environment and management of the internal environment to make it conducive to change

	Structural forms – Traditional and contemporary forms. Organizing for change, creativity and innovation - Goal Setting and reward Systems. Evaluation. Resources – Sufficient resourcing. Systems of Communication.		
3	Organizational culture, Different Perspectives of Organizational culture, Can we manage Organizational culture? Culture as an important ingredient of Organizational Creativity. Norms that promote Creativity and Innovation, Norms that promote Implementation. Principles of creativity and innovation. Do strong, cohesive cultures hinder innovation?	Case Study/ Role-play/ Drama/ Group Discussion	Understanding the role of organizational culture and its impact on change management
4	Definitions, underlying assumptions and values of Organization Development	Case Study/ Role-play/ Drama/ Group Discussion	Introduction to the concept of OD
5	Approaches to OD - Systems Approach, Action Research	Case Study/ Role-play/ Drama/ Group Discussion	Study of different approaches to OD
6	Organization Diagnosis & Diagnostic Data Collection & Analysis including Climate Understanding Organizational Roles <input type="checkbox"/> OD Intervention theories and methods – <input type="checkbox"/> Large Systems, <input type="checkbox"/> Group and <input type="checkbox"/> Individual Techniques	Case Study/ Role-play/ Drama/ Group Discussion	Understanding diagnosis, different diagnostic models and methods of data collection and analysis Study of different types of OD interventions
7	Monitoring Change in Organizations Fundamentals of monitoring change, steps of measuring change, methodologies for measuring change	Case Study/ Role-play/ Drama/ Group Discussion	Introduction to methods of monitoring change
8	Latest trends in OD and Change Management	Case Study/ Role-play/ Drama/ Group Discussion	Study of latest trends in OD and change management
9	Case studies and Presentations		

Text Books

1	Cummings, Thomas G, Worley, Christopher G. Essentials of Organizational Development and Change
2	Organisational Change and Development – Dipak Kumar Bhattacharya – Oxford Publications

Reference Books

1	Organizational Development – French & Bell
2	Change Management by Andrew Pettigrew and Richard Whipp Infinity Books

Assessment

Internal	40%
Semester end	60%

Semester	:	IV-Elective		
Title of the Subject / course	:	Strategic HRM with Global Perspective		
Course Code	:			
Credits	:		Duration in Hrs.	:

Learning Objectives

1	To learn the basics of HR strategy formulation and implementation in domestic as well as international scenario, talent management and competency based HRM
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Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

S. No.	Content	Activity	Learning Outcome
1	Strategic Human Resource Management Introduction, Strategic HRM- Definition , Aims, Approaches, Challenges. Role of HR as a Strategic Partner in an Organisation	Case Study/Role Play/Group Discussions	Learning the basics of Strategic HRM
2	HR Strategies: Definition, Types of HR Strategies, Criteria for an Effective HR Strategy, Formulation of HR Strategies, Conducting a Strategic Review, Implementing HR Strategies Impact on Organizational Performance, Strategic role of Top Management, Strategic role of Line Management	Case Study/Role Play/Group Discussions	Introduction to HR strategies
3	Talent Management Career Planning and Succession Planning: Evolution of Careers, Career Planning Perspectives Organization-Centered Career Planning, Individual- Centered Career Planning Succession Planning: Definition and Approaches, Elements of Succession Planning, Relationship between Career Planning and Succession Planning, Challenges of Succession Planning, Global Practices in Career and Succession Planning	Case Study/Role Play/Group Discussions	Introduction to talent management

S. No.	Content	Activity	Learning Outcome
4	<p>Competency and Potential Development: Competencies defined and types of Competencies, Difference between Competency and Potential, Potential Development, Difference of Competencies from Skills and Knowledge, Integrated HR Practices through Competency Development, Benefits from Competency-Based HR Practices, Outcomes for Employees' Development, Developing a Skill Matrix, Retention Strategies</p>	Case Study/Role Play/Group Discussions	Learning basics of competencies and competency based HR practices
5	<p>Strategies for Improving Organizational Effectiveness Strategies for improving Organizational Effectiveness Strategies of Organizational Transformations-Cross border HR issues in Mergers & Acquisitions and the role of HR Strategies for Culture Management, Strategies for Developing Learning Organizations Employee Engagement Strategies</p>	Case Study/Role Play/Group Discussions	Learning Strategies for Improving Organizational Effectiveness
6	<p>Global Dimensions of HR Strategies HR Strategies in International Context, converting Global Presence into Global Competitive Advantage Selection & Staffing of International Employees Developing Cross Cultural Sensitivity Training & Development of International Staff Compensation Approaches & Issues Performance Management in International Organizations International Industrial Relations, Legislation and the international workforce, International Labor Standards Expatriation & Repatriation Emerging Trends in International Labor Markets</p>	Case Study/Role Play/Group Discussions	Introduction to HR strategies in international context
7	Case Studies and Presentations.	Case Study/Role Play/Group Discussions	

Text books

1	Strategic Human Resource Management by Jeffrey Mello, Thomson South Western
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Reference books

1	Strategic Human Resource Management by tanuja Agarwala, Oxford Publications
2	International Human Resource Management by Peter j Dowling, Device Welch, 4 th Edition.

Assessment

Internal	40%
Semester end	60%

Semester	:	IV-Elective		
Title of the Subject / course	:	Management of Corporate Social Responsibility in organizations		
Course Code	:			
Credits	:	4	Duration in Hrs.	: 40

Learning Objectives

1	<p>According to Companies Act, 2013, at least 2% of a company's average net profit of immediately preceding three financial years has to be spent on CSR activity. However, this expense is subject to compliances of the guidelines prescribed under company law. CSR professionals with sound knowledge only can help companies benefit from the expenditure and provide a detailed analysis of spending and the impact it is creating on the targeted beneficiary as well as the bottom line of the company.</p> <p>This course work will enable professionals to manage and drive CSR in their respective organizations.</p>
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Prerequisites if any	
Connections with Subjects in the current or Future courses	Corporate Social Responsibility – Semester II

Module

Sr. No.	Content	Activity	Learning outcomes
1	<p>Definitions, Concepts and International Frameworks of CSR Definitions and meanings of Corporate Social Responsibility, Business at the bottom of the pyramid, International frameworks of CSR</p>	Case Study/Role Play/Group Discussions	Basic Concepts of CSR and its relevance to the organization
2	<p>History and evolution of CSR (International and Indian) History and evolution of CSR (International Generic) History and Evolution of CSR (Indian History - Detailed) – from philanthropy to public-private-people partnerships Evolution of Indian CSR framework (Pre Companies Act 2013)</p>	Case Study/Role Play/Group Discussions	History and evolution of CSR in the international arena as well as Indian context
3	<p>Issues in Indian Economy and Social Development </p>	Case Study/Role Play/Group	Knowledge about key economic and social

Sr. No.	Content	Activity	Learning outcomes
	<p>Government Expectations, Roles and Responsibilities Issues of poverty, unemployment, unskilled labour, sanitation, immigration to urban areas and economic and social divide. Key international CSR initiatives of governmental or intergovernmental bodies</p>	Discussions	issues in India Introductory knowledge about CSR initiatives by govt. and NGOs
4	<p>CSR and Companies Act 2013 Detailed reading, analysis and interpretation of Section 135 and Schedule VII of the Companies Act 2013 as well as the provisions of the Companies (Corporate Social Responsibility Policy) Rules, 2014</p>	Case Study/Role Play/Group Discussions	Detailed knowledge about provisions for CSR in the Companies Act 2013
5	<p>Preparation of CSR Policy Process of Policy Formulation Constitution of CSR committee as per legal guidelines Conducting CSR Assessment Preparing CSR strategy framework Tools, technical guidance and standards to be used for policy formulation Determining the implementation mechanism</p>	Case Study/Role Play/Group Discussions	Introduction to the process of CSR policy preparation
6	<p>Implementation of CSR Policy Project and Programme Mode Operationalizing the institutional mechanism Different modes of implementing the CSR strategy Decision making criteria Due diligence of implementation partner Project development and approval Finalizing the arrangement with the implementation agency</p>	Case Study/Role Play/Group Discussions	Detailed knowledge of methods of implementation of CSR Policy
7	<p>Monitoring Mechanism and Tools Social Impact Assessment Evaluation (Concurrent and Final Evaluation) Determining mid-course corrections Recommendations for future project designs Identifying methods for conducting the impact assessment Identifying the skills set required for the impact measurement team Tools, technical guidance and standards to</p>	Case Study/Role Play/Group Discussions	Introduction to various tools for monitoring and evaluation of CSR programmes

Sr. No.	Content	Activity	Learning outcomes
	be used (London Benchmarking Group(LBG) model • Social return on investments (SROI), The SROI network • Global impact investing network (GIIN) • Accountability -: AA 1000, Institute of Social and Ethical Accountability • ISO 26000: social responsibility • Public consultation guidelines of Government of India)		
8	CSR Audit The inclusion of all significant stakeholder groups in the auditing process Diversity in individual perceptions of CSR The shortcomings of the ‘tick-box’ approach to auditing CSR Development of CSR Stakeholder matrix	Case Study/Role Play/Group Discussions	Detailed knowledge of conducting a CSR Audit
9	Reporting Framework Importance of reporting G3 guidelines for CSR SEBI directive on ESG disclosure (if applicable) RBI guidelines on CSR, sustainable development and nonfinancial reporting	Case Study/Role Play/Group Discussions	Detailed knowledge of preparing CSR reports
10	Brand Building and Corporate Image Brand differentiation Corporate Reputation Corporate Social Marketing Branding as a tool for CSR	Case Study/Role Play/Group Discussions	Introduction to branding and using it as a tool to promote CSR
11	Role of Civil Society Role of Social Entrepreneurs Role of Supply Chain Role of banking/Investors	Case Study/Role Play/Group Discussions	Introduction to role of citizens, banks etc. in the implementation of CSR
12	Corporate Governance and CSR Definition of Corporate Governance Scope and benefits Principles of Corporate Governance Governance Metrics International (GMI) World Bank and G7 Response Government as Shareholder: The Institutional Investor as Proxy for the Public Interest	Case Study/Role Play/Group Discussions	Introduction to Corporate governance
13	Sustainable Development Concept of sustainable	Case Study/Role Play/Group	Introduction to sustainability and

Sr. No.	Content	Activity	Learning outcomes
	development Preparing Sustainability Report	Discussions	preparation of sustainability report

Text books

1	Corporate Social Responsibility: Concepts and Cases : the Indian Experience By C. V. Baxi, Ajit Prasad
2	Handbook of Corporate Social Responsibility in India: PWC and CII

Reference books

1	Key Concepts in Corporate Social Responsibility By Suzanne Benn, Dianne Bolton – Sage Publications
2	Corporate Social Responsibility, Entrepreneurship, and Innovation By Kenneth Amaeshi, Paul Nnodim, Osuji Onyeka - Routledge
3	Corporate Social Responsibility and Sustainable Development in Emerging ... edited by Dharendra K. Vajpeyi, Roopinder Oberoi – Lexington Books
4	Empowering Organizations through Corporate Social Responsibility edited by Wolf, Ruth, Thoedora Issa and monica Thiel – IGI Global
5	Corporate Governance, 5th Edition By Robert A. G. Monks, Nell Minow - Wiley
6	Corporate Social Responsibility An Implementation Guide for Business By Paul Hohnen – International Institute for Sustainable Development
7	Corporate social responsibility Audit: from theory to practice By R Morimoto, J Ash & C Hope – University of Cambridge

Assessment

Internal	40%
Semester end	60%

Programme - Masters in Management Studies

Semester - IV

OPERATIONS (ELECTIVES)

Semester	:	III Electives			
Title of the Subject / course	:	Operations Applications and Cases			
Course Code	:				
Credits	:	4	Duration	:	40
Learning Objectives					
1	To enable a student to understand the complex processes and operations of product & service industry				
2	To apply various techniques, tools & practices in different situations to design & execute system in best manner				
3	To develop a model as an extension from academic to practical complex real life situation.				
Prerequisites if any		Statistics for Management, Operations Management, Operations Research, Cost & Management accounting, Financial Management			
Connections with Subjects in the current or Future courses		Project Management			

Module

	Content	Activity	Learning outcomes
1	Application of Operations Management in Complex situations, Resource planning, Process analysis review	Lecture, examples on Excel, cases	
2	Applications in production & retail sector, practical examples of MRP-I & II on Excel		
3	Applications related with workforce, examples of aggregate planning on Excel		
4	Applications related with plant, investment, replacement & maintenance, Robotic process and financial evaluation, optimum period of replacement on excel		
5	Application of learning in tendering & bidding, cost aspects, examples on excel		
6	Uses in insurance, BPO/KPO, entertainment, production, etc.		
Text books			
Reference books			
1 Chase & Jacob			
2 Gaither			
3 Samson & Singh			
4. L C Jhamb			
Assessment			
Internal	40%		
Semester end	60%		

Semester	:	III Electives			
Title of the Subject / course	:	Strategic Sourcing in Supply Management			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives

1	Introduce various parameters required to develop and implement a procurement strategy that aligns with the overall competitive strategy of the organization.
2	Provide knowledge to understand how Strategic sourcing enhances efficiency and value, ultimately impacting the profitability of the entire organization.
3	Familiarize with concepts of ethical and contractual risk management, sustainability, and legal issues faced by purchasing and supply chain managers.
Prerequisites if any	
Materials Management	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning outcomes
1	Introduction to purchasing and supply chain management A new competitive environment, Why Purchasing Important. Purchasing and supply Management, Supply chains and value chains Enablers of purchase and supply chain management Evolution of Purchasing and supply management.	Lecture and discussion.	Basic understanding of Purchasing
2	Purchasing and supply process Objectives –Supply continuity, Sourcing process efficiency and effectiveness Develop Supply base management, Develop aligned goals with internal stake holders Developing purchasing strategies that support organizational goals and objectives.	Lecture and discussion.	Development of Basic purchasing strategies
3	Strategic Supply Management- Roles and Responsibilities Spend analysis, Demand management and specifications / SOW's Category Management and supplier evaluation / selection Contract Management(Purchase and Service), Cost Management, Managing the procure to pay process Supplier relationship Management.	Lecture and discussion.	Understanding about pattern of spending and costing

Sr. No.	Content	Activity	Learning outcomes
4	<p>Improving Procure to pay process Forecast and plan requirement, Needs clarification, Purchase requisitioning of work. Travelling purchase requisitions / Bar codes, Forecast and customer orders. Reorder point system, Stock checks, Cross functional sourcing teams. Supplier identification and selection, Bidding or Negotiations, Request for quotations. Specifications or Blueprints, Evaluate Suppliers.</p>	Lecture and discussion.	Understanding of purchase cycle from requisition to payment
	<p>International procurement-Imports. a) International commercial terms. b) Import procedures and documentation. c) Categories of importers. d) Identification of foreign sources. e) Payment terms including Letter of credit. f) Types of L/Cs. g) Custom tariff h) Custom clearance. i) Bill of Lading and other documents</p>	Lecture with display of relevant documents	Basic introduction to imports
5	<p>Purchase order preparation Purchase order, Blanket purchase order, and Material purchase release Receipt and inspection, Material packing slip, Bill of Lading Receiving Discrepancy report, Invoice settlement and payment Record Maintenance, Continuously measure and Manage supplier performance Reengineering the procure to pay process</p>	Lecture and discussion.	Understanding of types of purchase orders
6	<p>Types of Purchases Raw material, Semi finished goods, components, support items, Services, and Capital equipment. Transportation and third-party purchasing, Online requisitioning systems. Procurement cards issued to users, Electronic purchasing commerce through internet Long term purchase agreements, Online ordering system to suppliers Purchasing process redesign, Online ordering through electronic catalogue.</p>	Lecture and discussion.	Understanding about classification about various types of items.

Sr. No.	Content	Activity	Learning outcomes
7	<p>Purchasing and Supply chain Organization Organization structure, Location of authority, Centralized or Decentralized structure, Drivers, advantages of Centralized or Decentralized structure. Reporting of Purchasing positions and Factors affecting Purchasing position. Scope and Job Tasks of Purchasing / Supply Management Report. Separating Strategic and Operational Purchasing.</p>	Lecture and discussion.	Understanding of organization structure and link between purchase and supply chain function.
8	<p>Supplier Evaluation and Selection Identify Potential Supply Sources, Use of preferred Suppliers. Key supplier evaluation Criteria. Developing a Supplier Evaluation and Selection Survey, Tools and approaches.</p>	Lecture and discussion.	Understanding of Supplier evolution and selection.
9	<p>Purchasing Analysis: Tools and Techniques Project management, Learning Curve Analysis, Value Analysis/Value Engineering. Quantity Discount Analysis, Process Mapping.</p>	Lecture and discussion.	Understanding of Tools used in Purchasing.
10	<p>Worldwide Sourcing Overview, Why source Worldwide, Barriers to Worldwide sourcing Developing worldwide sourcing programme. Cost associated with international purchasing, Managing Currency Risks.</p>	Lecture and discussion.	Understanding of worldwide sourcing with currency impact.
11	<p>Strategic Cost Management A structured Approach to cost Reduction. Price Analysis, Cost analysis techniques Total cost ownership, Collaborative Approaches to cost management.</p>	Lecture and discussion.	Understanding of costing and reduction of cost.
12	<p>Negotiation The Negotiation Framework in supply Management, Negotiation Planning. Power in Negotiation, Negotiation Tactics, Win-Win Negotiation. International negotiation, The Impact of</p>	Lecture and discussion.	Understanding Negotiation

Sr. No.	Content	Activity	Learning outcomes
	Electronic Media on Negotiation		
13	Legal aspects and Ethics in purchasing Legal authority and personal liability of the purchasing manager Contract Law, The uniform commercial code, Patents and Intellectual property Antitrust and unfair trade practice laws, Laws affecting Global purchasing	Lecture and discussion.	Understanding ethics in PURCHASING.

Text books		
1	Sourcing and Supply chain Management	Handfield , Monczka , Giunipero , Patterson
2	Procurement Principles and Management	Peter Baily, David Farmer, Barry Crocker, David Jessop, and David Jones
3	Strategic Sourcing	V V Sople
Reference books		
1	Procurement Principles and Management	Peter Baily, David Farmer, Barry Crocker
2	Strategic Procurement	Caroline Booth
Assessment		
Internal	40%	
Semester end	60%	

Semester	:	III Electives			
Title of the Subject / course	:	Operations Outsourcing and Offshoring			
Course Code	:				
Credits	:	4	Duration	:	40

Learning Objectives	
1	To understand the size & extent of Outsourcing & Offshoring
2	To know the risks & benefits of Outsourcing & Offshoring
3	To understand the decision making process for Outsourcing & Offshoring
4	Financial Evaluations for the Outsourcing & Offshoring
5	Non-financial Evaluations for the Outsourcing & Offshoring
Prerequisites if any	
Operations Management, Service Operations Management	
Connections with Subjects in the current or Future courses	
Project Management	

Module

	Content	Activity	Learning outcomes
1	Outsourcing a) Introduction b) Concept c) Goals and Objectives d) Sourcing , Outsourcing versus subcontracting e) Capacity, capability	Lecture with discussion	Understanding Outsourcing concept
2	Importance of Outsourcing a) Cost b) Benefits c) Challenges	Lecture with discussion on examples	Understanding Importance to the Organization
3	Factors driving Outsourcing a) Scale of production or service b) In house productivity c) Core/non core activities d) Efficiency e) Technology f) Lack of expertise g) Frequency of activity h) Environment i) Financial Analysis j) Non-Financial Analysis	Discussion with examples & numerical problems	Learning about important factors in Outsourcing
4	Implementation of Outsourcing a) Cost Analysis b) Negotiation c) Contract d) Network analysis for implementation e) Execution of activities	Lecture with examples & numerical problems	How to implement Outsourcing

	Content	Activity	Learning outcomes
5	Outsourcing Benefits a) Cost b) Capital Investment c) Manpower d) Access to Expertise e) Economies of scale f) Technology g) Quality h) Pooling effect of variability	Lecture with numerical examples & discussion	Understanding of financial as well as non-financial benefits
6	Outsourcing Challenges a) Contract risk b) Outsource Firm Risk c) Pricing risk d) Risk of creating Competitors e) Information Privacy Risk f) Firm Specific Risk g) Organizational Identity risk	Lecture with discussion	Risks pertaining to Outsourcing & mitigation of those risks
7	Offshoring a) Definition b) Concept c) Importance for India	Lecture	Basic understanding of Offshoring with respect to India
8	Activities Offshored a) Professional Judgement b) Communication Oriented c) Back-office transaction Process d) Manufacturing e) Services	Lecture with discussion	Learning about processes which are normally offshored to India
9	Quantification of Offshoring a) India specific b) Opportunities	Lecture	Financial impact for organization as well as for India
10	Offshoring Cost Issues a) Employees b) Transportation c) Perks d) Security e) Utilities f) Training expenses g) Tax rates h) Communication expenses	Lecture with discussion	Learning about costs related to Offshoring
11	Offshoring Non Cost Issues a) Quality b) Job status c) Productivity d) Response time e) Communication f) Knowledge g) Cultural bias h) Distance	Lecture with discussion	Learning about non-cost issues of Offshoring

	Content	Activity	Learning outcomes
12	Ethics of Offshoring a) Profitability b) Exploitation c) Employment d) Political relationship e) Trade disputes f) International disputes	Lecture with discussion	Ethical issues facing the Offshoring
13	Implementation of Offshoring Operations a) Change of working style b) Change of priority c) Capital intensive	Lecture with discussion	Issues related to implementation

Text books		
1		
2		
3		

Reference books		
1	Multinational Firms in the World Economy	Barba Navaretti, G. and A. J. Venables
2	Successful Service Operations Management	Metters, King-Metters, Pullman and Walton

Assessment	
Internal	40% or 25 %
Semester end	60% or 75 %

Programme - Masters in Management Studies

Semester - IV

MARKETING (ELECTIVES)

Semester	:	IV-Elective			
Title of the Subject / course	:	Integrated Marketing Communications			
Course Code	:				
Credits	:	4	Duration	:	40

Learning objectives

To understand how key elements of IMC i.e. Advertising, Public Relations, Sales Promotion, Direct Marketing are integrated.

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

No.	Content	Activity*	Learning Outcome
1	Definition of IMC, Key Features, Types.	Lecture	Understanding Basics of IMC
2	Advertising-Types of Media - TV, Print, Radio, OOH, Internet	Lecture	Understanding different Media for Advertising
3	Advertising- Developing the Campaign, effect of Celebrity endorsements. Advertising Agency- Functions, Types, Structure	Lecture / Industry Guest Lecture	To understand the working of an Ad-Agency
4	Reputation Management-Issues and challenges.	Lecture / Case study discussions	To learn how to manage perceptions during crisis
5	Promotional campaigns : Sales Promotion- Consumer Promotions, Trade Promotions etc.	Lecture / Case study discussions / videos	To learn the dynamics of various promotions
6	Direct Marketing-Methods, Advantages, Limitations	Lecture / Case study discussions	To understand direct marketing tools and techniques.
7	Media Planning- Media and Message, Media Planning Process, Media Objectives, Media Scheduling, Media Planning Implementation	Lecture / Case study discussions	To understand the various issues of media planning.

No.	Content	Activity*	Learning Outcome
8	Personal Selling- Principles, Negotiation Skills. Public relations, Internet Marketing-Email Advertising, Mobile Marketing, Search Engine Advertising, Social Media Marketing	Lecture / Case study discussions	To familiarize the different aspects of direct selling in person and through internet

***Activity:** Teaching-Learning process may combine the use of role plays, audio-visual films/aids, and management exercises with individual student, and or in team considering appropriate cases or case-lets in the field of business domain wherever applicable

Recommended Book

1	Advertising and Promotion by George Belch, Michael Belch, Keyoor Purani, 9 th Edition, McGraw Hill
2	Integrated Marketing Communication in Advertising and Promotion by Terence Shimp, 8 th Edition, Cengage Learning
3	Advertising and Promotion by Jaishree Jethwaney & Shruti Jain, 2nd Edition, Oxford

Assessment

Internal	40%
Semester-end	60%

Semester	:	IV-Elective		
Title of the Subject / course	:	Business to Business Marketing		
Course Code	:			
Credits	:	4	Duration	: 40

Learning objectives

To develop an understanding of key aspects of B2B Marketing and manage marketing programmes for B2B markets.

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

S. No	Content	Activity*	Learning Outcome
1	Introduction to Industrial Marketing, Differences between Industrial & Consumer Marketing, Types of B2B products – Heavy and Light equipments, systems, raw and processed materials, consumable supplies, components and industrial services	Lecture and Class room discussions	To understand basics of B2B marketing
2	Industrial Marketing Environment, Types of Customers, Types of buying situations, Key challenges – Managing commoditization of products, hybrid channels, CSR issues.	Lecture and Class room discussions	To understand Industrial marketing environment
3	Segmentation of B2B – Product/Applications matrix, Differences in customer strategy, Types of segmentation: Needs approach, Identifiable/Accessible approach, Shapiro-Bonoma Nested Hierarchy approach - Demographics, Operation variables, purchasing approaches, situational factors, buyer's personal characteristics	Lecture and Class room discussions	To understand segmentation parameters in B2B marketing
4	Market selection: Horizontal vs vertical choice in the value chain. Product form, consequences of resource commitment by the firm across the value chain.	Lecture and Class room discussions	To understand the consequences of investment decisions in identifying markets.
5	Specialty vs. commodity markets: Types of specialties – convenience specialty, availability specialty, functional specialty, relationship specialty.	Lecture and Class room discussions	To understand dynamics of B2B from specialty to commodity.

S. No	Content	Activity*	Learning Outcome
	Types of commodities – Pure commodities, price/performance commodities Dynamics of commodity market and commoditization process		
6	B2B Product Decisions – Service augmentation, Product-Service bundling, Product/ Process innovation, Service innovation.	Lecture and Class room discussions	To understand strategies for value added products and services.
7	Types of customer benefits in B2B markets: Tangible financial benefits, non-tangible financial benefits, tangible non-financial benefits, non-tangible non-financial benefits, loyalty benefits, B2B branding – Ingredient branding	Lecture and Class room discussions	To understand different types of customer benefits.
8	Models of organisational buying behaviour: Sheth BUYGRID model – Webster Wind model Developing buyer-seller relationships – Dwyer's 5 phases	Lecture and Class room discussions	To understand various models of organisation buying behaviour
9	Key Account Management: Definition, Drivers – Rise of global customers, JIT. Selection of Key Accounts – Criteria, Analysis of buying process	Lecture and Class room discussions	To understand how to identify and manage key accounts.
10	Firm networks: Uppsala Model (Johanson and Vahlne), Transaction cost theory (Rugman and Williamson), Business Ecosystem (Moore). Network formation – Alliances , JV, Decomposition of value chains, Role of networks in dominant design	Lecture and Class room discussions	To understand the importance of developing a competitive advantage in dominant designs

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Recommended Book

1	Business to Business Marketing, Havaladar : IInd Edition, McGraw Hill
2	Industrial Marketing Robert, Reeder
3	Ingredient Branding, Kotler , Springer

Assessment

Internal	40%
Semester-end	60%

Semester	:	IV-Elective			
Title of the Subject / course	:	International Marketing			
Course Code	:				
Credits	:	4	Duration	:	40

Learning objectives

- 1 To develop an understanding of key issues in marketing across borders
- 2 To study the impact of various factors on a firm's business model and entry modes in international markets

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

No.	Content	Activity*	Learning Outcomes
1	Competing in international markets: advantages of going global; Market Analysis: infrastructure, use of proxies like electricity/steel production to estimate markets where data is lacking/unreliable. Internet/mobile penetration etc.	Lecture / Case study discussions	To understand issues in deciding whether the firm should go global and the trade-offs involved
2	Market Entry Strategies: types of entry, determinants of entry – consumer behavior, demographics, Country of origin, national brand preferences; Free trade agreements with other countries, legal and regulatory barriers etc.	Lecture / Case study discussions	To understand issues which determine which country to enter
3	Segmentation of markets: identifying segments in countries/regions to target with a marketing programme, Positioning (common/ country-specific), consistency of product messages across countries, universal themes to connect consumers globally.	Lectures/Case discussions / field visits to MNCs / Exporters	Understanding STP in the global context
4	International Market Research: Primary and secondary research, issues in field studies, quality and availability of data, challenges and limitations of international market research	Lecture / Case study discussions	To understand challenges in international market research
5	Product adaptation: Keegan's matrix, balance between customization and standardization of products, impact of culture, economy, and country innovativeness on diffusion of innovation, legal issues in packaging including the impact of WTO Sanitary and Phyto-sanitary standards (SPS)	Lecture / Case study discussions	Understand issues in product diffusion globally

6	Global branding: Kotler and Keller's "10 commandments of Global branding", consistency of brand cultures, role of different authors on branding : popular culture, company, consumers, influencers	Lecture / Case study discussions	Understand how to build global brands
7	Pricing: importance of gray channels, pricing corridor, transfer pricing and dumping in international markets	Lecture / Case study discussions	Understand issues in pricing decisions
8	Promotions: legal and cultural issues in promotions across borders; difficulties in translating into foreign languages and blunders thereof	Lecture / Case study discussions	To understand the issues in cross-cultural promotions
9	Channel management: complexity in different methods of product distribution, addressing issues, Omni channels, cultural issues determining channel choices, conflicts and resolution	Lecture / Case study discussions	To understand strategic issues in managing channels across borders
10	INCOTERMS: Letter of credit – implications and cautions, DA/DP, FOB,C&F, CIF, FAS etc.	Lecture / Case study discussions	To understand incoterms in international trade

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Text and Reference books

1	Global Marketing, Warren J. Keegan, Mark C. Green, Pearson
2	International Marketing, Vern Terpstra, James Foley, Naper publishing group
3	Global Marketing Management, Masaki Kotabe, Wiley

Assessment

Internal	40%
Semester-end	60%

Semester	:	IV-Elective			
Title of the Subject / course	:	Trends in Marketing			
Course Code	:				
Credits	:	4	Duration	:	40

Learning objectives

To develop an appreciation of the impact of rapidly changing environment on marketing strategies and giving insights to students to respond to these changes.

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

No	Content	Activity*	Learning Outcomes
1	Overview of trends: Collaborative marketing, the globalization paradox, impact of new technologies and global production and consumption.	Lecture	Understanding the impact of key drivers on marketing programs.
2	UN Millennium Development Goals: Concepts, cause related marketing, social marketing, Marketing of environmental friendly products	Lecture	To understand the impact of marketing on society
3	Marketing of Non-profit organizations – concepts, characteristics, differentiation – image management, image causation, and satisfaction measurement.	Lecture/ Case discussion	To understand the marketing issues related to non-profit organizations.
4	Marketing to the Bottom of Pyramid (BoP): Challenges in BoP market, constraint consumer decision making and BoP. Overcoming barriers to diffusion of innovation in BoP markets, innovative pricing, promotion, distribution, communication for BoP markets.	Lecture	Understanding characteristics of BoP markets.
5	Marketing of Luxury Goods: Trend towards premiumization, characteristics of luxury goods,	Lecture/ Case discussion	To understand marketing dynamics of luxury goods
6	Experiential Marketing – Customer expectation and experience	Lecture/ Case discussion	To understand experiential marketing
7	Recent practices in Marketing: Price – Freemium, Place-E-commerce, Inflight, etc. Product, Promotion- YouTube, OOH, etc.	Lecture/ Case discussion	To understand the recent practices in marketing

No	Content	Activity*	Learning Outcomes
8	Data driven Marketing: Use of big and small data for marketing decisions, privacy issues	Lecture/ Case discussion	To understand ethical issues in data driven marketing
9	Technology in Marketing – Internet of Things (IOT)/Information and Communication Technology (ICT)	Lecture/ Case discussion	To understand use of technology in marketing
10	Cyberwarfare – Role in competitor intelligence	Lecture/Case discussion	To understand new ways of attacking competition

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Recommended Book

1	Marketing in the Cyber Era: Strategies and Emerging Trends	Ali Ghobrani published by IGL Global
2	Marketing 3.0	Phillip Kotler
3	Fortune at the Bottom of Pyramid	C.K. Prahalad
4	Handbook on Management of Non-Profit Organizations	Easo John
5	Social Marketing Perspectives and Viewpoints	Lazer, William
6	I have a dream	Rashmi Bansal
7	The Core Competence of the Corporation	C.K. Prahalad & Gary Hamel
8	The Future of Competition	C.K. Prahalad & Venkat Ramaswamy (2004)
9	The New Age of Innovation	M. S. Krishnan & C.K. Prahalad
10	Analysis for Marketing Planning	Lehman & Winer
11	Strategic Marketing	Shahjahan
12	We are like that only	Rama Bijapurkar

Assessment

Internal	40%
Semester-end	60%