

FIRST SEMESTER SYLLABUS

Semester	Code	Course	Credits	Int	Ext	Total
I	11	Accounting for Decision Making	3	25	75	100
	12	Business Communication	3	25	75	100
	13	Economics for Managers	3	25	75	100
	14	Marketing Management	3	25	75	100
	15	Organizational Behaviour	3	25	75	100
	16	Quantitative Techniques	3	25	75	100
	17	Leadership I (Lab)	3	25	75	100

11 Accounting for Decision Making

Course Content:

Module I: Introduction to Accounting: Purpose - Uses - Limitations-Accounting as a business function- Choices of accounting system-Regulatory and Environmental considerations - Economical consequences. Types of organization - Framework for accountability standards -International accounting standards - SEBI- Accounting Concepts. Ethics and Corporate Governance.

Module II: Understanding Financial Statements

Profit vs Wealth – Balance sheet- Balance sheet ratios. Financial Performance Measurement – Income statement- Cash flow statement

Module III: Performance Measurement

Management decision making and accounting information – Performance measures- ROI-RI-EVA- BSC framework - Balanced scorecard.Integrated/Sustainability Reporting

Module IV: Budgeting

Preparation of different types of Budgets. Other Techniques of Cost Analysis and Control: Cost control and reduction, Target costing Standard Costing and Variance Analysis: Computation of Material, Labor, Overhead and Sales Variances with Analysis. Various types of Budgets and the mechanics of Preparing Budgets & Flexible Budgeting.

Module V: Accounting for Decision Making

Costs and cost behavior; cost-volume profit. Various Decision Making Scenarios using Marginal Costing: Fixing Price, Special orders [Exports, selling at marginal cost Selection of product mix, Make or Buy, Plant shut down decisions, Sell or process further and others]. Short-term and long-term decision making

Text Book:

Accounting Text and Cases, Robert N Anthony, David F Hawkins, Kenneth A Merchant, TMH

Reference Books:

1. Contemporary Accounting: A Strategic Approach for Users Author/s: Phil Hancock, Peter Robinson, Mike Bazley, Cengage
2. Accounting for Management Texts & Cases, S.K.Bhattacharyya, John Dearden, Vikas
3. Financial Accounting for Management, Ambrish Gupta, Pearson Education

12 Business Communication

Course Content:

Module: 1 Basics of Communication

C's of Good Communication - Types of Communication - Body Language and Voice Culture - Self Development and Communication - SWOC Analysis - Basic Business Vocabulary - Common Errors in Communication

Module: 2 Presentation Skills

Tips for Effective Presentation - Self Introduction/introducing others/Making presentations about the Company - Kinds of Presentations – Monologues/Guided/Sales Presentations - Making Effective Speeches - Planning and Delivering Speeches in a Firm on Various Occasions

Module: 3 Group Communications

Group Dynamics - Techniques of Group Discussion and Group Decision Making - Meetings, Notices, Agenda and Minutes - Conducting Conferences - Seminars, Symposia and Workshops

Module: 4 Business Correspondences

Essentials of Good Business Letter - Structure/Format/Tips for Clear Business Letter Writing Enquires/Quotations/Tender Notice - Circular, Notices, Fax Messages, E-Mail, Memos

Module 5: Placing Orders and Their Fulfillment

Placing Orders - Specimen Orders - Specimen Replies to Orders - **Complaints (Claims) and Adjustments** - Guidelines and Specimens for Writing Complaints - Specimen Complaints - Guidelines and Useful Expressions in Writing Complaint Letters - Specimen Adjustment Letters

Text Books:

1. Debasish, Sathya Swaroop and Das, Bhagaban. 2009. BUSINESS COMMUNICATION. PHI Learning Pvt. Ltd. (978-8120337299-Prentice Hall India Learning Private Limited; 1st Edition)
2. Jain, V.K. and Biyani, Omprakash, 2010. Business Communication. New Delhi: S. Chand & Company Ltd.
3. Penrose, J.M., Rasberry, R.W. and Myers, R.J., 2009. Business Communication for Managers: An Advanced Approach (5th ed.). Cengage Learning.

Reference Books:

1. R.C. Bhatia, 2011. Business Communication. New Delhi: Anne Books Pct. Ltd.
2. Uma Bhusahn, 2012. Business Communication. Delhi: Jaico Publishing House.

13 Economics for Managers

Course content:

Module I

Introduction to economics - Three key economic questions- Basic postulates- Economic terms and concepts-Economic and noneconomic goals of firm- The circular flow of economic activity. Theory of the firm – Basic Model of the Firm and Role of Profits. Optimisation: Concepts and Technique. Demand analysis and theory of consumer choice: Individual and market effects, marginal utility theory - Elasticity of demand - Elasticity of supply-The theory of consumer choice

Module II: Theory of Production and Cost Analysis, Pricing and output decisions in different market settings

Estimation of production function-The Theory of Production: Returns to a Variable Factor, Production Function with Two Variable Inputs, Optimum Input Combination. Perfect competition-Monopoly-Monopolistic competition-Oligopoly- Break-Even Analysis. Firm's responses: Non-price competition and advertisement expenses. Government regulations towards competition, monopoly, real life examples (US markets, India - Competition Commission). Cartel arrangements- Price leadership-Price discrimination- Non-marginal, multiproduct and transfer pricing-Game theory- Markets with Asymmetric information

Module III: Macroeconomic theory

The arts and science of economic analysis - Measurement of National Income- Economic fluctuations and growth-Issues and concerns of Macroeconomics. Unemployment and inflation- Aggregate expenditure -Aggregate expenditure and aggregate demand- Aggregate supply - The multiplier effect, Inflation: Nature and Causes. Analysis of Business Cycles and need for economic stabilization, role of economic policy. Economic policy and economic growth with special reference to India

Module IV: Economic environment for businesses

Two levels of macro-policy: Fiscal and Monetary. Meaning, scope and evolution of fiscal policy-Fiscal instruments-The union budget process- Impact of the budget-The national debt-Fiscal policy in India-Economic development under the Five-year plans

The evolution of money-Financial institutions in India- Money aggregates- Role of commercial banks – Evolution, functions & instruments of a Central bank- Monetary theory and policy

Module V: Impact of external trade

Balance of payments- Foreign exchange rates and markets-Exchange rate system-Development of international monetary system- Application of macro variables in Business Cycle; Business process re-engineering and the new world trade order

Text Book:

1. Paul G Keat, Philip K Y Young and Sreejata Banerjee, Managerial Economics: Economic Tools For Today's Decision Makers, 6th Edition, Pearson Education Inc., 2011
2. William A. McEachern and A. Indira, Macro ECON: A South Asian Perspective, Cengage Publishing (Latest Edition)
3. H L Ahuja, Managerial Economics: Analysis of Managerial Decision Making, 9th Edition, S Chand Publishing.

Reference Books:

1. Dominick Salvatore, Managerial Economics: Principles and Worldwide Applications, 6th Edition, Oxford Higher Education, 2009
2. Robert S. Pindyck, Daniel L. Rubinfeld and Prem L. Mehta, Microeconomics, 7th Edition, Pearson Education Inc., 2009.
3. G S Gupta, Macroeconomics: Theory and Applications, 4th Edition (latest edition), McGraw-Hill Education (India) Private Ltd, 2014

14 Marketing Management

Course content:**Module I:**

Understanding the Marketing Management -Introduction to Marketing Management: Introduction, Market and Marketing, the Exchange Process. Core Concepts of Marketing, Functions of Marketing, Importance of Marketing, Marketing Orientations.

Formulating marketing strategy: The Marketing process: Introduction, Marketing Mix-The Traditional 4Ps, The Modern Components of the Mix- The Additional 3Ps,

Module II:

Understanding the predominance of 7 Ps in marketing; Developing an Effective Marketing Mix, Marketing Planning, Marketing Implementation and Control

Module III:

STP-Overview of branding – Segmentation, Targeting and Positioning: Introduction, Concept of Market Segmentation, Benefits of Market Segmentation, and Requisites of Effective Market Segmentation. POP/POD and m-com and e-com.

Product Management Product Management: Decisions, Development and Lifecycle Strategies: Introduction, Levels of Products, Classification of Products, Product Hierarchy, Product Line Strategies, Product Mix Strategies, Packaging and Labelling, New Product Development, Product Life Cycle (PLC)

Brand and Branding Strategy: Introduction, Brand and Branding, Advantages and disadvantages of branding, Brand Equity, Brand Positioning, Brand Name Selection, Brand Sponsorship, Brand Development

Module IV:

Pricing: Introduction, Factors Affecting Price Decisions, Cost Based Pricing, Value Based and Competition Based Pricing, Product Mix Pricing Strategies, Adjusting the Price of the Product, Initiating and Responding to the Price Changes

Promotion Mix Promotion Management-Managing Non-Personal Communication Channels: Introduction, Integrated Marketing Communications (IMC), Communication Development Process, Budget Allocation Decisions in Marketing Communications, Introduction to Advertising, Fundamentals of Sales Promotion, Basics of Public Relations and Publicity, Direct Marketing

Module V:

Placement - Introduction, Need for Marketing Channels, Decisions Involved in Setting up the Channel, Channel Management Strategies, Introduction to Logistics Management, Introduction to Retailing, Wholesaling

Text Book:

Marketing Management: A South Asian Perspective, Philip Kotler, Abraham Koshy, MithileswarJha and Kevin Lane Keller

15 Organizational Behaviour

Course Content:

Module I: Introduction

Definition of OB – foundations - emergence of OB as a discipline - disciplines that contribute to the OB field, Application of OB Concepts in Organisational Management, Research Foundations for OB,

Module II: Personality and Perception

Personality - Meaning of Personality, Personality Theories, Determinants of Personality, Personality Profiling and its applications, Personality Tests

Perception - Meaning and significance of perception, Sensation Vs. Perception, Process, Selection, Social Perception, Impression Management

Learning - Significance of Learning - classical, operant and social learning approaches - Meaning of Reinforcement, Behavioral Management

Module III: Motivation and Job satisfaction

Motivation - Definition of Motivation, Theories of motivation, Attitudes, Concept of Attitudes, Sources and types of Attitudes, Functions of Attitudes, Cognitive Dissonance Theory. Job Satisfaction, Organizational commitment and Psychological contract, Workplace Emotions – Types of emotions, managing emotions, Emotional Intelligence.

Module IV: Communication

Importance and functions of communication in an organization, goals of organizational communication, interpersonal communication, Interpersonal relationships – issues in interpersonal relationships, Grapevine Communication. Work teams and Group behavior – Nature and types of groups, stages of Group development. Definition of Work Teams – types of teams, team roles. – Leadership - concepts and styles.

Module V: Conflict, Power and Politics and Organizational change

Sources and Classification of Conflict, the Conflict Process Negotiation - The Negotiation Process, Issues, Third –Party Negotiation - Intergroup Relations

Power and Politics - Definition and meaning of power, Difference between authority, power and Influence, Power in groups, Organization politics. Organizational Culture - Definition of Organizational culture, Functions of culture, how employees learn culture, creating and sustaining culture. Organizational change- Forces of Change, managing Planned change, the change process, Resistance to change, overcoming resistance to change. Meaning of OD, the OD Process, Types of OD Interventions

Text Book:

Stephen P. Robbins, Organizational Behavior, Concepts, controversies and applications, Prentice Hall of India, 13th Edition, 2008

Reference Books:

1. Jerrald Greenberg and Robert A. Baron, Behaviour in Organizations, PHI Learning Private Limited, 9th Edition, 2007.
2. Debra L. Nelson, James Campbell Quick and PreethamKhandelwal, ORGB, Cengage Learning, 2nd Edition, 2012
3. Fred Luthans, Organizational Behaviour, McGraw Hill, Irwin/McGraw-Hill, 11th Edition 2007
4. Steven L Mcshane, M A V Glinow and Radha R Sharma, Organizational Behavior, McGraw Hill, 3rd Edition 2006

16 Quantitative Techniques

Course Contents:

Module I: Modeling Linear Programming Problems – Solving using Commercial Solvers – Interpreting Outputs– Algorithms are NOT included and only modeling is included in the syllabus

Module II: Modeling Integer Programming Problems – Solving using Commercial Solvers – Interpreting Outputs – Algorithms are NOT included and only modeling is included in the syllabus

Module III: Modeling Network Problems (Maximal Flow Problem, Minimum Cost Flow Problem, Transportation Problem, Assignment Problem and Shortest Path Problem)– Solving using Commercial Solvers – Interpreting Outputs – Algorithms are NOT included and only modeling is included in the syllabus

Module IV:

- (i) Project Scheduling –PERT and CPM, Crashing
- (ii) Waiting Line Models

Module V:

- (i) Simulation (Only Computer Simulation and Interpretation of Results)
- (ii) Decision Analysis

Textbook:

Quantitative Methods for Business 12e, R. Kipp Martin, Jeffrey D Camm, Thomas A. Williams , David R. Anderson , Dennis J. Sweeney, Cengage Learning (2013).

Reference Books:

1. Management Science Modeling 4e, Albright and Winston, Cengage Learning (2012).
2. Business Analytics 2e, James R. Evans, Pearson Education (2016).

17 Leadership I (Lab)

Course content:

Module I

Introduction to Leadership: Importance, Theories – Trait, Great Man, Styles and Contingency, and essential characteristics and qualities

Module II

Self Leadership, (Self Awareness, Self Management, Other Awareness and Other Management) Emotionally Intelligent leader, and Level 5 Leadership.

Module III

Organizational Leadership: Vision and Mission, Team work - Negotiation - Organizational Changes and Situational Leadership.

Module IV:

Entrepreneurial Leadership: Introduction Attributes of an entrepreneurial leader, Preferred Leadership Skills- communicating vision, influencing and relationship building.

Module V:

Neuro Leadership, Lobar Dominance, 4 Quadrant Thinking by Hermaann and Brain waves and leadership.

Text Book:

Reference Books: Given as Reading material

SECOND SEMESTER SYLLABUS

Semester	Code	Course	Credits	Int	Ext	Total
II	21	Business Research Methods	3	25	75	100
	22	Corporate Finance	3	25	75	100
	23	Global Business Environment	3	25	75	100
	24	Human Resource Management	3	25	75	100
	25	Leadership II (Lab)	3	25	75	100
	26	Operations Management	3	25	75	100

21 Business Research Methods

Course Contents:

Module I: Research Design - Measurement and Scaling - Questionnaire Design - Sampling

Module II: Frequency Distribution - Cross-tabulation - Hypothesis Testing (One Sample, Two Independent Samples and Paired Samples) (No manual computation is included in the syllabus. Only analysis using SPSS and interpretation of SPSS output is included in the syllabus)

Module III: Analysis of Variance and Covariance - Regression and Correlation (No manual computation is included in the syllabus. Only analysis using SPSS and interpretation of SPSS output is included in the syllabus)

Module IV: Discriminant Analysis - Logit Analysis - Factor Analysis (No manual computation is included in the syllabus. Only analysis using SPSS and interpretation of SPSS output is included in the syllabus)

Module V: Cluster Analysis - Multidimensional Scaling - Conjoint Analysis (No manual computation is included in the syllabus. Only analysis using SPSS and interpretation of SPSS output is included in the syllabus)

Textbook:

Marketing Research: An Applied Orientation 6e, Naresh K. Malhotra, Pearson Education (2010).

Reference Books:

1. Statistics for Business and Economics 3e, David Anderson, Dennis J. Sweeney, Thomas A. Williams, Jim Freeman, Eddie Shoemith, Cengage Learning (2014).
2. Business Analytics 2e, James R. Evans, Pearson Education (2016).

22 Corporate Finance

Module I: Corporate finance introduction

Corporate Investment and Financing Decisions - Calculation of Present values -Investment criteria - Net present value - Payback - internal rate of return - capital rationing - Capital investment process - sensitivity analysis -Monte Carlo simulation -real options and decision trees . Risk and return – Arithmetic averages and compound annual returns – Measuring and calculating portfolio risk – Portfolio theory – Markowitz theory – Capital asset pricing model

Module II: Issue of securities

Venture capital - IPO – Private placements - Kinds of Debt – leasing.

Bond: Types of bond – Duration and volatility – The term structure of interest rates – Valuation of bond – bond ratings. Valuation of common stock – valuing the business by discounted cash flow

Module III: Cost of capital and Capital structure

Cost of equity – Cost of Debt - Project risk – valuation by certainty equivalents - weighted average cost of capital – adjusted present value. Debt Policy and long term financing - Long Term Financial Planning and Equity Corporate taxes – Costs of financial distress – pecking order of financing choices

Module IV: Dividend Policy

Pay out policy: Various methods of payout; dividend patterns; why dividends are important? Irrelevance of dividend policy in perfect markets-Dividend Payments-Stock Repurchase

Module V: Management of Working Capital

Short Term Financial Planning, Cash vs. working capital; cash budgeting; sources of short term borrowing. Working Capital Management: Inventory- Receivables. Cash Management: Using cash efficiently; ETF; International cash management. Marketable Securities, Money market instruments; yields on money market instruments

Textbook:

Principles of Corporate Finance, Richard A. Brealey, Stewart C. Myers, Franklin Allen & Pitabas Mohanty

23 Global Business Environment

Course Content:

Introduction

Fundamentals: Supply, Demand, Complements, Substitutes

Comparative vs. Absolute Advantage

The Terms of Trade: Winners and Losers between Countries

Sources of Comparative Advantage: Winners and Losers within Countries

The Law of One Price and Barriers to Trade

Domestic Politics of Trade: Concentrated vs. Diffuse interests, lobbying, etc

International Politics of Trade

Trade and Development

Foreign Investment

Interest rates and exchange rates

Balance of Payments

The IMF

The Asian Financial Crisis, the Global Financial Crisis, and the Future of the Eurozone

Development Strategies

Foreign Aid

The World Bank

Migration and Development

Frontiers in the Global Economy - Economic Inequality

Textbook: International Economics by Robert Carbaugh (13th Edition)

24 Human Resource Management

Course Contents:

Module I: Introduction - Definitions, History of HRM, and challenges to HRM: Evolution of HRM – jobs and careers in HRM. Strategic Human Resource Management.

Module II: Human resource planning, Models for HRP. Job Analysis - Definition, scope and methods, Job Description – Job Specification

Module III: Recruitment: Strategic Issues, Internal and external recruiting Job search, Evaluation. Selection: Tools for selection selecting managers, criteria for choosing selection devices - Reliability of tests.

Module IV: Performance Appraisal, functions; self-managed teams, criteria for a good appraisal system, Methods, performance appraisal interview

Module V: Human Resource Development: Introduction, Needs assessment phase, Training Phase, Evaluation phase, Training methods. Rewarding Employees, Compensation policy, employee satisfaction and motivation issues.

Text Book:

1. HR - Human Resource Management - By Denisi, Griffin & Sarkar, Cengage Learning, Third Edition

25 Leadership II (Lab)

Course Content:

Module I:

Breaking through the Glass ceiling - Ethical Leadership - Women and leadership.

Module II:

Leadership Coaching – Leadership awareness - Language and Emotion - Performance and change-Transformational Leadership.

Module III:

Community Leadership - Theories and Concepts of community Leadership – an introduction
- Servant Leadership

Module IV:

Political Leadership- Civic Leadership- Political Leadership in Network- Leadership in times
of Crisis

Module V:

International Leadership- Competencies of Global leadership - Transcultural Global in 21st
century

Text Book

Daft, R. L (2015) Leadership 5th ed.,Cengage Learning.

26 Operations Management

Course Content:

Module I: Objectives of Operations Management

Functions of Operations Management – Systems Perspective of Operations Management – Priorities & Challenges of Operations Management - Forecasting - Use of forecasting in operation planning - Techniques of forecasting - Regression analysis, Time series, Moving average, exponential smoothing - Accuracy of forecasts. Plant location concepts - Factors affecting location decisions and techniques - Plant layout concepts - Types of layouts and their characteristics – Performance measures for layout design - Material handling principles and practices – Stages in the product development process

Module II: Inventory Functions & Types of Inventories

Inventory costs - Economic order quantity calculations - Modification of E.O.Q under quantity discounts. Inventory Control Systems (P & Q Systems) - Techniques of Selective Inventory control - Pareto analysis - Just-in-time (JIT) Manufacturing concepts - Kanban system

Module III: Aggregate Production Planning Framework & Strategies

Material requirement planning (MRP) - MRP inputs & outputs - Need for scheduling- Loading, Sequencing problems and scheduling - Job shop production control

Module IV: Concept of Quality

TQM Concepts - Quality Management Tools - Design of Quality Assurance System - Design of service operations, service capacity planning. Introduction to ISO Standards.

Module V: Aggregate Production Planning Framework & Strategies

Material requirement planning (MRP) - MRP inputs & outputs - Need for scheduling - Loading, Sequencing problems and scheduling - Job shop production control

Text Book

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Norman Gaither and Greg Frazier, “Operations Management”, Cengage Publishers, Ninth Edition.

THIRD SEMESTER SYLLABUS

31	Summer Internship and Project	6	50	150	200
32	Strategic Management	3	25	75	100
33	Project Management	3	25	75	100
	Allied Courses (Two)				
34A	Consumer Behaviour	3	25	75	100
34C	Training and Development	3	25	75	100
	Electives (Any Three)				
	Electives - Marketing				
35 A	Product and Brand Management	3	25	75	100
35 C	Digital and Social Media Marketing	3	25	75	100
	Electives - Finance				
36 A	Security Analysis & Portfolio Management	3	25	75	100
36 C	Strategic Financial Management	3	25	75	100
	Electives - HR				
37 A	Performance Management & competency Mapping	3	25	75	100
37 C	HR Analytics	3	25	75	100
	Electives - Operations				
38 A	Total quality Management & Lean Management	3	25	75	100
38 B	Service Operations Management	3	25	75	100
	Electives - Systems				
39 A	Business Analysis & IT Consulting	3	25	75	100
39 B	Data Mining and Business Intelligence	3	25	75	100

32 Strategic Management

Course Content:

Module I: STRATEGY AND PROCESS

Strategic management-concept of strategy - strategic management process - Strategy formulation - mission, business definition, objectives -environmental and organizational appraisal.

Module II: COMPETITIVE ADVANTAGE

External Environment -PEST Analysis, Porter's Five Forces Model -Strategic Groups, Competitive Changes during Industry Evolution -Globalization and Industry Structure - National Context and Competitive advantage -Resources -Capabilities and competencies -core competencies-Low cost and differentiation Generic Building Blocks of Competitive Advantage Distinctive Competencies -Resources and Capabilities, durability of competitive Advantage sustaining competitive advantage.

Module III: CORPORATE STRATEGIES

Building competitive advantage through functional level strategies -Business level strategy - Strategy in the Global Environment -Corporate Strategy -Vertical Integration - Diversification and Strategic Alliances Building and Restructuring the corporation-Choice of Strategies Corporate Portfolio Analysis -SWOT Analysis -GAP Analysis-Mc Kinsey's 7s Framework - GE 9 Cell Model -Distinctive competitiveness -Selection of matrix

Module IV: STRATEGY IMPLEMENTATION AND EVALUATION

Designing organizational structure -Designing Strategic Control Systems -Matching structure and control to strategy -Implementing strategic change-Politics -Power and Conflict - Techniques of strategic evaluation and control

Module V: STRATEGIC ISSUES

Managing Technology and Innovation -Corporate social responsibility -Strategic issues for Non Profit organizations -Balanced Scorecard -New Business Models and strategies for Internet Economy

Text Book:

1. Charles.W.Hill& Jones, an Integrated Approach to Strategic Management Cengage Learning, Delhi, 2009.
2. Gregory Dess , Strategic Management text and cases, 3rd edition, Tata Mcgraw hill, New Delhi, 2007.

Reference books:

1. Arnaldo C. Hax, Nicholas Majluf S., The Strategy Concept and Process , A Pragmatic Approach, 2 nd edition, Pearson Education Publishing Company, New Delhi, 2005.
2. Kazmi, Business Policy and Strategic Management, 2 nd edition, Tata McGraw Hill Publishing Company Ltd., New Delhi, 2001.

3. Thomas L. Wheelen, David Hunger J., Strategic Management, 6th edition, Addison Wesley Longman Pvt., Ltd., Singapore, 2000

1`33 Project Management

Course Content:

Module I: Concepts of Project Management: Project – Meaning – Nature – Types of project and project life cycle – Project management – Nature and scope of project management – Project management as a profession – Role of project manager.

Module II: Project Identification and Formulation: Project environment – Identification of investment opportunities – Project screening – Preferability study – Project selection – Project formulation – Stages in project formulation – Project report preparation – Planning Commission's guidelines for project formulation.

Module III: Project Appraisal: Objectives, essentials of a project methodology – Market appraisal – Technical appraisal – Financial appraisal – Socio-economic appraisal – Managerial appraisal.

Module IV: Project Planning and Scheduling: Objectives – Process or planning components or good planning – Project designing and project scheduling and time estimation – Scheduling to match availability of man power and release of funds – Cost and time trade cost.

Module V: Project Execution and Administration – Project contrasting – Containing prizes – Types – Project organisation – Firms or organisation – Project direction – Project communication – Project coordination – Factors influencing effective project management – Project time monitoring and cost monitoring – Project over runs.

Module VI: Project Control: Control techniques – PERT, CPM – Proper review – Project audit.

Reference books:

1. Prasanna Chandra, Projects Planning, Analysis, Selection, Implementation and Review.
2. Gopalakrishnan P & Ramamoorthy V.E, Textbook of Project Management.
3. Kerzner Harold, Project Management.
4. Dennis Hock, Project Management Handbook.
5. Choudhry S, Project Management.
6. Goel B.B, Project Management: A Development Perspective.

34 A Consumer Behaviour

Course Content:

Module I: Customer Profiling: Consumer vs Customer, Demographic Profiling, Psychographic, Personality, and Lifestyle based Profiling, Recent Developments in Consumer Profiling.

Module II: Perception - Indian Ads, Product/Brand positioning and re positioning, JND, using perceptual mapping. Learning - Motivation, Cues, response, reinforcement as elements of learning, recognition and recall measures, Application of theories in CB - Classical conditioning, instrumental conditioning, modeling or observational learning.

Module III: Attitude: Application of theories in CB - Tri-component Attitude Model, Multi attribute Attitude model, Theory of trying-to-consume model, Attitude-toward-the-Ad models. External Influences on Consumer Behaviour- Changing society - values, demographics, social strata, sub-cultures, families & households, influence of groups

Module IV: Consumer Decision Process & Models-Levels of consumer Decision making, Four view of consumer decision making, Model of consumer decision making - Category based decision making (Durable and non durable) , Nicosia model, Howard Sheth, Engel Blackwell & Miniard model

Module V: Cross Cultural Consumer Behaviour: Cross culture consumer analysis - National, Global and Rural perspective, Global Vs Local Customers, Developing Multinational marketing strategies. Consumer Protection law: Definition, Consumer Protection Councils, Consumer Disputes, Redressal Agencies,

Text Books

Leon G. Schiffman, (2010) "Consumer Behaviour", Springer India Private Limited, India

34 C Training and Development

Course content:

Module I: Introduction to Employee Training and Development: Forces affecting the workplace training- Designing Effective Training- Forces Influencing working and learning-snapshot of training practices-Strategic Training-Evolution of Training role-organizational characteristics that influence training-training needs in different strategies- organization the training department - marketing the training function-outsourcing training.

Module II : Needs Assessment: Methods used in needs assessment-process-competency models-scope of needs assessment-Training Evaluation-reasons for evaluating training-overview of the evaluation process-determining whether outcomes are good-evaluation practices-evaluation designs - determining return on investment-measuring human capital and training.

Module III: Traditional Training Methods : Hands-on-methods-group building methods-choosing a training method-E-learning and use of technology in training-Technology's influence on training and learning-Technology and multimedia-computer-based training-developing effective online learning-blended learning-mobile technologies and training methods-intelligent tutoring systems- distance learning-technologies for training support-technologies for training administration-learning management system-systems for training delivery, support and administration.

Module IV: Employee Development-Approaches to employee development-the development planning process-company strategies for providing development-special issues in training and employee development-partnership with local community provides job opportunities-training issues resulting from external environment-training issues related to internal needs of the company.

Module V: Special challenges in career management-socialization and orientation-dual-career paths- plateauing-skills obsolescence-coping with career breaks-balancing work and life-company policies to accommodate work and nonwork-coping with job loss-dealing with older workers - the future of training and development-increased use of new technologies for training delivery - increased emphasis on speed in design-focus in content, and use of multiple delivery methods - increased emphasis on capturing and sharing - intellectual capital-increased use of true performance support-increased emphasis on performance analysis and learning for business enhancement-key issues in implementing change.

Reference books:

1. Noe A Raymond- Employee Training and Development , McGraw Hill
2. Janakiraman - Training and Development Indian text Edition - Biztantra Publication

35 A Product and Brand Management

Course Content:

Module I: Introduction : Role of Brands, Brand elements, Scope of Branding, ; Strategic Brand Management process; Role of Brand Manager : Budgeting& Planning, Co Branding in Brand Management

Module II: Brand Building: Sources, brand positioning, role of brand elements, IMC, Primary and Secondary brand association in building brands, Role of Packaging in building brands.

Module III: Measuring Brand Equity: Brand equity concept, Role of Brand equity in Marketing Metrics system, Brand equity models - Brand asset valuator, Customer based brand equity, Brand Dynamics Pyramid, Brand resonance Pyramid, Brand Value chain. Marketing Performance Management for Brands, CD/CI - Corporate Design and Corporate Identity Guidelines, Branding Services, ROI of a brand.

Module IV: Growing & Sustaining Brands: Branding strategies - Product Brand matrix, Brand hierarchies, Brand extension, Reinforcement and Revitalization

Module V: Global Branding : Rationale for Going International, Global Branding strategy, Challenges & opportunities for globalizing the Brand, Standardization versus Customization, Emerging versus Developed Markets, Building Global Customer-Based Brand Equity, Legal Issues in Branding - trade marks

Text Book:

Kevin Lane Keller, (2008) ,” Strategic Brand Management, , Building, Measuring and Managing Brand Equity”, Pearson Publishing

35 C Digital & Social Media Marketing

Course Content:

Module I:

Introduction to Digital Marketing: Concepts, Key elements, Social media networking sites, characteristics & Implications of Digital Marketing

Module II:

Search Engine Optimization: Concepts, Benefits of SEO, Search Behavior, Optimization process, Analysis and review .Pay per Click: Concepts, Strength of pay per click, Keyword, Search Campaign Process, Analytics

Module III:

Digital Display Advertising: Concepts, advantages & Disadvantages of digital display, Ad formats, campaign planning and budget, campaign tracking and optimization. Ecommerce: Portals and Communities - tie ups
Email Marketing: Data Email Marketing Process, Design and Content, Delivery and Discovery

Module IV:

Social Media Marketing: Goals, channels
Face book, Twitter, LinkedIn, Google+, YouTube, insights and analytics.
Mobile Marketing: Concepts, SMS content, SMS Strategy, Mobile App, Mobile Advertising

Module V:

Digital Analytics: Dashboards, Bounce Rate, Site Speed, Site Search, Conversions, Real Time Reporting, Intelligence Reporting, Customized Reporting

Textbook: Fundamentals of Digital Marketing by Bhatia Puneet, Pearson Publishers.

Reference Books:

1. Dave Chaffey, PR Smith, "eMarketing eXcellence - Planning and optimizing your digital marketing", Elsevier publications.
2. Jason Miletsky, "Principles of Internet Marketing" Cengage Learning.
3. Ian Dodson (2016), The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns, New Jersey, John Wiley & Sons.

36 A Security Analysis & Portfolio Management

Course Content:

Module I: INVESTMENT INTRODUCTION: The Investment Environment - Asset Classes and Financial Instruments: Financial Assets - Money market - Equity market and securities - Derivative markets - Market Indexes - Market

Players - Investment Process Issue of securities - Trading of securities - Global securities market - market structure - regulations Mutual Funds and Other Investment Companies: Mutual fund - ETF

Module II: PORTFOLIO THEORY AND PRACTICE: Introduction to Risk, Return and the Historical Record: Asset

Allocation - Capital market line - Diversification - Risk Aversion and Capital Allocation to Risky Assets - Optimal

Risky Portfolios: Markowitz model - Index Models: Sharpe Single Index Model

Module III: EQUILIBRIUM IN CAPITAL MARKETS: The Capital Asset Pricing Model - Arbitrage Pricing Theory and Multifactor Models of Risk and Return - Random Walks and Efficient Market Hypothesis - Technical Analysis: Workshop

Module IV: SECURITY ANALYSIS: Bond Pricing - Yield curve - Risk - Term Structure of Interest Rates - forward

contracts - Managing Bond Portfolios Equity Analysis: Macroeconomic and Industry Analysis - Equity Valuation Models: Dividend D

Discount Model - P/E ratio - Free Cashflow approach - Financial Statement Analysis: Profitability - Ratio Analysis - EVA Derivatives: Introduction - Option Valuation - Option and Futures Markets - Risk Management

Module V: PORTFOLIO MANAGEMENT: Portfolio Performance Evaluation: Average Rates of Return - Time

Weighted Returns - M^2 measure - Sharpe measure - Jensen measure - Treynor measure. Market Timing -

International Diversification - Hedge Funds - Active Portfolio Management

Text Book:

Investments and Portfolio Management, Bodie Z, Kane A, Marcus A.J., McGraw Hill.

Reference Books:

1. Investment Analysis and Portfolio Management, Reilly F.K., and Brown K.C., Cengage Learning
2. Investment Management, Bernstein P.L. and Damodaran A., Wiley

36 C Strategic Financial Management

Course Content:

Module I: Capital Assets Pricing Model: Application and Limitations – Weighted Average Cost of Capital: Calculation, Application and Limitations – Capital Budgeting – Capital Structure Policy – Dividend Policy

Module II: Advanced Corporate Valuation Methods – Valuation of Mergers, Acquisitions, LBO, Defense Tactics in Hostile Takeovers – Structuring M & A, LBO Deals

Module III: Financing Strategy – International Financing – Devising Financial Risk Management Policy – Devising Working Capital Policy

Module IV: Leasing – Importance, Types, Tax Considerations, and Accounting Considerations – Evaluation of Lease from the point of view of Lessor and Lessee – Lease versus Buy Decision – Hire-Purchase – Importance, Tax Considerations, and Accounting Considerations – Evaluation of Hire-Purchase from the point of view of Hire-Purchase and Hire-Vendor

Module V: Financial Analysis and Business Planning: Preparation of long-term business plans – Appraise capital investment options – Assessment of an organisation's current financial position – Comparison of the financial health of an organisation with that of competitors

TEXTBOOK

Financial Management and Policy 12e, James C. Van Horne and Sanjay Dhamija, Pearson (2017).

REFERENCE BOOKS

1. Damodaran on Valuation 2e, Aswath Damodaran, Wiley (2006).
2. Corporate Financial Strategy 4e, Ruth Bender, Routledge (2013).

37 A Performance Management and Competency Mapping

Course Content:

Module I: Performance management and strategic considerations.

Defining Performance Management (PM) - Contributions of Performance management to people and organizations - Linking performance management to rewards - Integrating PM with HR activities.

Module II: PM process and Measurement system

Performance planning - PM and measurement approach - Performance dimensions. - Measuring behaviours and results.

Module III: Collecting information and sense making

From appraising to managing performance - Who should provide information and why? - Linking the rater and the ratee.

Module IV: Implementing a PM System

Preparing the PM system - Communication plan - Training program for rater and ratees.

Module V: From managing performance to developing people.

Understanding the new tools and approaches - Designing and implementing the new approaches (450* and balanced Scorecard) - From individual performance management to team performance - Building and engaged workforce: the role of PM.

Text book: Herman Aguinis: Performance management, Pearson, 2011.

Reference book:

1. HRM: Seema Sanghi, Mc Millan, 2011,
2. A.S KOHLI & T.DEB: Performance performance. Oxford

37 C HR Analytics

Course Content:

Module: I: Introduction to HR Analytics: Concept of HR Analytics – Process of aligning business to human resources – History of HR Analytics – Importance and benefits of HR Analytics – HR Analytics framework and models – Ethical issues in HR Analytics

Module: II: HR Business Process and HR Analytics: Concepts of HR Business Process – Statistics and Statistical modelling for HR Research and HR decision-making – HR Research Tools and Techniques – HRIS – HR Metrics – HR Scorecard – HR Dashboards – Reasons for HR Analytics

Module: III: Forecasting and Measuring HR Value Propositions: Value Proposition and HR Decisions – Sustainability in HR Decisions – HR Analytics and HR Value Propositions – Talent Analytics – Workforce Analytics – HR Optimization through HR Analytics – HR Forecasting, HR Plan and HR Analytics – Predictive Analytics

Module: IV: Data in HR Analytics: Concepts of HR Data – Steps for HR Data Collection – Big Data for HR – Transforming HR Data into HR Information – Process of Data Collection for HR Analytics – Data Collection for effective HR Measurement – HR Reporting – Root Cause Analysis – Datafication of Human Resources

Module: V: HR Analytics and Predictive Modelling: Basics of HR Analytics and Predictive Modelling – Different Phases of HR Analytics and Predictive Modelling – Examples of Predictive Analytics – Data and Information for HR Predictive Analysis – Software Solutions – Predictive Analytics Tools and Techniques

Text Books:

1. Deepak Kumar Bhattacharya (2017), HR Analytics: Understanding Theories and Applications, Sage Publications India Pvt. Ltd., New Delhi
2. Pease, Byerly & Fitz-enz (2013), Human Capital Analytics, John Wiley & Sons Inc., Hoboken, New Jersey
3. Soundararajan, Singh (2017), Winning on HR Analytics, Sage Publications India Pvt. Ltd., New Delhi

Reference Books:

1. Martin Edwards (2016), Predictive HR Analytics: Mastering the HR Metric, Kogan Page, London, United Kingdom

2. Fitz-enz & Mattox (2014), Predictive Analytics for Human Resources, John Wiley & Sons, New Jersey.
3. Vulpen & Green (2016), The Basic Principles of People Analytics, Createspace Independent Publishing Platform, Web World
4. Lyndon, Soundmark (2017), Doing HR Analytics: A Practitioner's Handbook with R Examples, Createspace Independent Publishing Platform, Web World.

8 A Total Quality Management & Lean Management

Course Content:

Module I: Definition of Quality - Dimensions of Quality - Evolution of Quality - Cost of Quality - Juran's model of Optimum Quality Costs - Definition of TQM - Elements of TQM - PDSA Cycle

Module II: TQM principles and Strategies: Customer satisfaction - Employee Involvement - Process Approach - Continuous Process improvement - Supplier Partnership -

Module III: Seven Quality Control Tools - Seven New management Tools - Quality Function Deployment - Quality Management System - ISO Standards

Module IV: Control charts for improving process capability - Control chart for variable data - Control charts by Attributes - Process Capability Indices - Measurement System Analysis

Module V: Lean Management - Muda , Mura and Muri - 5S- Total Productive Maintenance

Text Book

Subburaj Ramasamy, Total Quality Management, McGraw Hill Education

Reference Books

1. Dale H Besterfield, et al, " Total Quality Managment, Pearson
2. Pascal Dennis, Lean Production Simplified, CRC Press

38 B Service Operations Management

Course Content:

Module I: INTRODUCTION: Importance and role of Services -Nature of services -Service classification -Service Package Service Strategy -Environmental strategies.

Module II: SERVICE DESIGN New Service Development - Designing the Service delivery system: Service Blue -printing -Managing Service Experience - Front -office Back-office Interface - Service scape - Implication for Service Design

Module III: IMPROVING THE DELIVERY SYSTEM -Analyzing Processes - Process simulation. SERVICE QUALITY : Importance of Quality - Defining Service Quality-Gaps in Service Quality - Service Quality Model - Determinants of service quality- Service Quality design- Measures of customer satisfaction- Achieving Service Quality- Developing a culture of service quality- Implementing Quality Service - Service Guarantees and refunds - Service Recovery

Module IV: Yield management : Capacity Strategies- Elements of yield Management system -Approaches to allocating capacity - Pricing and Implementation issues- Inventory Management in Services - characteristics of inventory management specific to services - The “newsvendor” model - Product substitution and Demand variance - practical methods to reduce stock-outs, shrinkage and inventory inaccuracy

Module V: Waiting time management: The pervasiveness of waiting lines- Qualitative and Quantitative understanding of waiting lines- The psychology of Queuing models - Data Envelopment Analysis (DEA) - Scoring System

Text Book

Richard Metters, Kathryn Metters, Service Operations Management, Cengage Learning

Reference Books

1. James A Fitzsimmons, Mona Fitzsimmons, Service Management - Operations, Strategy, Information Technology, McGraw Hill Education
2. Robert Johnston, Graham Clark, Service Operations Management, Pearson Education

39 A Business Analysis & IT Consulting

Course content:

Module I: Activities of an IT Business Analyst - Business Analysis Levels or Views - Process, Project, Enterprise and Industry - Business Analysis Framework and Techniques - IT Business Analysis Software - Business Process Analysis - Business Process Mapping & Flow charting - Business Process Re-Engineering & Re-Design

Module II: Requirements Process - Importance of Requirements for IT Projects - Types of Requirements: Business, Enterprise, Solution, Stakeholder, Transition - Functional and Non Functional Requirements - Requirements Basics : Mapping, Modelling, Traceability Matrix, Tracking - Stakeholder Analysis

Module III: Requirements Elicitation & Collaboration - Elicitation : What and When - Elicitation Tasks - Prepare for Elicitation - Conduct Elicitation Activity - Document Elicitation Results - Confirm Elicitation Results - Manage Stakeholder Collaboration

Module IV: The life cycle of a consultancy assignment - Contracting and assignment initiation - Identification of problems and business needs - Diagnosis and solution definition - Solution appraisal and evaluation - Implementation and taking action - Closure and review - Consulting services portfolio - Root cause analysis and creative problem solving - Investigation techniques and data collection - Generating options - Implementation and taking action

Module V: Management of client relationships - Team management and delegation - Management of expectations - Conflict management - Progress monitoring, completion and handover - Quality management systems - Risk management - Transferring experience to the client - Benefits management

Textbooks:

1. IT Consulting Essentials: A Professional Handbook, Dave Faulise, David Faulise (2016)
2. Business System Analysis for It Consultants: Powerstart Business Analysis, Trond Frantzen, Createspace Independent Pub (2015)

Reference Books:

1. How to Start and Run an IT Consultancy Business: Become a Consultant, IT Entrepreneur or Start an Information Technology Consulting Firm, Srikanth Merianda, CreateSpace Publishing (2016).

39 B Data Mining and Business Intelligence

Course Content:

Module I: Data mining concepts- Introduction-Need for Data Mining -The Data Mining Process -Data Mining Applications-Data Mining Techniques-Some Data Mining Case studies-The future of Data Mining- Guidelines for successful Data Mining- Data Mining Softwares.

Module II:

Data Mining Functionalities: Association rule mining-Classification-Cluster Analysis. Web Data Mining: Introduction-Web Terminology and Characteristics-Locality and Hierarchy in the web-Web content mining-Web usage mining-Web structure mining-web mining software's.

Module III:

Online Analytical Processing (OLAP) – Characteristics of OLAP systems- Motivations for using OLAP-Multidimensional view and Data Cube-Data Cube Implementation-Data Cube operations-Guidelines for OLAP implementation-OLAP software's.

Module IV:

Information Privacy and Data Mining -Introduction-Concept behind Information Privacy-Basic principles to protect information privacy-Information Technology Act 2000 and 2008-Uses and misuses of Data Mining-Primary Aims of Data Mining-Pitfalls of Data Mining-Ineffectiveness of current privacy principles for data mining-A revised set of privacy principles for data mining-Examples of use of Data mining by the US government.

Module V:

Data Mining Applications and Trends in Data Mining: Data Mining for Financial Data Analysis, Retail Industry, Telecommunication Industry, Biological Data Analysis, Intrusion Detection, and Other Scientific Applications.

How to Choose Data Mining system-Examples of Commercial Data Mining Systems-Social Impacts of Data Mining-Trends in Data Mining.

Textbooks:

1. G.K Gupta, Introduction to Data Mining with Case Studies, PHI.
2. Jiawei Han and Micheline Kamber, Data Mining Concepts and Techniques, Elsevier.

Reference Books:

1. Big Data, Data Mining, and Machine Learning: Value Creation for Business Leaders and Practitioners, Jared Dean.
2. Building Data Mining Applications for CRM, McGraw-Hill Inc.

FOURTH SEMESTER SYLLABUS

41	Entrepreneurship	3	25	75	100
Allied Courses (Three)					
42 A	Sales & Distribution Management-	3	25	75	100
42 B	Talent Acquisition and Management	3	25	75	100
42 C	E-Business	3	25	75	100
Electives (Any Three)					
Electives - Marketing					
43 A	Services Marketing	3	25	75	100
43 C	Marketing Analytics	3	25	75	100
43D	Rural Marketing	3	25	75	100
Electives - Finance					
44 A	Financial Derivatives	3	25	75	100
44 B	International Finance	3	25	75	100
44 C	Corporate Taxation	3	25	75	100
Electives - HR					
45 A	Industrial Relations and Labour Laws	3		75	100
45 B	International HRM	3	25	75	100
45 C	Organization Development	3	25	75	100
Electives - Operations					
46 A	Supply Chain Analytics	3	25	75	100
46 B	International Logistics Management	3	25	75	100
Electives - Systems					
47 A	Big Data Analytics	3	25	75	100
47 B	Enterprise Business Applications	3	25	75	100
48	Project Work	3	25	75	100

41 Entrepreneurship

COURSE CONTENT

Module: I: Entrepreneur - meaning - importance - Qualities, nature types, traits, culture, Similarities and differences between entrepreneur and intrapreneur. Entrepreneurship and economic development - its importance - Role of entrepreneurship - entrepreneurial - environment.

Module: II: Evolution of entrepreneurs - entrepreneurial promotion: Training and developing motivation: factors - mobility of entrepreneurs - entrepreneurial change - occupational mobility - factors in mobility - Role of consultancy organisations is promoting entrepreneurs - Forms of business for - entrepreneurs.

Module: III: Project management: Sources of business idea - Project classifications - identifications - formulation and design - feasibility analysis - Preparation of Project Report and presentation. Financial analysis - concept and scope - project cost estimate - operating revenue estimate - Ratio analysis - investment Process - B E analysis - Profit analysis - Social cost benefit analysis - Project Appraisal methods - Project Report preparation.

Module : IV : Project finance: Sources of finance - Institutional finance - Role of IFC, IDBI, ICICI, LIC, SFC, SIPCOT, Commercial Bank - Appraisal of bank for loans. Institutional aids for entrepreneurship development - Role of DICS, SIDCO, NSICS, IRCI, NIDC, SIDBI, SISI, SIPCOT, Entrepreneurial guidance bureau - Approaching Institutions for assistance

Module: V: Setting small scale industries - location of enterprise - steps in setting SSI unit - Problems of entrepreneurs - Sickness in small industries - reasons and remedies - Incentives and subsidies - Evaluating entrepreneurial performance - Rural entrepreneurship - Women entrepreneurship.

Reference Books:

1. Vasanth Desai - Dynamics of Entrepreneurial Development and Management Himalaya Publishing House.
2. N.P.Srinivasan & G.P. Gupta - Entrepreneurial Development Sultanchand & Sons.

42 A Sales & Distribution Management

COURSE CONTENT:

Module I:

Introduction to Sales Management - Role of Sales Management in overall marketing management process of an organization - Link between sales - channel and distribution management

Module II:

Personal Selling: Preparation - Role of personal selling as a promotional mix of a company - Transactional and Relationship Selling, personal selling process and techniques - Prospecting, Approaches to Selling, Sales Presentation, Sales Demonstration, Negotiation, Objection Handling and Closing

Module III:

Design of sales organization and sales territories - the sales management process - budgeting - staffing, training, compensating, motivating and controlling sales force - Evaluating performance and sales metrics

Module IV:

Distribution management - Role of distribution in marketing - Need for distribution channels - Distribution channels for rural markets.

Module V:

Marketing channels - types of marketing channels - Design and management of channel mix.

Textbook:

1. Sales and Distribution Management. Krishna K Havaladar, VM Cavale, Mc Graw Hill.

Reference Books:

1. Sales Management by Thomas Ingram, Raymond LaForge, Ramon Avila, Charles Schwepker, Michael Williams, Harcourt.
2. Sales Management , Douglas J. Dalrymple, William L. Cron, Thomas E. Decarlo, John Wiley & Sons, Inc.
3. Spin Selling by Neil Rackham, Mc Graw-Hill.

42 B Talent Acquisition and Management

COURSE CONTENT:

Course Content:

Module I: Talent management: An overview - Talent management and competitive advantages - Work force Analysis, Talent management strategy aligned with business strategy.

Module II: Building blocks of Talent Management - Competencies, Competency Assessment - Performance Appraisals - Succession and Career Planning - Compensation.

Module III: Formulating Coaching, training and development approaches that drive talent management processes - Using Talent Management Processes to Drive Cultures of Excellence -Innovative thinking that can shape an organization's approach to talent management.

Module IV: Simply the Best? - who to keep and why the most capable aren't always the best to retain - how to create loyalty and productivity without 'handcuffs' and burnout - Engagement Definitions and Research, Global Engagement Drivers, Monetizing the Value of Engagement, The HCI ECR Model - Employer Branding & Employee Branding.

Module V: Hurconomics for Talent Management Evaluation and action - Social Media in Talent Management - Future directions in talent management practice.

Textbook:

1. Lance A. B. & Berger, D. R. The Talent Management Handbook: Creating Organizational Excellence by Identifying, Developing, and Positioning Your Best People, McGraw-Hill.
2. T.V.Rao, Hurconomics for Talent Management, Pearson.

Reference Books:

1. Allan Schweyer, Talent Management Systems: Best Practices in Technology Solutions for Recruitment, Retention and Workforce Planning, Wiley.
2. Marshall Goldsmith & Louis Carter, Best Practices in Talent Management, BPI.

42 C E - Business

Course content:

Module I: E-Commerce introduction-unique features of e-commerce-types of e-commerce-history of e-commerce-technology: infrastructure

Module II: E-commerce business models-major B2C Business Model-Major-B2B business model-how the Internet and Web change business-the Internet today

Module III: Building an e-commerce website-choosing server software-choosing the hardware for e-commerce site-other e-commerce site tools

Module IV: Payment systems-Credit Card e-commerce transaction-payment systems in B2C arena-B2B payment systems

Module V: Consumers online: the Internet Audience and Consumer Behaviour-internet Marketing Technologies-B2C and B2B e-commerce marketing and branding Strategies-Online Market Research-Know your customer

Textbook:

Kenneth C. Laudon Carol Guercio Traver,E-Commerce business, technology, society, Pearson.

Reference Books:

1. "Electronic Commerce", Pete Loshin & Paul A.Murphy, Second edition, Jaico Publishing House.
2. Frontiers of Electronic Commerce, Ravikalakota & Andrew Whinston, Adison Wesley.
3. Pete Loshin, "Electronic Commerce", 4th Edition, Firewall media, An imprint of laxmi publications Pvt. Ltd., New Delhi.
4. Jeffrey F.Rayport and Bernard J. Jaworski, "Introduction to E-Commerce", 2nd Edition, Tata McGraw Hill Pvt., Ltd.

42 E - Supply Chain Management

Course Content:

Module I:

Supply Chain – Fundamentals, Importance, Decision Phases, Process View. Supplier-Manufacturer-Customer chain. Drivers of Supply Chain Performance. Structuring Supply Chain Drivers. Overview of Supply Chain Models and Modeling Systems. Building blocks of a supply chain network, Business processes in supply chains, Types of supply chains and examples & Strategic, tactical, and operational decisions in supply chains.

Module II:

Supply chain Network Design, Managing Inventory under certainty and uncertainty. Introduction to logistics - Definition and Scope of Logistics, Functions & Objectives – Modes of Transportation-Packaging- Freight Management – Route Planning – Containerization-Modal Characteristics, Inter-modal Operators and Transport Economies.

Module III:

Distribution strategies-Warehousing-Types & Operations-Warehouse Management Systems. Procurement Process – Types of Purchasing Strategies. Supplier Evaluation, Selection and Measurement. Supplier Quality Management.

Module IV:

Overview of Demand forecasting in the supply chain. Collaborative Planning Forecasting & Replenishment (CPFR)-Coordination in the Supply Chain. Supply chain performance metrics – SCOR model, supply chain sustainability.

Module V:

Documentation in Logistics – Third Party Logistics – 3PL Implementation & Operation-Supply Chain IT Implementation -Supply chain strategies.

Textbook:

1. Sunil Chopra and Peter Meindl, Supply Chain Management-Strategy Planning and Operation, Pearson Education.

Reference Books:

1. Donald J Bowersox et al, Logistics Management – Integrated Supply Chain Process, Tata Mc Graw Hill, Eleventh Reprint.
2. Joel D. Wisner, Principles of Supply chain management, Cengage Learning.
3. Altekar Rahul V, Supply Chain Management-Concept and Cases, Prentice Hall India.
4. Monczka Robert M Sourcing and Supply Chain Management, Cengage Learning, Fifth Edition.

43 A - Services Marketing

Course Content:

Module I: Introduction to Services Economy, Nature and Importance, Characteristics of Services, Service Marketing Triangle, Goods - Services Continuum, Service Classifications

Module II: Customer expectations - Perceptions, Managing Service Quality, Gap Analysis, Quality Tools, Role of Information in Services

Module III: New Service Development - Design Elements, Service Blueprinting, Approaches to Service System Design, Employees role in services, Customers role, Service Encounter Triad

Module IV: Service recovery, Building Service relationship, Managing capacity and Demand-Strategies, Managing Waiting Lines- Features of Queuing Systems

Module V: STP in Services, Physical Evidence- the Supporting Facility, Services capes, Pricing, Technology in Services, Globalization of Services

Textbook:

1. Christopher H. Lovelock, Services Marketing, Prentice hall International Editions, 1996

Reference Books:

1. Valarie A. Zenithal, Mary Jo Bitner, Dwayne D Gremler, Ajay Pandit, Services Marketing: Integrating Customer focus across the firm, Tata McGraw Hill.
2. James A. Fitzsimmons Mona J. Fitzsimmons, Service Management - Operations, Strategy, Information Technology, Tata Mc Graw Hill.
3. Essentials of Services Marketing, Adrian Payne, Prentice Hall.

43 C - Marketing Analytics

Course content:

Module I : Introduction to marketing analytics, linking marketing to financial consequences, Share of heart, Share of mind and Share of market, Role and importance of marketing metrics in strategic marketing decisions.

Module II: Margins & Profits and Customer Profitability, Selling Price, variable cost, average variable cost, market spending, Breakeven point and Target volume, customer, recency, retention, customer life time value, prospect life time value, acquisition versus retention spending.

Module III: Trail, repeat, penetration, volume, CAGR, fair share draw, cannibalization rate, brand equity metrics, conjoint utilities: segmentation, customer preference and volume projection.

Module IV: AI approach for Sales Analytics: Clustering, Classification Tree, Neural Network

Module V: Marketing Campaign Management: Types of Campaigns, Campaign Design, Business Rules, Applications of Predictive Models, Next Best Action, Design of Experiment, Test & Control Framework, A/B Testing, Campaign List Generation, Campaign Quality Check, Campaign Rollout, Campaign Tracking

Reference books:

1. Marketing Analytics Data Driven Techniques with Micro soft Excel - Wayne *Winston*- John Wiley & Sons, Inc.
2. Philip Kotler & Ned Roberto , December 2006, Marketing Metrics: 103 Key Metrics Every Marketer Needs, John Wiley & Sons Inc

44 A - Financial Derivatives

Module I: Introduction to Derivatives – Mechanics of Derivatives Market – Derivatives Trading Strategies – Pricing of Forwards, Futures, Swaps – Black-Scholes Option Pricing Model – Option Greeks

Module II: Currency Forwards – Currency Futures – Currency Options – Currency Swaps – Hedging using Currency Derivatives

Module III: Commodity Futures – Commodity Options – Commodity Swaps – Hedging using Commodity Derivatives – Index Futures – Index Options – Index Swaps – Hedging using Index Derivatives

Module IV: Interest Rate Forwards – Interest Rate Futures – Interest Rate Options – Interest Rate Swaps – Hedging using Interest Rate Derivatives – Credit Derivatives (Credit Default Swaps, Total Return Swaps and Credit Spread Options)

Module V: Exotic Derivatives (Asian Option, As-You-Like-It Option, Lookback Option) – Pricing using Simulation – Value-at-Risk using Simulation – Valuation of Financially Engineered Securities

Textbook:

1. An Introduction to Derivatives and Risk Management; Don M. Chance and Robert Brooks, Cengage Learning.

Reference Books:

1. Options Futures Other Derivatives, John C. Hull (2016) Pearson Publications.
2. Derivatives Markets, McDonalds. Pearson Publications.

44 C - Corporate Taxation

Course Content:

Module I:

Overview of Direct Tax - Person, Residential Status, Previous year, Assessment Year, Head of Income, Exemptions

Income from House Property - Annual Value, Deductions from Annual Value

Module II:

Income from Business and Profession- System of Accounting, Revenue Vs. Capital, Depreciation, Deductions

Module III:

Capital Gains, Aggregation and Carry forward of Losses- Capital Asset, Special Transactions, Aggregation, Carry forward and set off Losses

Other Themes in Income Tax- TDS, Advance Tax, MAT, DTAA, Transfer Pricing

Module IV:

Central Excise Duty- Manufactured or produced goods, Exclusion of Taxes, Time and place of removal, MRP based valuation

Customs Duty- Charge, Valuation, Import

Module V:

Overview of GST - GST for manufactured goods- GST for services

Textbook:

1. Akhileshwar Pathak, Savan Godiwala, "Business Taxation", McGraw Hill Publications.

Reference Books:

1. Dr.Vinod K.Singhania, Dr.Kapil Singhania, "Direct Taxes, Law and Practice with special reference to tax planning", Taxmann.
2. VS Datey, "Indirect Taxes Law and Practice", Taxmann.

45 A - Industrial Relations and Labour laws

Course Content:

Module: I: Industrial Relations - Concepts and systems - IR at National and International levels - Infrastructure that guide and direct Industrial relations - Trends in India. Trade unionism - Theory, Policy - their influence on HRM - objectives and functions - structure - Types - Indian Trade Union movement - Their strength and weaknesses.

Module: II : Labour Relations :- Industrial relations - industrial disputes - causes - handling and settling disputes - employee grievances - steps in grievance handling - causes for poor industrial relations - remedies.

Module: III : Collective Bargaining :- Concept - function and importance - Principles and forms of collective bargaining - Procedure - conditions for effective collective bargaining - worker's Participation in management:- Role and methods of worker's participation.

Module: IV: Working Conditions: Factories Act 1948 - The Workman's Compensation Act, 1923 - The Employee's State Insurance Act, 1948 - The Employee's Provident Funds and Miscellaneous Provisions Act, 1952.

Module: V: The Payment of Wages Act,1945 - The Minimum wages Act, 1948 - The Industrial Disputes Act 1947 - The Industrial Employment (Standing Orders) Act,1946 - The Trade Union Act, 1926 and latest legislation's.

Reference Books :

- 1.Tripathi,P.C. Personnel Management & Industrial Relation
2. Mammoria C.B.,Dynamics of Personnel Management
3. Nair N G& Latha Nair Human Resource Management - Sultan Chand & Sons.

45 C - Organization Development

Course Content:

Module I: Introduction to organizational Development: Definition, growth and relevance, history and evolution. Theories of planned change, general model of planned change, different types of planned change and critique of planned change. OD practitioner role, competencies and professional ethics.

Module II: OD Process: Initiating OD relationship, contracting and diagnosing the problem - Diagnosing models, open systems, individual level group level and organizational level diagnosis; collection and analysis for diagnostic information, feeding back the diagnosed information.

Module III: Designing OD interventions: Human process interventions:- coaching, training and development,

process consultation, third part intervention, and team building, Organization confrontation meeting, intergroup relations intervention, and large group intervention. Involvement, work design, socio technical systems approach

Module IV: HR and Strategic Interventions: HRM interventions:- performance management, goal setting, performance coaching, appraising and rewarding. Career planning, workforce diversity interventions, wellness and work-life balance, Strategic interventions: Competitive strategies, collaborative strategies, organizational transformation, culture change, self designing organizations, learning and knowledge management.

Module V: Special applications of OD: OD in health care organizations, family owned organizations, educational institutions, public sector organizations and future directions in OD.

Textbook:

Cummings, T. G. & Worley, C. G. (2009). Organization development and change. Canada: South-Western Cengage Learning

Reference Books:

1. Banks, B.B. & Alban, B. T. (2006) The handbook of large group methods: creating systemic change in organizations and communities. San Francisco: Jossey-Bass.
2. Beer, M and Hohria, N.(Eds).(2000)Breaking the code of change. Boston, MA: Harvard Business School Press.

46 A - Supply chain Analytics

Course Content:

Module I:

Context of today's supply chains (SC) analytics- Understanding and defining the supply chain analytics (SCA). Revisions of Basic Lessons of Supply Chain Management -Why is Analytics Important in a supply chain? -Relating Operations Management with Supply chain concepts with SC Analytics- The importance of supply chain analytics in the flows involving material, money, information and ownership.

Module II:

Key issues in supply chain analytics -What involves in supply chain analytics -Concept of Descriptive Analytics in a Supply Chain -Discussion on a Few Supply Chains Analytics applications in India - Decision Domains in in supply chain analytics.

Module III:

Introduction to Modeling, Approaches for Optimization and Simulation, Modeling software, Supply Chain (SC) Decisions that requires mathematical or interpretative modeling Understanding of Data and its role in Analytics - Analytics of a Transportation problem in a Supply Chain - Managerial implication of results of analytics

Module IV:

Network Planning in a Supply Chain - Importance of Network Planning - Design of Logistics Network using Heuristics/optimization - Concept of 3PL/s4PL in a Supply Chain -

Module V:

Foundation of Modeling Coordination Decisions in supply chain management- Foundation of performance management in supply chain management- Role of ICT in Supply chains

Text Book

Sunil Chopra, and Peter Meindl, Supply chain management, Pearson Richard Metters,

Reference Books

1. Jeremy F. Shapiro. Modeling the Supply Chain. Duxbury Thomson Learning
2. D. Simchi-Levi, P. Kaminsky, E. Simchi-Levi, and Ravi Shankar, Designing and Managing the Supply Chain concepts, Strategies and Case studies, Third Edition, Tata McGraw Hill, New Delhi, 2008.

46 B - International Logistics Management

Course Contents:

Module I : Gateway to Logistics: Definition of Logistics -Elements of Logistics - Logistics as a key parameter of Supply Chain - Logistics as a strategic tool - 8 Rights of Logistics - 4 Ds of Logistics - 3 I's of Logistics - 4 Rs of Logistics - Indian Logistics Scenario: Indian Logistics Scenario in Rail, Road, Air and Water movements - Opportunities. Warehousing in Logistics: Warehouse goals - Strategies - Warehousing Operations - Part Numbering System - Material - Handling in Warehouse - Stocking Methods - Cycle Counting - Warehouse Location Strategies

Module II : International Transportation: Transportation Goals - Stakeholders in transportation - Water, Air, Road and Rail movements - Air Consolidation - Marine and Air modes - Landbridge - Conferences - Flags of Convenience - Multimodal transportation - ICDs. International Documentation: Importance of Documentation in Logistics - Different types of invoices - Import related documents - Export related documents - Transit based documents - Country Specific Documents

Module III: Terms of Trade-Incoterms-2010: Understanding Incoterms - Details of Incoterms-2010 - E Term - F Term - C Term - D Term- Incoterm Strategy - Risks in International Payments-Country and Commercial Risks - Different method of payment and associated unique risks - Bank Guarantees -Selection of Payment Term. Terms of Payment: Risks in International Payments-Country and Commercial Risks - Different method of payment and associated unique risks -Bank Guarantees - Selection of Payment Term - Currency of Payment - Currency Exchange Rates

Module IV: Insurance: What is insurance? - Concept of insurable interest - Perils in Marine and Air Transportation -Marine Insurance- Coverage A, B and C - General Average Insurance - Air Insurance- Relationship between Insurance, Terms of Trade and Terms of Payment. Customs Clearance: Introduction- BTN Classification - Classification, Valuation and Rules of Origin - Dumping Duty - Non-Tariff Barriers-Customs Clearing Process - US Laws and Table of Denial Orders

Module V: Logistics Measurements and Costing: Purpose of measurements - Activity Based Costing in Logistics-SCOR based Measurements - How not to measure performance. International Packaging: Objectives - Ocean Cargo - Air Cargo- Government Regulations - Hazardous Cargo - Refrigerated Goods. Exim Policy: Salient Features of Exim Policy - Duty Exemption Schemes- SEZs and EPZs. Logistics Trends: Reverse Logistics - Logistics Information System - Risk Management -3 PL - 4 PL - High Sea Sale.

Textbook:

1. International Logistics - Pierre David Published by Biztantra.

Reference Books:

1. International Logistics-Donald F Wood and others by Pinnacle Learning.
2. Logistical Management- Donald J Bowersox and David J Closs Tata Mcgraw Hill.

47 A - Big Data Analytics

Course Contents:

Module I: Introduction to Big Data - Types of Big Data - Traditional Versus Big Data Approach - Technologies Available for Big Data - Infrastructure for Big Data - Hadoop - Hive - Hadoop Limitations

Module II: NoSQL - NoSQL Business Drivers - NoSQL Data Architectural Patterns - Variations of NoSQL Architectural Patterns - NoSQL to Manage Big Data - MapReduce and The New Software Stack - Algorithms Using MapReduce

Module III: Finding Similar Items - Nearest Neighbor Search - Similarity of Documents - Collaborative Filtering as a Similar-Sets Problem - Recommendation Based on User Ratings - Distance Measures - Data Stream Mining - Stream Queries - Sampling in Data Streams - Filtering Streams

Module IV: Link Analysis - PageRank - Efficient Computation of PageRank - Topic-Sensitive PageRank - Link Spam - Frequent Itemset Mining - Algorithm for Finding Frequent Itemsets - Handling Larger Datasets in Main Memory - Counting Frequent Items in a Stream

Module IV: Recommendation Systems - Collaborative-Filtering System - Content-Based Recommendations - Mining Social Network Graphs - Types of Social Networks - Clustering of Social Graphs - Direct Discovery of Communities in a Social Graph - SimRank - Counting Triangles in a Social Graph

Textbook:

Big Data Analytics, 2ed, Radha Shankarmani, M. Vijayalakshmi, Wiley (2015).

Reference Books:

Big Data Using Smart Big Data, Analytics and Metrics to Make Better Decisions and Improve Performance, Bernard Marr, Wiley (2015).

Big Data Analytics Complete Self-Assessment Guide, Gerardus Blokdyk, Emereo Pty Ltd (2018).

47 B - Enterprise Business Applications

Course Content:

Module I:

The Enterprise, Enterprise Systems, and ERP, Business functions, business processes, and functional areas of business operation , Data needs of each functional area of business, Data production by each functional area of business, Definition of integrated information system, What is an enterprise information system? , What is enterprise resource planning (ERP)? , History of ERP, Definition of Enterprise Resource Planning system, Modular nature of ERP systems, ERP pros and cons , Current issues with respect to ERP implementation – security and privacy, global

Module II:

Web Applications - Characteristics of web applications versus web sites - Accepted design principles for web sites - Accepted design principles for web applications-Factors that impact the quality of a web application - Review of Internet and World Wide Web technologies - OOP basic terminology -Development platform/environment used in the course.

Module III:

Enterprise Systems Architectures - Modular approach to application development-Modular approach to ERP systems - Terminology of object-oriented programming - Reusable objects for business processes - Multitier applications - Creating classes - Variable scope - Constructors (parameterized and not) and destructors - Error handling - Model-view-controller architecture - Creating an n-tier web-based user interface - Server controls in a web application - Systems development life cycle (SDLC) - ERP implementation life cycle

Module IV:

Database-Driven Web Applications - Database access objects. Server controls for user-friendly data display - Application of XML in database-driven applications - Building a data tier - Using the application to protect the data - Using the RDBMS to protect the data - Privacy and security issues

Module V:

Managing an ERP - Types of Process modeling - Process improvement - ERP implementation - Costs and benefits - Change management -Specialty Enterprise Systems- Relationships between sales and marketing - Advantages of integrated sales and marketing information - Sales and marketing from a typical ERP implementation perspective - Customer relationship management software - Production planning processes - Procurement and materials handling - Production and supply chain management from a typical ERP implementation perspective

Textbook:

1. Motiwalla, L. F., & Thompson, J. Enterprise Systems for Management. Upper Saddle River, NJ: Pearson Education, Inc