



N. L. Dalmia[®]
Institute of Management Studies and Research
(A School of Excellence of N. L. Dalmia Educational Society)

Supporting Documents

Course Structure and Syllabus for Batch 2018-20

Sr. No.	Course Structure and Syllabus
1	Post Graduate Diploma in Management (PGDM)
2	Master of Management Studies (MMS)



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Institute of Management Studies and Research

(A School of Excellence of N. L. Dalmia Educational Society)

COURSE STRUCTURE AND SYLLABUS

FOR

POST GRADUATE DIPLOMA IN MANAGEMENT

BATCH 2018-2020

About the Institute

N. L. Dalmia Institute of Management Studies and Research, established in 1995, ranks among the top 25 institutes in the country.

The Institute is ISO 9001:2015 certified and has been accredited 'A' Grade by NAAC. In addition, it enjoys premier college status by ASIC (Accreditation Services for the International Colleges), UK. We are ranked A*** at the state level and A** at the national level by CRISIL (2018-2019).

N. L. Dalmia Institute of Management Studies and Research is highly respected and one of the most sought-after institutes in the student community.

We are the first institute in the state of Maharashtra and among the handful in the country which do not operate a Management Quota in admission process. We admit students purely on basis of merit through the National level aptitude tests like CAT, CET, and XAT examination. The academic rigor helps us to not only equip our students but also to achieve very high placements.

As an Institute of Excellence, our aim is to provide high-quality management education, empirical research, and value-added business consulting. The highly innovative curriculum of the Institute provides a holistic perspective and new insights to add business value in today's dynamic and competitive environment.

Vision

To be a World Class Management Institute

Mission

To provide value-based quality management education with a global outlook and social conscience

Quality Policy

At N. L. Dalmia Institute of Management Studies & Research, we are committed to nurture, empower, and enhance skills of future business leaders by providing values-based quality education

About PGDM Program

The Post Graduate Diploma in Management (PGDM) is a two-year full-time program approved by All India Council for Technical Education (AICTE), Ministry of HRD, Govt. of India. The program offers specialisations in Finance, Marketing, and Human Resources. It provides high-quality management education and highly researched course curriculum. Nationally and internationally acclaimed faculty members bring forth the right mix of industry-academic experience, providing a holistic perspective of innovative and practical thinking.

The two-year program also covers many activities on team building, leadership, personality development, interpersonal skills, and self-defence. These activities groom the students to become successful business leaders and entrepreneurs.

Program Educational Objectives (PEOs)

- PEO 1 To impart knowledge, analytical ability, and management skills
- PEO 2 To educate the students to perform in key business functional areas including Finance, Marketing, and Human Resources with an overview of global practices
- PEO 3 To prepare the students to work effectively and professionally in teams with mutual respect in the diverse workforce and with today's rapid technological advances
- PEO 4 To sensitize the students recognize & address ethical issues and adhere to values with a view to applying them in an organizational and social setting
- PEO 5 To train the students to eventually assume responsible roles in firms and society

Program Outcomes (POs)

- PO 1 Apply knowledge of management theories and practices to solve business problems
- PO 2 Foster analytical and critical thinking abilities for data-based decision making
- PO 3 Develop values based leadership ability
- PO 4 Understand, analyse, and communicate global, economic, legal and ethical aspects of business
- PO 5 Lead themselves and others in the achievement of organisational goals, contributing effectively to a team environment.



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PGDM Course Structure– 2018-20		
Course Code	Subjects	Credits
Semester I		20
PGC101	Principles and Practices of Management	4
PGC102	People & Performance	4
PGC103	Business Environment	4
PGC104	Financial Accounting	4
PGC105	Business Statistics	4
PGC106	Marketing Management -I	2
PGC107	Operations Management	4
PGC108	Business Law	2
PGC109	Strategic IT for Management	4
PGC110	Business Communication	4
Marketing		
PGM101	Digital Marketing	4
Finance		
PGF101	Financial Markets and Institutions	4
HR		
PGH101	Human Resource Management	4
Total		40
Semester II		
Sr. No	Subjects	Credits
PGC201	Marketing Management -II	2
PGC202	Financial Management	4
PGC203	Operations Research	4
PGC204	Business Research Methods	4
PGC205	Managerial Economics	4
PGC206	Corporate Social Responsibility	2
PGC207	Direct and Indirect Taxation	2
Marketing		
PGM201	Customer Relation Management	4
PGM202	Sales and Distribution Management	4
PGM203	Marketing Metrics and Audit	4
PGM204	Rural Marketing	4
Finance		
PGF201	Analysis of Financial Statements	4
PGF202	Banking and Financial Services	4
PGF203	Cost and Management Accounting	4
PGF204	Financial Regulations	4
Human Resources		

PGH201	HR Information System	4
PGH202	Labour Laws	4
PGH203	Learning & Development	4
PGH204	Compensation & Benefits	4
	Total	38
	Non credit Courses (Finance)	
1	Basics of Derivatives	
2	Basics of Fixed Income Securities	
	Semester III	
Sr. No	Subjects	Credits
PGC301	International Business	4
PGC302	Strategic Management	4
	Marketing	
PGM301	Strategic Marketing Management	2
PGM302	Consumer Buying Behaviour and Marketing Touch Point Analysis	4
PGM303	Supply chain Management	4
PGM304	Marketing Communication	4
PGM305	Strategic Brand Management	4
PGM306	Market Research	4
PGM307	International Marketing	4
PGM308	Science of Retailing	4
PGM309	Marketing Analytics	2
PGM310	Summer Internship Project	4
	Finance	
PGF301	Strategic Financial Management	2
PGF302	Corporate Valuation	4
PGF303	Securities Analysis and Portfolio Management	4
PGF304	International Finance	4
PGF305	Elective (i) Derivatives and Risk Management (ii)Corporate Credit Appraisal and Finance	4
PGF306	Fixed Income Securities	4
PGF307	Treasury and Risk Management	4
PGF308	Mergers and Acquisitions	4
PGF309	Financial Analytics	2
PGF310	Summer Internship Project	4
	Human Resources	
PGH301	Strategic HRM	2
PGH302	Performance Management Systems	4
PGH303	Organisation Structure, Theory & Design	4
PGH304	Organisational Development & Change Management	4
PGH305	HR Planning & Audit	4

PGH306	Industrial Relations & Employee Welfare	4
PGH307	Assessment center and Competency mapping	4
PGH308	High Performance Leadership Dev & Personal Growth Labs	4
PGH309	HR Analytics	2
PGH310	Summer Internship Project	4
	Total	42
	Semester IV	
	Marketing	
PGM401	Services Marketing	4
PGM402	Final Project	4
	Finance	
PGF401	Project Management	4
PGF402	Final Project	4
	Human Resources	
PGH401	Business Ethics & Corporate Governance	4
PGH402	Final Project	4
	Total	8
	Grand Total	130



Jyoti Nair
Program Head, PGDM



Seema Saini
CEO, NLDES

PGDM Course Structure
Batch 2018-20
PGDM (Marketing)

Semester I		
Sr. No	Subjects	Credits
1	Principles and Practices of Management	4
2	People & Performance	4
3	Business Environment	4
4	Financial Accounting	4
5	Business Statistics	4
6	Marketing Management -I	2
7	Operations Management	4
8	Business Law	2
9	Strategic IT for Management	4
10	Business Communication	4
✓11	Digital Marketing	4
Total		40
Semester II		
Sr. No	Subjects	Credits
1	Marketing Management -II	2
2	Financial Management	4
3	Operations Research	4
4	Business Research Methods	4
5	Managerial Economics	4
6	Corporate Social Responsibility	2
7	Direct and Indirect Taxation	2
8	Customer Relation Management	4
9	Sales and Distribution Management	4
10	Marketing Metrics and Audit	4
11	Rural Marketing	4
12	Summer Internship Project	4
Total		42

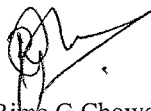
Semester III		
Sr. No	Subjects	Credits
1	International Business	4
2	Strategic Management	4
3	Strategic Marketing Management	2
4	Consumer Buying Behaviour and Marketing Touch Point Analysis	4
5	Supply chain Management	4
6	Marketing Communication	4
7	Strategic Brand Management	4
8	Market Research	4
9	International Marketing	4
10	Science of Retailing	4
11	Marketing Analytics	2
Total		40
Semester IV		
Sr. No	Subjects	Credits
1	Services Marketing	4
2	Final Project	4
Total		8
Grand Total		130



Dr. Anil Gor
HOD- Fin



Dr. Joyeeta Chatterjee
HOD(Mktg)



Dr. Rima G. Chowdhury
HOD (HR)



Dr. Amarjeev Kaul
HOD (Gen. Mgt)



Dr. Jyoti Nair
Head-PGDM



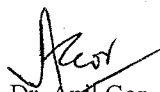
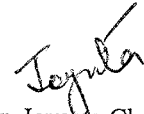

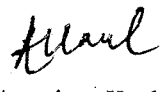

Ms. Seema Saini
CEO, NLDES




PGDM Course Structure
Batch 2018-20
PGDM (Finance)

Semester I		
Sr. No	Subjects	Credits
1	Principles and Practices of Management	4
2	People & Performance	4
3	Business Environment	4
4	Financial Accounting	4
5	Business Statistics	4
6	Marketing Management -I	2
7	Operations Management	4
8	Business Law	2
9	Strategic IT for Management	4
10	Business Communication	4
11	Financial Markets and Institutions	4
	Total	40
Semester II		
Sr. No	Subjects	Credits
1	Marketing Management -II	2
2	Financial Management	4
3	Operations Research	4
4	Business Research Methods	4
5	Managerial Economics	4
6	Corporate Social Responsibility	2
7	Direct and Indirect Taxation	2
8	Analysis of Financial Statements	4
9	Banking and Financial Services	4
10	Cost and Management Accounting	4
11	Financial Regulations	4
12	Summer Internship Project	4
	Total	42

Semester III		
Sr. No	Subjects	Credits
1	International Business	4
2	Strategic Management	4
3	Strategic Financial Management	2
4	Corporate Valuation	4
5	Securities Analysis and Portfolio Management	4
6	International Finance	4
7	Derivatives and Risk Management	4
8	Fixed Income Securities	4
9	Treasury and Risk Management	4
10	Mergers and Acquisitions	4
11	Financial Analytics	2
Total		40
Semester IV		
Sr. No	Subjects	Credits
1	Project Management	4
2	Final Project	4
Total		8
Grand Total		130

 Dr. Anil Gor
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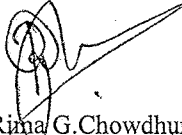
PGDM Course Structure
Batch 2018-20
PGDM (Human Resources)


Semester I		
		Credits
1	Principles and Practices of Management	4
2	People & Performance	4
3	Business Environment	4
4	Financial Accounting	4
5	Business Statistics	4
6	Marketing Management -I	2
7	Operations Management	4
8	Business Law	2
9	Strategic IT for Management	4
10	Business Communication	4
11	Human Resource Management	4
	Total	40
Semester II		
1	Marketing Management -II	2
2	Financial Management	4
3	Operations Research	4
4	Business Research Methods	4
5	Managerial Economics	4
6	Corporate Social Responsibility	2
7	Direct and Indirect Taxation	2
8	HR Information System	4
9	Labour Laws	4
10	Learning & Development	4
11	Compensation & Benefits	4
12	Summer Internship Project	4
	Total	42


Semester III		
1	International Business	4
2	Strategic Management	4
3	Strategic HRM	2
✓4	Performance Management Systems	4
✓5	Organisation Structure, Theory & Design	4
✓6	Organisational Development & Change Management	4
✓7	HR Planning & Audit	4
8	Industrial Relations & Employee Welfare	4
9	Assessment center and Competency mapping	4
10	High Performance Leadership Dev & Personal Growth Labs	4
11	HR Analytics	2
Total		40
Semester IV		
1	Business Ethics & Corporate Governance	4
2	Final Project	4
Total		8
Grand Total		130



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Head-PGDM


Ms. Seema Saini
CEO, NLDES

Semester - I

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM – Marketing/Finance/Human Resource
Course Title	Principles and Practices of Management
Credit Value	4
Semester	I
Duration	40 hours

1.Course Objectives

This course aims to explain the relationships between organizational mission, goals, and objectives and comprehend the significance and necessity of managing stakeholders. This course will enable students to conceptualize how internal and external environment shape organizations and their responses and also help develop critical thinking skills in identifying ethical, global, and diversity issues in planning, organizing, controlling and leading functions of management. The course will help students understand organizational design and structural issues and sensitize students that citizenship involves taking conscious steps for societal advancement at individual level and organizational level

2.Course Contents

Sr. No	Topic	No of sessions of 90 minutes each
1	Introduction to Management Definitions of management, Characteristics of management Managerial roles, Evolution of Management – Fredric Taylor's principles of scientific management, Fourteen Principles of management advocated by Henry Fayol, Hawthorne study, recent contribution to management thoughts, Management as art, science and profession	8
2	Functions of the management <u>Planning</u> - Classification of planning, Nature of objectives, Multiplicity/hierarchy of objectives, SMART goals, Barriers to effective planning, MBO <u>Organizing</u> - Span of control, Departmentation, Strategic Business Units, Organization culture	12

	<p><u>Staffing</u> - HRM, Job Analysis/description/specification, Managerial Skill for Success, Recruitment, selection, orientation, training, placement</p> <p><u>Directing</u> – Motivation, Mcgregors Theory X And Theory Y, Maslow’s need hierarchy, Herzberg’s hygiene and motivation factor theory</p> <p><u>Leadership</u> Definition, different types of leadership, Level 5 leadership</p> <p><u>Controlling</u> – Importance of control, Different control standards, The balanced score card method of controlling, Non-budgetary control methods</p>	
3	<p>Ethics in Business, Corporate Social Responsibility Arguments for and against social involvement of business Reasons why companies engage in CSR</p>	2
4	<p>Global Management International management and multinational corporations Porter’s competitive advantage of nations</p>	2
5	<p>Current trends in Management Managing in adversities management of Crisis, Change management, Total Quality Management</p>	3
	Total	27

3. Teaching Methods

Lectures , Lectures, Lab sessions, Case studies, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Semester End Examination	60	60%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Materials
1	Essentials of Management –Koontz, Weihrich, McGrawHill
2	Principles of Management – Pravin Durai, Pearson

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM- Finance/Marketing/Human Resource
Course Title	People and Performance
Credit Value	4
Semester	I
Duration	40 hours

1.Course Objective

People and Performance is the study of human behavior in organizational settings, the interface between human behavior and the organization, and the organization itself. This course will enable es students to understand, explain, and yet improve human behavior in organizations. Particularly, students will understand how some factors, such as individual characteristics, group processes, and organizational structure, would influence work and organizational performance.

People and Performance can be divided into three levels, i.e., the study of:

1. individuals in organizations (micro-level),
2. work groups (meso-level), and
3. how organizations behave (macro-level).

2.Course Contents

Sr. No	Topic	No of sessions of 90 minutes each
1	Organisational Behaviour Management functions, Importance of Interpersonal skills, Origin, Nature and Scope, Relevance to Organisational Effectiveness, Disciplines that contribute to the Organisational Behaviour, Challenges & opportunities for Organisational Behaviour	3
3	Diversity in Organizations	2

	Forms of workplace diversity, workplace discrimination, key biographical characteristics, managing diversity	
4	Emotions & moods Sources of emotions and moods, Emotional labor, affective events theory, emotional intelligence, strategies for emotional regulation	1
5	Perception Perceptual Processes, attribution theory, Effect of perception on Individual Decision-Making	1
6	Attitudes & Job Satisfaction Three components of an attitude, Major Job attitudes, job satisfaction, main causes of job satisfaction, employee responses to job dissatisfaction.	1
7	Values Sources of Value, Effect of Values on Attitudes and Behaviour, Hofstede's five value dimensions and the GLOBE framework	1
8	Personality Meaning and Determinants of Personality, Process of Personality Formation, Assessment of Personality Traits for Increasing Self Awareness.	2
10	Theories of Motivation Early theories of motivation, contemporary theories of motivation, Motivation- Concepts to application: job characteristics model, alternative work arrangements, employee involvement, types of variable-pay programs, flexible benefits	3
13	Foundations of Group Behavior Workgroups formal and informal groups and stages of group development, Group conflicts and group decision making, Concepts of Team, team building, types of teams	3
15	Leadership Concepts and skills of leadership, Leadership styles and effectiveness, Trait theories & Behavioural theories, Contemporary issues in leadership.	2
17	Power and Politics Sources and Uses of power, Politics at workplace- Causes & consequences of political behaviour	2
19	Conflict Types of Conflict, Sources of conflict, Five conflict handling techniques	1
20	Organizational Culture and change Creating & sustaining culture, Resistance to Organizational change, Approaches to managing organizational change	2

22	Stress Management Potential environmental, organizational, and personal sources of stress at work, physiological, psychological, and behavioral symptoms of stress, individual and organizational approaches to managing stress at work.	3
	Total	27

3. Teaching Methods

Lectures , Case studies, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Semester End Examination	60	60%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Organizational Behaviour - Stephen Robbins, Timothy Judge, Neharika Vohra, 16 th edition, Pearson Publication
2	Organizational Behaviour - Pareek & Khanna, 3 rd edition, Oxford Publication
3	Organizational Behaviour - Fred Luthans, 12th edition, McGraw Hill Publication
4	Magazines: - Human Capital, Harvard Business Review, People Matters

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM- Marketing/Finance/Human Resource
Course Title	Business Environment
Credit Value	4
Semester	I
Duration	40 hours

1.Course Objectives

This course aims to sensitize the students to the multi-faceted environment of business and enable them to understand the finer nuances of the environment and its impact on business. This course will also develop the students ability to operate effectively in the contemporary globalized world as managers or entrepreneurs.

2.Course Contents

Sr. No	Topic	No of sessions of 90 minutes each
1.	Business Environment and its Constituents Business environment - definition, nature and scope, distinction between internal and external environment of business, limitations of environmental analysis. Economic, Socio-cultural, Political, Legal, Regulatory and Technological Environment	3
2.	National Income Growth and development. Interconnectivity between macroeconomic variables & Business Cycles. The concept of Inclusive growth. Measurement of Aggregate income via three approaches. Different concepts of National Income. Problems in measurement of National Income	7
3.	Inflation Inflation: the concept, demand pull, cost push inflation. Inflation & monetary policy, different types of inflation, causes of	6

	inflation, effects and control of inflation, measurement of inflation, CPI , WPI, GDP Deflator	
4.	Monetary Policy Money and Banking: including money supply, demand for money, credit creation. Central Banking and Monetary Policy: instruments of credit control, objectives of monetary policy	4
5.	Fiscal Policy Budget, budgetary deficit, fiscal deficit and fiscal policy: aims, objectives and efficacy, instruments of fiscal policy, affects of fiscal policy, IS-LM Model, The LPG model	4
6.	External Sector Balance of Payments, Capital account and current account, Trade Deficit, Exchange Rates, International trade blocks, IMF, IBRD, WTO.	3
	Total	27

3. Teaching Methods

Lectures, Lab sessions, Case studies, Projects and Assignments
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4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Semester End Examination	60	60%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Business Environment - Veena Keshav Pailwar. PHI Publications
2	Economic Environment of Business - Misra and Puri. Himalaya Publications
3	Macroeconomic Policy Environment - Shymal Roy. McGraw Hill
4	Additional Readings Business Standard or any other Business Newspaper, Credit Policies on RBI Website, Indian Database on RBI Website, National Economic Data on

	Ministry of Finance Website, Economic Survey by Ministry of Finance, Government of India, World Development Report by the World Bank
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Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM –Marketing/Finance/Human Resource
Course Title	Financial Accounting
Credit Value	4
Semester	I
Duration	40 hours

1. Course Objectives

The course is aimed to familiarise the students with financial statements and principles underlying them and to develop their skills in reading Annual Reports. The course will also acquaint them in brief with accounting mechanics, process and system, but emphasis is laid on sound concepts and their managerial implications. It will lay a foundation for developing their skills in interpreting financial statements.

2. Course Contents

Sr. No	Topic	No. of sessions of 90 minutes each
1	Introduction to Financial Accounting Concepts of Financial Accounting, Business entities and relevance of Financial Accounting, Users of financial Accounting, Accounting principles and conventions, Indian Accounting Standards and IFRS	3
2	Introduction to Financial statements Balance Sheet, Statement of Profit and Loss, Cash Flow Statement	2
3	Accounting Cycle Accounting Mechanism leading to the preparation of Financial Statements	2
4.	Balance Sheet items and their recognition, valuation and disclosure (Companies Act, 2013) Assets and Liabilities, Fixed Assets, Current Assets, Non-current Liabilities, Current Liabilities	5
5	Statement of Profit and Loss (Companies Act, 2013) Incomes and Expenses – Recognition, Measurement and Disclosure	5
6	Cash Flow Statement	5

	Utility of cash flow Statement, Preparation of Cashflow Statement	
7	Analysing and Interpreting Financial Statements Financial Ratios, Common size statements	4
8	Significant Accounting Standards and Certain Special Features of Corporate Accounting	1
	Total	27

3. Teaching Methods

Lectures, Lab sessions, Case studies, and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class Attendance/ Participation / Tests / Assignments Projects/ Viva voce)	40	40%
2	Semester End Examination	60	60%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No.	Reading Material
1	Financial Accounting: A Managerial Perspective, R. Narayanaswamy, PHI Learning, 6 th Revised Edition.
2	Financial Accounting, Verma, Nair and Saxena, Staredu Solutions
3	Financial Accounting, Dhanesh Khatri, McGraw Hill Education
4	Financial Accounting for Managers, T.P.Ghosh, Taxmann Publications Pvt. Ltd., 4 th Edition.

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM – Marketing/Finance/Human Resource
Course Title	Business Statistics
Credit Value	4
Semester	I
Duration	40 hours

1.Course Objectives

This course will enable students to understand and apply appropriate descriptive statistical techniques for different types of data. It will also enable students to analyse and present data based on appropriate statistical measures. The course aims to enable students apply statistical concepts to perform variety of hypothesis tests to aid decision making in a business context.

2.Course Contents

Sr. No	Topic	No of sessions of 90 minutes each
1	Descriptive statistics Basic statistical concepts, Measures of Central Tendency Measures of Dispersion, Shape of the data	4
2	Basic Probability concepts Probability theory, Probability definitions, Simple, Joint, conditional Probabilities, Mathematical and statistical definition, Addition and multiplication rule, Bayes' probability	6
3	Probability distributions Random Variables, Expected value and Variance, Discrete distributions, Binomial, Poisson distributions, Continuous distributions, Normal distribution	4
4	Sampling	2

	Sampling distribution for Mean, Concept of central limit theorem, Standard error, probability and non-probability sampling	
5	Statistical estimation Confidence interval estimation for means	2
6	Hypothesis testing Basic Hypothesis concepts, Null and Alternative Hypothesis, Type 1 error and Type error, Significance Level, Critical value approach, Z and t tests, one way ANOVA (f test) for mean.	5
7	Regression and Correlation analysis Correlation Analysis, Simple linear regression and its assumptions, Method of least squares, Hypothesis testing of slopes, Concept of R ²	4
	Total	27

3. Teaching Methods

Lectures, Lab sessions, Case studies, Projects and Assignments
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4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Semester End Examination	60	60%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Statistics for Managers Using Microsoft Excel - David M. Levine David F. Stephan Timothy C. Krehbiel Mark L. Berenson, Pearson Publishers
2	Statistics for management - R. Levin and D. Rubin, Pearson Publishers
4	Business Statistics in Practice Using Data Modeling and Analysis, McGraw Hill
3	Business statistics -N D Vohra. MC Graw Hill Publishers
4	Business statistics using excel - Davis and Pecar. Oxford publishers

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM- Finance/Marketing/Human Resource
Course Title	Marketing Management - I
Credit Value	2
Semester	I
Duration	20 hours

1.Course Objectives

Marketing is a critical business function aims at satisfying customer needs more efficiently and effectively than a firm's competitors. This course will introduce you to the principles of marketing, and, through an analysis of real-world marketing issues. Fundamental marketing concepts, principles, and issues are analyzed within present economic, social, and legal environments.

2.Course Contents

Sr. No	Topic	No of sessions of 90 minutes each
1	An overview of Marketing Definition of Marketing, Marketing Management philosophies, Difference between Sales and Marketing orientation, Importance of marketing	2
2	Strategic planning for competitive advantage The nature of strategic planning, Marketing plan elements, The Marketing Mix, Designing the Marketing Plan	3
3	The Marketing Environment The External Marketing Environment, The Internal Marketing Environment, The Components of Marketing Environment	3
4	Consumer Decision Making The importance of understanding Consumer Behaviour, The Consumer Decision Making Process	2
5	Segmentation Market Segmentation, Bases for Segmenting the Market, Steps in segmenting the market	2

6	Product Concept The definition of product, Types of products, Product line and product mix, Adjustments in product lines	2
7	Developing and Managing the product The importance of New Products, The New Product Development Process	1
	Total	15

3. Teaching Methods

Lectures , Case studies, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Semester end Examination	60	60%
3	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Principles of Marketing: Charles W. Lamb, Joseph F. Hair, Dheeraj Sharma, Carl McDaniel; CENGAGE
2	Marketing Management: Philip Kotler; Kevin Lane Keller. Pearson 15 th Ed

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM- Marketing/Finance/Human Resource
Course Title	Operations Management
Credit Value	4
Semester	1
Duration	40 hours

1.Course Objectives

This course aims to provide students basic understanding of how companies can achieve competitive advantage through managing their operations effectively and apply different analytical techniques of operations Management in different industry sectors like man hotel, hospital, mall, BPO, Airlines, manufacturing, consulting etc. Students will be able to understand the concepts of operations management and the decisions involved in operations strategy to improve quality, reduce cost and cycle time using case study, projects and group discussion.

2.Course Contents

Sr. No	Topic	No of sessions of 90 minutes each
1	Introduction to Operation Management Nature, issues and scope of OM, Operations Strategy	2
2	Product Process Product process analysis & types of Production Systems	2
3	Product development New product development, product design, robust design, quality function deployment	2
4	Capacity Planning Measure of capacity, alternative for capacity augmentation / Facility Location, factors affecting location decisions, location planning methods	3
5	Facility Layout planning Types of layout, /Aggregate Planning, production planning Strategies, disaggregating the aggregate plan.	3
6	Inventory planning and control	3

	Types of inventory, inventory costs, inventory control systems.	
7	Material requirement planning Just in time and supply chain management	3
8	Project Management Phases of project management, Framework for project management, tools and techniques for project management	3
9	Quality Management Quality management tools, design of quality assurance systems	2
10	Sequencing Jobs / Work Study	2
11	Outsourcing and offshoring	2
	Total	27

3. Teaching Methods

Lectures , Lab sessions, Case studies, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Semester End Exams	60	60%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No.	Reading Material
1	Production and Operations Management - K.Bedi, Oxford
2	Operations Management - B. Mahadevan, Pearson
3	Operations Management -Collier, Evans,Ganguli. Cengage
4	Operations Management -Heizer and Render, Pearson

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM- Marketing/Finance/Human Resource
Course Title	Business Law
Credit Value	2
Semester	I
Duration	20 hours

1.Course Objectives

Understanding the legal environment of business is very important as they affect business transactions. The objective of this course is to provide the students an overview of important laws affecting business. The course will also enable students to understand the implication of various legal provisions on business.

2.Course Contents

Sr. No	Topic	No of sessions of 90 minutes each
1	Contracts Laws Overview of establishing Contractual Relationships, Consideration and Legality of Object Competency of parties to contract, Free Consent, Void Agreement and Contingent Contract, Performance and Discharge of Contract, Remedies for Breach of Contract, Special Contracts – Indemnity and Guarantee, Pledge and Bailment, Agency	8
2	Salient Features of the Companies Act, 2013	3
3	Sale of Goods Act, 1930 – Sale and transfer of ownership, quality of goods, performance of sale contract, contract of service and taxation, bailment, pledge and hypothecation, lien	4
	Total	15

3.Teaching Methods

4.Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	20	40%
2	Semester End Examination	30	60%
	Total	50	100%

5.Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Legal Aspects of Business - Akhileshwar Pathak, Tata McGraw Hill
2	Legal Aspects of Business - Ravinder Kumar, Cengage
3	Legal Aspects of Business - Daniel Albuquerque, Oxford University Press
4	Business Law for Management - K. R. Bulchandani, Himalaya Publishing

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM- Marketing/Finance/Human Resource
Course Title	Strategic IT for Management
Credit Value	4
Semester	I
Duration	40 hours

1.Course Objectives

This course will enable students to understand role of Information Technology and Information Systems in business and use of Management Information Systems in achieving Business Competitive Advantage, through informed Decision Making and Operational success of the organisation. It will also help students to know (i) how to use Information Technology to solve business problems (ii) effectively utilize database and database management systems to organise, store & retrieve data and (iii) Recognise the Information Security requirements

2.Course Contents

Sr. No	Topics	No of sessions of 90 minutes each
1	Information Systems Types of Information Systems – MIS/DSS/EIS/ES Database Management Systems, System Development Life Cycle	8
2	Strategic Applications in IT Strategies for Competitive Advantage through IT	5
3	Information Security	2
4	MS Excel & Advance Excel Application Layout and User Interface, Cell Referencing. Formulas and Functions, Graphs and Charts, Data Validation and Conditional Formatting, Functions – Overview of HLOOKUP, VLOOKUP & LOOKUP, Mathematical Functions, Financial Functions like npv, irr and pmt, Analysis Tools – Pivot Tables and Pivot Charts, Goal Seek and Solver	12

	Total	27
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3. Teaching Methods

Lectures , Lab sessions, Case studies, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Semester End Examination	60	60%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Management Information Systems - James Obrien, McGrawHill

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM- Marketing/Finance/Human Resource
Course Title	Business Communication
Credit Value	4
Semester	I
Duration	40 hours

1.Course Objectives

Effective business communication is a key skill required in a business manager. The objective of this course is to familiarize the students with key concepts of Business Communication (Written, Verbal and Non-Verbal) and to provide experiential learning to improve their communication skills.

2.Course Contents

Sr. No	Topic	No of sessions of 90 minutes each
1	<p>Introduction to Communication What is communication? Components of the communication process, Types of communication.</p> <p>Barriers to communication- Classification of Barriers – Interpersonal, Intrapersonal, Language, Semantic, Degree of Knowledge, Perception, Frame of Reference, Poor listening skills, Personal interests, Speed of thought, Physical distractions, Lack of trust, Hierarchy, Channel or medium, Emotional interference, Cultural Organizational.</p> <p>Overcoming communication Barriers. Characteristics of communication.</p>	4
2	<p>Organizational Communication: Importance of effective communication, Organizational structure and communication, Modes of communication - Formal -Informal, Oral-Written, Internal-External, Verbal-</p>	3

	Non-verbal, Types of communication – Intrapersonal, interpersonal, Group and mass communication. Importance of conversation, Communication styles. 7 Cs of communication, Communicating with the Boss Corporate communication – Effective Meetings, Conflict communication, Negotiation skills, Crisis communication.	
3	Non-Verbal Communication Role and importance, Classification of Non-verbal communication, Body language, Para-lingual aspects of communication, Culture and non-verbal communication, Non-verbal communication and business success.	4
4	Listening Meaning and art of listening – Importance, essential facts and process, Types of listening, Listening ROI, Barriers to effective listening, Effective listening techniques.	2
5	Public Speaking and Presentation skills Importance, Presentation and public speaking, Elements of public speaking, Choice of methods, Non-verbal cues, Motivating audience.	3
6	Effective Presentation Skills Power point murder weapons Know your audience, Elements of effective presentation, Pre-Presentation stage (Who-Why-What-When-Where-How), Presentation stage (during the presentation), Post-Presentation stage.	2
7	Employment communication. Interviews CV & Resume and Cover letter, Myths and facts about interviews, Job interviews: Before- During and after, Frequently asked questions, Do's, don'ts and tips. Group Discussions (GD) Importance and types of GD, Elements of GD, Do's, don'ts and tips.	3
8	Business Etiquette Importance, Forming first impressions, Importance of Dress, Time, Telephone and dining etiquette.	2
9	Internet & Social Media Technology based communication tools, Social networking.	1
10	Business writing Importance of effective writing, Essential features of business writing, writing routine, persuasive and routine messages. Business correspondence Importance of Business writing, Business Letters, Ten commandments of letter writing, Case studies, Cover letters, Resumes, Memos, Emails.	2
11	Reports and Proposals Basic features and types, Planning the report, Writing the report, Project proposal	1
	Total	27

3. Teaching Methods

Lectures , Lab sessions, Case studies, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Semester End Examination	60	60%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1.	Business Communication – Mallika Nawal. Cengage Learning)
2.	Technical Communication – Principles and Practice (Second Edition). Meenakshi Raman and Sangeeta Sharma. Oxford University Press
3.	Communication Skills - Leena Sen. PHI Learning Private Limited
4.	Successful workplace communication - Phil Baguley. Hodder Education.

Marketing

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM - Marketing
Course Title	Digital Marketing
Credit Value	4
Semester	I
Duration	40 hours

1.Course Objectives

Digital Marketing is an emerging field which takes into account advent of the new forms of media and the changing consumer media consumption habits to achieve the organizations marketing objectives. This course will introduce the students to various digital media, delivering marketing objective through digital mediums, creation of campaigns and analytics. This course will also expose the students to recent and relevant success stories and contemporary issues.

2.Course Contents

Sr No.	Topic	No of sessions of 90 minutes each
1	Understanding the Digital Landscape Introduction to digital marketing – types of digital media, industry trends, Indian media spends, comparison with traditional media	2
2	Customer behavior in digital media Customer consumption trends of digital media. Role of digital media in consumer decision making process. Behavioural and Contextual targeting	2
3	Search Engines for marketing Significance of search engines; conceptual understanding of SEO; Steps to be taken for optimizing website; conceptual understanding SEM; creating and executing SEM campaigns.	8
4	Display advertising Different forms of display advertising, Ad networks, click frauds detection and prevention	3
5	Pricing methods	2

	Understanding CPC, PPC, CPA, CPM etc. Business goal and pricing method fitment.	
6	Social Media advertising Types of social media; targeting of social media; garnering earned media; strategizing, executing and analyzing social media campaign	3
7	Digital Analytics Understanding various KPIs; interpreting google analytics and facebook analytics	3
8	Email and Mobile Marketing Setting objectives, creating content, delivery to customers, monitoring and assessing performance	2
9	Sentiment Analysis Social listening, analysis of customer engagement, trend analysis	2
	Total	27

3. Teaching Methods

Lectures, Lab sessions, Case studies, Projects and Assignments
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4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Semester End Examination	60	60%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Digital Marketing - An integrated approach by Star Business series.
2	The Art of Digital Marketing - Ian Dodson; Wiley Publication
3	Digital Marketing - Seema Gupta; McGraw Hill

Finance

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM-Finance
Course Title	Financial Markets and Institutions
Credit Value	4
Semester	I
Duration	40 hours

1.Course Objectives

This course is aimed to convey concepts, tools, framework and fundamentals of the global financial markets and the institutions that ensure their well-functioning. The course also enables the students to understand the operations of money market and three distinct capital markets: the equity market, the bond market and the derivatives market; and the financial assets traded in each of these markets. It will help the students develop their analytical abilities and problem-solving skills, and prepares them students for successful careers in the finance sector

2.Course Contents

Sr No.	Topic	No of sessions of 90 minutes each
1	Overview of Indian Financial System: Scam and Current Affairs, savings and investment, flow of funds, components of Indian Financial System, Financial Development and Integration.	4
2	Capital Market: Primary and Secondary Equity Market, IPO's, Price Discovery, Derivatives, Futures, Option Contract, Swaps, Commodities.	11
3	Money Market: T-bills, Commercial Paper, Call money market, CBLO, Repo and Reverse Repo.	2
4	Fixed income securities/ Bond Market: Types of bonds, Time Value of Money, Bond pricing, Bond valuation, Risk measures, term structure of interest rates.	6
5	Financial Intermediaries:	4

	Indian Perspective: Financial Regulators, Financial Institutions, Hedge Funds, Mutual Funds. Global Perspective: IMF, World Bank, Federal Reserve System, European Central Bank, Tax heavens.	
	Total	27

3. Teaching Methods

Lecture, Lab sessions, Case studies, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Semester End Examination	60	60%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Financial Institutions and Markets-Madura-L M Bhole & Jitendra Mahakud-5 th Edition-Mc Graw Hill
2	The Indian Financial System-Bharati Pathak - 5 th Edition -Pearson
3	Financial Markets and Institutions-Saunders and Cornett- 3 rd Edition-Mc Graw Hill
4	Financial Markets and Institutions-Mishkin and Eakins-6 th Edition-Pearson
5	Financial Management – M Y Khan & P K Jain - Mc Graw Hill
6	Fixed Income Analysis – Wiley – CFA Institute
7	Websites / Press Release of RBI , SEBI.

HR

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM – Human resource
Course Title	Human Resource Management
Credit Value	4
Semester	I
Duration	40 hours

1.Course Objectives

This course will enable students to understand & appreciate the basics of Human Resource Management. The course will help the students to understand how an HR function can ensure optimal utilization of human assests for achieving organizational objectives, and design interventions to achieve the same.

2.Course Contents

Sr no	Topic	No of Sessions of 90 mins each
1	Introduction to HRM Definition of HRM, Evolution from Personnel to HR	2
2	Scope of HR Characteristics and Challenges of HR function in different industries, Employee lifecycle processes	2
3	Manpower planning Job Analysis & Job Design, , Budgeting, Forecasting,	2
4	Recruitment & Selection Interviewing techniques	2
5	Learning & Development Process, Trends, e-learning	3
6	Performance Management System Concepts, Methodology, Choosing a Performance Measurement Approach, Career management & Succession Plans	2
7	Compensation & Benefits	4

	Rewards, Employee Engagement, Commitment & Motivation – Mentoring, Leadership styles that impact the same	
8	Organisational Development and Change Interventions, Management of Organisational Change, HRD Planning for Long term strategies and Growth	4
9	Management tools Balanced Score card, Six Sigma, 5S, Kaizen, HR Analytics, Design Thinking for HR	2
10	Legal Issues in HRM	2
11	Current Trends in HRM	2
	Total	27

3. Teaching Methods

Lectures , Lab sessions, Case studies, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Semester End Examination	60	60%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Human Resource Management – Ashwathapa, McGraw Hill
2	Personnel Management – C.B. Mammoria, Himalaya Publishing
3	Human Resource Management –Dessler, Prentice Hall India
4	Personnel/Human Resource Management: DeCenzo& Robbins. Prentice Hall India
5	Human Resource Management – Dr P Jyothi and Dr D.N Venkatesh – Oxford Publications
6	Articles from HBR, People Matters, Human Capital, SHRM

Semester - II

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM- Marketing/Finance/Human Resource
Course Title	Marketing Management II
Credit Value	2
Semester	II
Duration	20 Hours

1. Course Objectives

This course aims to familiarize the students with the key elements of marketing management and to provide the students with a sound framework for identifying, analyzing, and solving marketing problems

2. Course Contents

Sr. No	Topic	No of sessions of 90 minutes each
1.	Communicating Customer Value Integrated Marketing Communications and its processes, The promotion mix, Developing effective communication using the conventional and the new media; Setting the total promotion budget and mix, Socially responsible marketing communication	2
2.	Personal Selling and Sales Promotion Nature of personal selling, Managing the sales force, Supervising and motivating salespeople, Personal selling process, Sales promotion	2
3.	Marketing Channels and Supply Chain Management Nature and importance of marketing channels, Channel design decisions, Channel management decisions, Marketing logistics and supply chain management	2
4.	Retailing, Wholesaling & Physical Distribution	1
5.	Direct and Online Marketing Building Direct Customer Relationships; Growth and benefits of Direct Marketing, Forms of direct marketing; Online marketing, promise and challenges, Multilevel marketing, mobile marketing, social media marketing	2

6.	Creating Competitive Advantage in the Global Market Place Competitor analysis, Competitive strategies, Guerrilla marketing, Ambush marketing, Global marketing environment, Strategies of entering global markets	2
7.	Marketing Ethics and Social Responsibility Social criticisms of marketing, Citizen and public actions to regulate marketing, Business actions towards socially responsible marketing	1
8.	Rural Marketing Rural marketing environment, Rural consumer behavior, Rural marketing strategies, Rural marketing- Opportunities & challenges	2
9.	Social Marketing Understanding social marketing, Developing social marketing strategies; Managing social marketing programs	1
	Total	15

3. Teaching Methods

Lectures , Lab sessions, Case studies, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	20	40%
2	Semester End Examination	30	60%
	Total	50	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Marketing Management, Philip Kotler and Kevin Lane Keller; Pearson Publication, 15 e
2	Marketing Management-Indian Cases, Pearson Publication 2018.
3	Social Marketing Influencing Behaviours for Good- Nancy R. Lee and Philip Kotler, Sage Publication, 4 e
4	Marketing- Dhruv Grewal and Michael Levy, McGraw Hill Education (India) Edition 2017 5 e
	Additional Reading
1	V. Walt, "Amazon Invades India," Fortune, January 1, 2016. http://fortune.com/amazon-india-jeff-bezos/

2	WHAT MAKES A GOOD SALESMAN (HBR CLASSIC) David Mayer; Herbert M. Greenberg, July 2006; HBR R0607N-PDF-ENG https://cb.hbsp.harvard.edu/cbmp/product/R0607N-PDF-ENG
3	SUSTAINABILITY AS A MARKETING TOOL: TO BE OR TO APPEAR TO BE? Fabrizio Baldassarre; Raffaele Campo, July 2016; Business Horizon Product BH751-PDF-ENG; https://cb.hbsp.harvard.edu/cbmp/product/BH751-PDF-ENG
4	YOU DON'T NEED AN "INDIA STRATEGY" - YOU NEED A STRATEGY FOR EACH STATE IN INDIA Pratima Singh, December 2017; HBR web article H042NF-PDF-ENG; https://cb.hbsp.harvard.edu/cbmp/product/H042NF-PDF-ENG
5	GE'S ECO-INNOVATION PLATFORM Andrew Winston, October 2011, HBR Web Article H007X3-PDF-ENG https://cb.hbsp.harvard.edu/cbmp/product/H007X3-PDF-ENG
6	Supply Chains Built for Speed and Customization, June 2017, Man Mohan S. Sodhi and Christopher S. Tang https://sloanreview.mit.edu/article/supply-chains-built-for-speed-and-customization/
7	Thomas Ripsam, Louis Bouquet (2016) Your company's customer strategy: A path to delivering distinctive value and experience, PwC Publication, https://www.strategyand.pwc.com/reports/your-companys-customer-strategy

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM- Marketing/Finance/Human Resource
Course Title	Financial Management
Credit Value	4
Semester	II
Duration	40 hours

1.Course Objectives

This course is aimed to enable the students understand and apply principles, concepts and techniques in financial management in making financial decisions and resolving financial problems. This course will also enable students to evaluate major financial decisions namely investment, financing, working capital and dividend for improving profitability, efficiency and returns.

2.Course Contents

Sr. No.	Topic	No of sessions of 90 minutes each
1	Overview of Financial Management Financing decisions, Organisational Goals: Profit Maximisation v/s wealth maximisation, Agency problem, Sources of finance: long term and short term.	2
2	Time Value of Money Concept of Present Value and future Value of Single Cash Flow, annuity, growing annuity, perpetuity and growing perpetuity concepts, Practical Applications of Compounding and Discounting	2
3	Investment Decisions: Major Capital Budgeting Decisions – Concepts of Cash Flows and Cash Flow Patterns, Traditional Capital	5

Sr. No.	Topic	No of sessions of 90 minutes each
	Budgeting Techniques & Limitations –(ARR, Payback Period), Modern Capital Budgeting Techniques & Limitations – (Discounted Payback Period, NPV, IRR, and Profitability Index), NPV Vs PI – Comparison, NPV Vs IRR – Comparison	
4	Cost of Capital Concept, Explicit and implicit costs, Hurdle rate, Cost of Debt – Redeemable and Perpetual, cost of Preference Shares – Redeemable and non redeemable, Cost of Equity – Dividend and CAPM Approach, Cost of Retained Earnings, Overall Cost of Capital (WACC) – Assignment of Weights (Historical and Market)	4
5	Financing Decisions <u>Leverage-</u> Operating , Financial and combined Leverage – Algebraic and Graphic Approach, EBIT – EPS (Indifference Curve) Analysis <u>Capital Structure:</u> Concept of Capital Structure, Theories of relevance (Net Income Approach, Traditional Approach) ,Theories of irrelevance (Net Operating Income Approach, Modigliani – Millar Hypothesis), Optimum Capital Structure – factors and determinants	4
6	Dividend Decisions Concept and Forms of Dividend, Determinants of Dividend policy, Dividend Theories of relevance (Walter and Gordon), Dividend Theories of irrelevance (Miller-Modigliani), Limitations of the theories	2
7	Working Capital Decisions Concept, Need, Types of Working Capital, Determinants of working Capital, Estimation of Working Capital requirement, Receivables management, Cash management, Inventory management.	8
	Total	27

3. Teaching Methods

Lectures , Lab sessions, Case studies, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/ Participation, Test Assignments, Projects, Viva voce)	40	40%
2	Semester End Examination	60	60%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Financial Management - Pandey, I.M, 11th Edition, Vikas Publication, New Delhi.
2	Financial Management - Khan and Jain, 8th Edition, Mc Graw Hill, New Delhi.
3	Financial Management Theory and Practice- Chandra, Prasanna, 8th Edition, Mc Graw Hill, New Delhi.
4	Principles of Corporate Finance -Brealey and Myers, 10th Edition, McGraw Hill, India.

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM- Marketing/Finance/Human Resource
Course Title	Operations Research
Credit Value	4
Semester	II
Duration	40 hours

1.Course Objective

The course aims to provide students with in depth knowledge of optimization techniques and its applications. The course will also enable students identify and develop operational research models from Real Systems.

2.Course Contents

Sr. No	Topic	No of sessions of 90 minutes each
1	Introduction to Operation Research Evolution, History & Scope Industry application areas of Operations Research, cases.	2
2	Linear Programming Problem Formulation, solution by graphical method, LP cases, relevant business applications	6
3	Transportation problem TP, special cases of TP, Application of Linear Programming in TP.	2
4	Assignment Problem, Assignment Problem with Special Cases	3
5	Game Theory Introduction to Game theory, Zero-sum Game	2
6	Decision Theory Decision under Risk and Uncertainty	3
7	Decision Tree Introduction to decision trees, model design	2
8	Waiting lines model- with cost implications	3
9	Simulation, Queue system, Inventory, demand simulation	4
Total		27

3. Teaching Methods

Lectures, Lab sessions, Case studies, Projects and Assignments
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4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Semester End Examination	60	60%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Introduction to Management Science, -William J Stevenson, McGraw Hill
2	Principles of Operations Research –Wagner, Prentice Hall of India
3	Operations Research- Hilier, Liberman, Tata McGraw Hill
4	Quantitative Techniques in Management -N D Vohra, Tata McGraw Hill.

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM- Marketing/Finance/Human Resource
Course Title	Business Research Methods
Credit Value	4
Semester	II
Duration	40 hours

1. Course Objectives

The main objective of the course is to provide an understanding of research, different research methods and statistical tools. A business manager is faced with decisions every day. A thorough study will help in finding alternative answers to solve questions or decisions faced by future managers. For example applying different research techniques to make decisions about potential business ventures and existing company practices. It also helps in creating marketing techniques, understanding investment risk etc.

2. Course Contents

Sr. No	Topic	No of sessions of 90 minutes each
1	Research Meaning, Types, Criteria & Applications in Finance	1
2	Variables Types, Scaling & Measurement	2
3	Data Types & Sources	2
4	Research Design Introduction & Types	3
5	Questionnaire Importance & Designing	3
6	Probability & Probability Distributions, Numerical Applications	3

7	Testing of Hypothesis, Applications	2
8	Sample & Sampling Distributions	2
9	Bivariate Analysis & Applications	3
10	Bivariate Regression & Applications	3
11	Multivariate Analysis, Assumptions & Violations of CLRM	3
	Total	27

3. Teaching Methods

Lectures, Lab sessions, Case studies, Projects and Assignments
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4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	20%
2	Semester End Examination	60	30%
	Total	100	50%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Business Research Methods, Prahlad Mishra, Oxford University Press
2	Research Methodology: Concepts & Cases, Chawla & Sodhi, Vikas Publishing House
3	Statistics for Management, Levin, Rubin, Siddiqui & Rastogi, Pearson
4	Introduction to Econometrics, Maddala & Lahiri, Wiley

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM- Marketing/Finance/Human Resource
Course Title	Managerial Economics
Credit Value	4
Semester	II
Duration	40 hours

1.Course Objectives

Managerial Economics helps in management decision making, in recognizing how economic forces affect organization. It explains the economic consequences of managerial behavior. It also links economic concepts and quantitative methods with functional areas in management studies. The course will prepare the students to make well-founded economic decisions, such as to optimally allocate scarce resources at disposal in order to maximize the output – to make best of what is available within the environment.

2.Course Contents

Sr. No	Contents	No of sessions of 90 minutes each
1.	Introduction to Managerial Economics Meaning and scope of Managerial Economics, Process of decision making, The theory of the firm, Nature and Function of Profits, Business Ethics	2
2.	Introduction to demand, supply and equilibrium Individual demand, Market demand and supply, Market equilibrium, The theory of consumer choice	2
3.	Demand Analysis Price and income elasticity of demand, Cross-price elasticity of demand, Managerial decision making, E-commerce	2
4.	Optimization Techniques Economic Relationships, Optimization Analysis, Constrained Optimization, New Management tools for Optimization	4

5.	Demand Estimation & Forecasting Problem Identification, Market research and regression analysis, Various forecasting techniques	3
6.	Production Analysis Production Function, Optimal combination of inputs, Innovation process and global competitiveness	3
7.	Cost Analysis Cost Function, Minimizing costs, Cost-Volume-Profit Analysis	4
8.	Market Structure Types of market, Degree of competition, Features and price determination	4
9.	Pricing Practices Pricing of multiple products, Price discrimination and dumping, Pricing in practice	3
	Total	27

3. Teaching Methods

Lectures, Lab sessions, Case studies, Projects and Assignments
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4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Semester End Exams	60	60%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Managerial Economics – Keat, Young, Erfle and Banerjee, 7 th Edition, Pearson Publications
2	Managerial Economics – Mark Hirchey, 12 th Edition, Cenage Learning

3	Managerial Economics – Salvatore and Rastogi, 8 th Edition, Oxford University Press
4	Additional Readings <ol style="list-style-type: none">1. Business Standard or any other Business Newspaper2. Economic Journals in NLDIMSR Library

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM- Marketing/Finance/Human Resource
Course Title	Corporate Social Responsibility
Credit Value	2
Semester	II
Duration	20 hours

1.Course Objectives

This course will enable students to understand the fundamental assumptions related to social responsibility and the implications of the stakeholder theory. The course will also help students understand importance of CSR in corporate governance and the value to integrating CSR into an organization's strategic framework. The course will also develop awareness of the (i) various reporting methods for CSR , (ii) challenges of sustainable development and (iii) the role of major institutions in CSR. The students will also learn about the growing evidence of CSR in India and the need for variability in Global CSR practices.

2.Course Contents

Sr. No	Topic	No of sessions of 90 minutes each
1	Corporate Social Responsibility (CSR) Meaning and Scope, CSR Models, CSR and Business Ethics	6
2	Role of Institutions in CSR	1
3	Environmental Aspects of CSR	1
4	CSR and Corporate Sustainability	2
5	Global CSR	2
6	Understanding Framework for Rating CSR	1
7	Future of CSR	2
	Total	15

3.Teaching Methods

Lectures, Lab sessions, Case studies, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	20	20%
2	Semester End Examination	30	30%
	Total	50	50%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Corporate Social Responsibility - Madhumita Chatterji, Oxford University Press.
2	Environmental Management - Krishnamoorthy, Prentice-Hall India.
3	Corporate Responsibility- Michael Blowfield and Alan Murray, Oxford University Press

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM- Marketing/Finance/Human Resource
Course Title	Direct and Indirect Taxation
Credit Value	2
Semester	II
Duration	20 hours

1.Course Objectives

Understanding tax provisions and its impact on business is very important for a manager. This course aims to give the students an overview of important provisions of direct and indirect tax laws in India. It will also make the students understand the provisions of income tax and GST leading to computation of income and tax.

2.Course Contents

Sr. No	Topic	No of sessions of 90 minutes each
1	Taxation system in India Overview of tax system in India, meaning of direct and indirect taxes.	1
2	Introduction to Income Tax Basic concepts , definitions, residential status and taxability of income	2
3	Computation of income under various heads – Salaries, Income from House property, Income from Business/Profession, Capital Gains and Income from other sources.	8
4	Computation of total income and tax liability	2
5	Goods and Services Tax- Definitions, rates of GST, provisions related to input tax credit and determination of GST liability.	2
	Total	15

3.Teaching Methods

Lectures , Lab sessions, Case studies, Projects and Assignments

4.Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	20	40%
2	Semester End Examination	30	60%
	Total	50	100%

5.Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Students Guide to Taxation – T.N. Manoharan, Snow white Publications
2	Direct Taxes – V.K.Singhania, Taxmann

Marketing

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM- Marketing
Course Title	Customer Relationship Management
Credit Value	4
Semester	II
Duration	40 hours

1.Course Objectives

This course aims to make students realize the importance of customer relationship management in the success of any organization

2.Course Contents

Sr No	Topic	No of sessions of 90 minutes each
1	Introduction to CRM Evolution of CRM, Factors leading to evolution of CRM CRM definition, Why the business needs CRM?, Different forms of CRM	2
2	CRM and Customer Centricity Components of CRM, What is a customer centric organization, Measuring success of customer centric company	2
3	CRM- A Strategic approach to Marketing CRM-oriented marketing, CRM approach to segmentations, Characteristics of customer needs, Cross selling and up-selling, Behavior prediction & Possible marketing decisions, Personalization, Event based marketing	2

4	<p>Strategies to build relationship</p> <p>Four levels of relationship, Customer's expectations from relationship, Organization's expectations from relationship Relationship marketing concepts, five levels of investment in customer relationship building, IDIC model for building relationship, Interactive technology to build relationship Mass customization to build relationship</p>	2
5	<p>Customer acquisition and retention</p> <p>Four rules of Customer Acquisition, Acquisition Tactical Management (ACTMAN) model, Operational CRM tools that help customer acquisition, Customer Retention: Determinants, Levels of Retention Strategies</p>	2
6	<p>Customer Loyalty</p> <p>Dimensions of loyalty, Types of loyalty, Loyalty Ladder Drivers of loyalty, Loyalty strategies, Loyalty programmes ROI of loyalty program, Obstacles in the success of the loyalty program</p>	2
7	<p>Customer satisfaction</p> <p>Definition, Customer Satisfaction (Macro) Models Micro-models of customer satisfaction, Customer Loyalty and Satisfaction, Measuring Customer Satisfaction</p>	3
8	<p>Strategic CRM in B2B (Business to Business) Market</p> <p>Industrial vs consumer marketing, sell what is personally important to different buyers in industrial marketing, Buyer Seller relationship – distinctive feature, creating value in buyers' market, Creating CRM strategy in Business markets Building customer Loyalty in Business market – Become a customer centric organization, Key Account Management</p>	3
9	<p>CRM in Services</p> <p>7 P's of services, Quality, Service recovery, Customer complaints</p>	2

10	CRM in B2C (Business to consumer/customer) markets Objectives of B2C CRM, Various touch points, Acquisition of Customers, Special feature of physical goods marketing	3
11	CRM Metrics Customer life time value / customer equity	2
12	CRM implementation Data Management – Operational data base, Data warehouse, data marts, data-mining, E-CRM, e-CRM, CRM Planning / Challenges / Current trends	2
	Total	27

3. Teaching Methods

Lectures , Lab sessions, Case studies, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Semester End Examination	60	60%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Customer Relationship Management – Mallika Srivastava. Vikas Publishing
2	Customer Relationship Management, concepts & applications – Alok Kumar, Chhabi Sinha, Rakesh Sharma, Biztantra

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM - Marketing
Course Title	Sales and Distribution Management
Credit Value	4
Semester	II
Duration	40 Hours

1.Course Objective

“Sales” is fundamental to any business, and is largely “recession-proof”, therefore “Sales Management” is an essential element of knowledge and orientation required for a career in marketing in the corporate world invariable in any sector. The course explores the critical components of effective sales promotion integrating well with the sales process and ability to design complete package of promotion with administrable tools to measure the effectiveness. This course will take the students through the fundamentals of sales management and sales promotion with structured theories and practical learning experiences. Some elements of “personal selling” is also incorporated for preparing students better for the industry.

2.Course Contents

Sr. No	Topic	No of sessions of 90 minutes each
1	Sales Organization & its Evolution Evolution of Sales Department, Objectives of Sales Management, Sales Management & Financial Results	1
2	Selling Function-System Selling & Selling of Services Selling Process, System Selling, Selling of Services	2
3	Sales Management Information Systems Types of information required, Maintaining data bases Types of tools available	1
4	Sales organization structures Types of sales organization structures, Suitability of sales organization structures, Develop the appropriate sales organization structures	2
5	Selling skills Theories of selling, Types of selling, Dyad in selling	2

6	Sales process – AIDA model in sales Prospecting, Approach, Problem, Solution, Decision Referral, Map the sales process on AIDA Model of sales process	2
7	Territory and time management Methods of allocating territory, Identifying the appropriate method to allocate territory, Calculating the manpower for a territory, Different type of routing, Types of scheduling	2
8	Recruitment and selection Specifying job description, Identify the sources of recruitment, Recruitment process	1
9	Training and development of sales personnel Identifying the training requirement, Design the training program, Measure the effectiveness of training	2
10	Forecasting techniques Different types of sales forecasting	2
11	Sales budget Preparing the sales budget, Relationship between sales budget and revenue planning	2
12	Targets and sales management Designing the sales performance metric, Methods for adequate target management	2
13	Performance evaluation of the sales person Devising various methods to measure the performance, Performance measure is in line to the firm's objective	2
14	Motivating sales team Compensation design, Incentive planning, Metrics for incentive planning	2
15	Importance of distribution The customer marketing channels, Selecting channel partners, Channel intensity, Managing channel partners, Setting up cooperative programs, Methods of channel partner cooperation	2
Total		27

3. Teaching Methods

Lectures , Lab sessions, Case studies, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Semester End Examination	60	60%
Total		100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Sales and Distribution Management -Richard R. Still; Edward w. Cundiff; Norman A. P. Govoni; Sandeep Puri; Pearson (2017), 6 th Edition
2	Managing Sales People -Robert C. Patty; Reston Publishing

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM- Marketing
Course Title	Marketing Metrics and Audit
Credit Value	4
Semester	II
Duration	40 hours

1.Course Objectives

The objective of this course is to provide students with an overview of tools and techniques that can be used to quantify the strategic value of marketing initiatives.

2.Course Contents

Sr. No	Contents	No of sessions of 90 minutes each
1	An Introduction to Marketing Metrics	1
2	Share metrics Market share, relative market share, penetration, BDI, CDI, Awareness, Attitude and Usage, satisfaction	2
3	Margins and Profits Selling price and channel margins, fixed and variable cost, marketing spending, breakeven analysis, target volume	2
4	Pricing Price premium, Reservation price, Price Elasticity, Own & cross price elasticity, prisoner's dilemma	3
5	Product and Portfolio Management Trial, repeat and penetration volume projection, CAGR, Cannibalization, Brand Equity metrics	3
6	Customer Profitability Customers, recency and retention, Acquisition Vs Retention spending, Customer lifetime value	3
7	Promotion Profitability Baseline sales, Incremental sales, Promotional Lift, redemption rates, deals, price waterfall	3

8	Sales Force Management Sales force coverage, goals, results, compensation. Acv, PCV, inventory turns, markdowns, GMROI	3
9	Online Metrics Impressions, page views, visitors, click through rate, bounce rate, CPM, CPC, CPA, social media metrics, email metrics	3
10	Marketing and Finance and Audit ROI, ROS, marketing ROI, Economic profit, NPV	3
	Total	27

3. Teaching Methods

Lectures , Lab sessions, Case studies, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Semester End Examination	60	60%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Marketing Metrics – Bendle, Farris, Pfeifer, Reibstien, Pearson
2	Data-Driven Marketing: The 15 Metrics Everyone in Marketing Should Know – Mark Jeffry, Wiley

PGDM Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM - Marketing
Course Title	Rural Marketing
Course Credit	4
Semester	II
Duration (Hrs)	40

1. Course Objectives

This course on Rural Marketing introduces students to the challenges and the opportunities of Rural Markets through exploring various issues that face these markets. The first of these is the challenge of reach – markets in rural India are small and scattered, making them inaccessible, unviable, or both. The next challenge is to ensure that consumers are aware of and want your brand. Large parts of rural India remain media-dark, and low literacy rates and the poor infrastructure are a limiting factor. Across product categories, rural penetration and awareness remain low. Often, marketers need to build not just their brands but also the entire category. And the need is not just to reach or communicate but to actually influence consumption and buying behavior.

2. Course Contents

Sr. No	Topic	No of sessions of 90 minutes each
1	What is rural India Introduction to Rural Marketing, Rural Marketing – Challenges	2
2	Rural Marketing Environment Rural Marketing Opportunities, Rural inhibiting factors PESTEL in rural	3
3	Understanding the rural economy Difference between rural and urban economy, Drivers of rural economy	3

4	The Rural Consumer Unmasking the Real India, Profiling the rural consumer	2
5	Rural Consumer Behaviour Understand the buying decision process, The critical difference in the buying behavior of rural consumer, The drivers of rural consumption	2
6	Rural Market Research The challenges of rural research, The Types of research tools, Why urban research methods are not applicable	2
7	Segmenting, Targeting, and Positioning in Rural Markets Bases of segmentation, Method of segmentation, Targeting the segmented market, Position the product in the rural market, The challenges of positioning in rural India, Innovative approaches to position	3
8	Product Strategy for Rural Marketing Designing product for rural India, Co-creating with customers, Marketing products to providing solutions	2
9	Distribution channels Challenges of distribution, New methods of distribution in rural India	2
10	Pricing in Rural Markets Price sensitivity – A myth or a reality, Cost vs value in rural India, Pricing policy	3
11	Operationalizing Communication Issues and Approaches in Media, Availability of media Choice of message and media, Designing the communication plan	3
	Total	27

3. Teaching Methods

Lectures , Lab sessions, Case studies, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Semester End Examination	60	60%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Rural Marketing Text and Cases - C.S.G. Krishnamacharyulu, Lalitha Ramakrishnan; 2 nd Edition: PEARSON
2	Rural Marketing - Pradeep Kashyap; Pearson Education. Third Edition

Finance

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM-Finance
Course Title	Analysis of Financial Statements
Credit Value	4
Semester	II
Duration	40 hours

1.Course Objectives

Analysis of Financial Statements is an important skill expected from business managers. The course is aimed to give the students an understanding of methods and techniques to read and analyse financial statements for decision making. This course will also enable students to assess business performance using ratios and understand advanced accounting and valuation concepts like Free Cash Flow, economic value added, Consolidation of financial statements.

2.Course Contents

Sr. No	Topic	No of sessions of 90 minutes each
1	Introduction to Financial Statements Analysis Overview of Financial Statements, impact of Accounting standards on financial information	2
2	Tools for analysis Common size analysis, comparative analysis, trend analysis and ratios analysis	4
3	Business analysis through ratios Profitability and Return analysis, Analysing investing activities, Analysing financing activities, Analysing solvency, DuPont Analysis, Credit analysis, Prospective analysis	12
4	Cash Flow Analysis Understanding Cashflow statement, Interpreting cashflows from different activities and it's analysis	2

5	Consolidated financial statements Process of preparing consolidated financial statements, Determining minority interest, analysis of consolidated financial statements	2
6	Equity Analysis and Valuation Earnings Analysis, determination of Free cash flow, Fundamental valuation multiples	3
7	Economic value added and Market value added Meaning, determination of value added and its importance in valuation.	2
	Total	27

3. Teaching Methods

Lectures , Lab sessions, Case studies, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Semester End Examination	60	60%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	The Analysis and use of Financial Statements- White, Sondhi, Fried. Wiley
2	Financial Statement Analysis – Gibson. Cengage Learning
3	Financial Statement Analysis – K.R. Subramanyam and John. Wild. McGraw Hill

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM-Finance
Course Title	Banking & Insurance
Credit Value	4
Semester	II
Duration	40 hours

1. Course Objective

This course will enable students to get an insight into the management of Banking Institutions, how banks manage the risk in their business. This course provides insight into insurance business, its principles and products. The course will also enable the students to understand latest trends and future challenges in banking and insurance sectors

2. Course Contents

Sr. No	Contents	No of sessions of 90 minutes each
1	Introduction to Banking Meaning of Banking, Meaning of Customers, KYC Concepts, Anti-Money Laundering rules, Clayton Rules – Appropriation, Right of Set off, Nomination, BSBDA & Small Deposit Account, Minor’s Account	4
2.	Introduction to Risk Management Meaning of Risk, Uncertainty, Managing Risk Principles of Insurance, Different Kinds of risk faced by the Banks/Financial Institutions – Co-operative Banks, Bank for International Settlement & Basel Committee on Basel Supervision.	5
3	Basel Norms	7

Sr. No	Contents	No of sessions of 90 minutes each
	.Basel I Principles & its problems, Need for revision of Basel I, Difference between Basel I and II, Basel II – Credit Risk and connected problems, Need for revision of Basel II, Difference between Basel II and III, Basel III Capital Structure and Capital Buffers – Pillar I structure, Basel III – Liquidity Ratios – LCR & NSFR	
4	Small Finance Banks, Payment Banks & RRBs	2
5	BPLR/Base Rate/MCLR & related issues	2
6	Non-Performing Assets Concept of NPA & related problems, Insolvency & Bankruptcy Code	2
7	Introduction to Insurance Brief on IRDAI, Life Insurance, Risk/Reward Parity, , Motor Insurance & Marine Insurance, Health & Medical Insurance, Fire Insurance	4
8	Latest Trends in Banking & Insurance	1
	Total	27

3. Teaching Methods

Lectures, Lab sessions, Case studies, Projects and Assignments
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4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/ Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Semester End Examination	60	60%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
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1	Bank Financial Management - IIBF
2	Management of Banking Financial Services – Padmalatha Suresh. Pearson
3	Risk Management - IIBF

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM- Finance
Course Title	Cost and Management Accounting
Credit Value	4
Semester	II
Duration	40 hours

1. Course Objectives

This course will enable students understand cost accounting concepts and aims at equipping students with skills and knowledge to identify and calculate different types of costs. It will enable the students to apply cost accounting concepts and data to evaluate performance of operations, activities, personnel etc. The course aims to introduce the students to assess pricing, budgetary control and cost allocation mainly through application of management accounting tools like cost-volume-profit analysis, activity-based costing and variance analysis which would develop the students' decision-making skill in management accounting.

2. Course Contents

Sr. No.	Topic	No. of sessions of 90 minutes each
1	Accounting and Cost Concepts Difference between Financial, Cost and Management Accounting, Classification of Costs	2
2	Preparation of Cost Sheet Format of Cost Sheet, Elements of cost sheet	3
3	Cost Volume Profit Analysis Marginal Cost Analysis, Breakeven Analysis, Profit Volume Analysis, Key Factor Analysis	5
4	Activity Based Costing (ABC) Traditional overhead allocation and its drawbacks, cost drivers and classification of activities, Implications of ABC	4
5	Service Costing	4

	List of different types of services, Determining the unit of service costing	
6	Budgetary Controls Types of Budget- Fixed and Flexible, Budgetary control methods	4
7	Standard Costing Computation of Material, Labour, Overhead and Sales Variances, Analysis of variances and their impact on profit	5
	Total	27

3. Teaching Methods

Lectures, Lab sessions, Case studies, Projects and Assignments
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4. Assessment

Sr. No.	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Semester End Examination	60	60%
		100	100%

5. Recommended Reading Material

Sr. No.	Reading Material
1	Management Accounting: Text, Problems and Cases 7E- Khan M. Y., Jain P. K., Publisher- McGraw Hill Education (India) Pvt Ltd
2	Management Accounting: Concepts and Strategic Costing Decisions- Singh Kanhaiya, Publisher-Wiley India Pvt Ltd.
3	Cost Accounting -Jawahar Lal & Seema Srivastava, Publisher- McGraw Hill Education (India) Pvt. Ltd.

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM-Finance
Course Title	Financial Regulations
Credit Value	4
Semester	II
Duration	40 hours

1. Course Objectives

This course aims to provide students an insight of various laws affecting business and finance- legal framework and applicability of various statutes, laws, rules and regulations involved in the financial system.

2. Course Contents

Sr. No	Topic	No. of sessions 90 minutes each
1	Reserve Bank of India (RBI) Functions, Credit Control measures, Regulatory measures	3
2	Securities and Exchange Board of India Powers & functions, Issue of Capital and Disclosure Regulations (2009), (Prohibition of Insider Trading) Regulations – 2015,(Prohibition of Fraudulent and Unfair Trade Practices Related to Securities Market) Regulations – 2003, Substantial Acquisition and Takeover Regulations – (2011), (Mutual Funds) Regulations – 1996, Credit Rating Agencies Regulations) – 1999	6
3	Insurance Regulatory and Development Authority (IRDA) Duties, Powers & Functions, Protection of Policy Holders Interest	2
4	Competition Act, 2002 Anti-Competitive Agreements, Abuse of dominant position, Combination & Regulation, Competition Commission of India	3
5	Foreign Exchange Management and Regulations	3

	Current account transactions, Capital account transactions, Realisation and repatriation of foreign exchange, Authorised Person, Penalties & enforcement	
6	Prevention of Money Laundering Definitions, Various transactions, Obligations of Banks and Financial Institutions, KYC	3
7	Foreign Direct Investment Regulations Policies & Regulations, Global Depository Receipts (GDRs) and American Depository Receipts (ADRs)	4
8	Intellectual Property Rights Patent, Copyright, Trademark, Geographical Indication	3
	Total	27

3. Teaching Methods

Lectures , Case studies,

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/Projects/vivavoce)	40	40%
2	Semester End Examination	60	60%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No.	Reading Material
1	Taxmann's Corporate and Allied Laws – Tejpal Sheth, Taxmann
2	SEBI Manual, Taxmann
3	Bare Acts

HR

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM – Human Resource
Course Title	Human Resource Information System
Credit Value	4
Semester	III
Duration	40 hours

1.Course Objectives

This course will enable students to understand Human Resources Information systems, its basics, applications and future directions and utilize the same to attain individual and organisational objectives

2.Course Contents

Sr. No	Topic	No of sessions of 90 minutes each
1	Evolution of HRM and HRIS: role of IT	2
2	Database concepts and Applications in HRIS	2
3	System considerations in the design of an HRIS: Planning for implementation	2
4	HRIS Need Analysis	2
5	System Design and Acquisition	2
6	HR Metrics and Workforce Analytics	2
7	Cost Justifying HRIS investments	2
8	Project Management and HRM advice for HRIS implementations	2

9	Change Management: Implementation, Integration & Maintenance of HRIS	2
10	Human Resource Administration and HRIS	1
11	Talent Management	1
12	Recruitment & Selection in an Internet Context	1
13	T&D: Issues and HRIS Applications	2
14	Performance Management, Compensation, Benefits, Payroll and the HRIS	1
15	HRIS and International HRM	1
16	Information Security and Privacy in HRIS	1
17	Future of HRIS: Emerging Trends in HRM & IT	1
	Total	27

3. Teaching Methods

Lectures , Lab sessions, Case studies, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Semester End Examination	60	60%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	HRIS (Second Edition) Basic, Applications, and Future Directions - Michael Kavanagh, Mohan Thite and Richard D. Johnson, Sage Publication

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM- Human Resource
Course Title	Labour Law
Credit Value	4
Semester	II
Duration	40 hours

1.Course Objectives

This course will enable students to get basic functional knowledge of all laws relating to employment applicable to Industry. The student will be equipped to understand legal framework of matters relating to employment service conditions, all contingencies of severance of employment (Including Lay-offs, Retrenchment and Closures), Indiscipline, strikes/Lockouts, Welfare & Social security and Regulatory Legislations.

2.Course Contents

Sr. No	Topic	No of sessions of 90 minutes each
1	Introduction to Labour Laws	1
2	The provident Fund Act	1
3	Employee State Insurance Act	1
4	Maternity Benefits Act & Employee compensation Act	1
5	Factories Act	2
6	Trade Union Act	1
7	Industrial Employment Standing Order Act	1
8	Shops & Establishment Act	1
9	Contract Labour Act	1
10	The Payment Of Gratuity Act	1
11	New Pension Schemes Of Government Of India	1
12	Industrial Disputes Act	2
14	The Payment Of Wages Act	1
15	Minimum Wages Act	2
16	Maharashtra Labour Welfare Fund & Maharashtra Workman's Min HRA	1

17	Super Annuation Act & Separation	1
18	Important Legislation with Emphasis on its Practical Usage in Industry.	4
19	Sexual harassment Act	2
20	Collective Bargaining	1
21	International Labour Organizations.	1
	Total	27

3. Teaching Methods

Lectures , Lab sessions, Case studies, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Semester End Examination	60	60%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Labour Law - H L Kumar, Universal Laws Publishing
2	Current Labour Report

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM- Human Resource
Course Title	Learning & Development
Credit Value	4
Semester	II
Duration	40 hours

1.Course Objectives

Companies now recognize that learning through training, development and knowledge management helps employees strengthen their skills in order to improve performance, innovate new ideas and high quality customer service. This course is design to understand the importance of learning & development in the today's business environment. The objectives of this course is to enable students to learn about new practices and how to design an effective training program. It will also enable the students to learn about the skills required to be an effective trainer

2.Course Contents

Sr. No	Topic	No of sessions of 90 minutes each
1	Introduction to HRD	1
2	Overview of training in organizations Structure of training department, Training process, Types of training program	2
3	Principles of adult learning Motivation & performance, learning theories, Learning organization	3
4	Training need assessment Organizational analysis, task analysis, person analysis, Approaches, the outcome of TNA, Case study & analysis	3
5	Traditional training methods Off the job training methods, On the job training methods	4

6	E-learning & use of technology in training: Technologies to support & administer training	2
7	Designing training modules Developing objectives, Transfer of training, outcomes of design	3
8	Training administration Training budget, designing training calendar, Development & Implementation of training	2
9	Training evaluation Process Evaluation Designs, Kirkpatrick's model, Cost-Benefit Analysis and ROI, outcomes used in evaluation	3
10	Training audit Management Development Programs, Special issues in training & development, Training Trends Worldwide	4
Total		27

3. Teaching Methods

Lectures, Case studies, Projects and Assignments
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4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Presentations)	40	40%
2	Semester End Examination	60	60%
Total		100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Effective HR training & Development strategy – Dr. B. Rathan Reddy. Himalaya Publishing
2	Employee Training & Development – Raymond Noe & Amitabh Deo Kodwani, 6 th Edition, McGraw Hill Publication
3	Effective Training, System, Strategies & Practices- P. Nick Blanchard & James Thacker, 5 th edition, Pearson Publication
4	Human Capital magazine, HRM Review

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM-Human Resource
Course Title	Compensation and Benefits
Credit Value	4
Semester	II
Duration	40 hours

1.Course Objectives

The course will enable students to understand the term compensation from different perspectives, analyse difference between wages and compensation, study various principals of compensation/wage fixation, comprehend the basic dynamics of wage policy and objectives, understand cost to the company, Managing reward, sales compensation plan & comprehend the terms pay grades and pay bands.

2.Course Contents

Sr. No	Topic	No of sessions of 90 minutes each
1	Human Resources Philosophy and Approach for an Organization	1
2	Reward Strategies Articulating and understanding business context for reward strategies, Elements of Reward Strategy – Understanding Reward Management	4
3	Compensation / Remuneration place in Reward Strategy Understanding Elements of Compensation Structure Fixed, Cash Benefits, Retirals and Social Security, Variable Pay / Incentives / Stock Options, Costing the CTC of each element of Compensation Structure (excluding stock options), Types of Variable Pay	6
4	Understanding Inflation	3

	Neutralization of Inflation, Dearness Allowance, Consumer Price Indices	
5	Laws affecting Remuneration Provident Fund, ESIC, Gratuity, Superannuation, Bonus under Payment of Bonus Act, Income Tax	4
6	Determining CTC of an employee/ candidate costing elements, designing a salary offer template, Making a salary offer to a candidate – understanding salary ranges	3
7	Remuneration Survey choosing a partner, conducting a survey, benchmarking, arriving at a comparator, target position, understanding median, percentile, ageing of market data, Converting Remuneration Survey results into a Salary Proposal	3
8	Equity Compensation Plans Objective of equity compensation, types of Stock Plans, Valuing stock grants, SEBI Guidelines, taxability of stock options	3
	Total	27

3. Teaching Methods

Lectures , Case studies, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Semester End Examination	60	60%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Compensation Management - Dipak kumar Bhattacharyya, Oxford University press

Non Credit course Finance

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM- Finance
Course Title	Basics of Derivatives
Credit Value	nil
Semester	II
Duration	20 hours

1.Course Objectives

This course aims to enable students to understand the conceptual framework of derivative instruments and their uses.

2.Course Contents

Sr. No	Topic	No of sessions of 90 minutes each
1.	Introduction to financial derivatives Introduction, Concepts and Definitions, Market Participants – Hedgers, Arbitrageurs and Speculators, Derivative Markets, Derivative Instruments	2
2.	Forwards Market Different asset classes on which forwards are traded, Types of forward contracts, Valuation of a forward contract, Risks in Forward contracts, Hedging using forward contract	4
3.	Futures Market and Products Concept, Characteristics and definitions, Futures vs Forwards, Concept of Margins – Initial & Mark to Market, Valuation of Futures, Risk Management in Futures. Daily settlement and final settlement Prices	4
4.	Options Market Concept, definitions, characteristics, Types of options Moneyness of options	4
Total		15

3. Teaching Methods

Lectures , Lab sessions, Case studies, Projects and Assignments

4. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1.	Futures options and other derivatives – John C. Hull

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM- Finance
Course Title	Fixed Income Securities
Credit Value	nil
Semester	II
Duration	20 hours

1.Course Objectives

This course aims to enable students get an overview of bond market and understand types of fixed income securities, its features , pricing of fixed income securities and risk measurements.

2.Course Contents

Sr. No	Contents	No of sessions of 90 minutes each
1	Indian Bond Market Overview Bond market instruments and players, Primary and secondary bond markets, Market conventions Regulations, Interface with banking system and other financial markets, Trading, Clearing and Settlement Systems	4
2	Time value of money Present value, Bootstrapping, Interpolation	2
3	Bond Characteristics Bond Features, Bond pricing and yield, Accrued interest , Day Count conventions, Clean and Dirty Prices, Price-yield relationship, Bond price in continuous time	4
4	Fixed income securities Risk Measurements Bond Instruments and Interest rate Risk, Duration and Convexity, Relationship between duration, yield, coupon and maturity, Basis point value	4
Total		15

3.Teaching Methods

Lectures , Lab sessions, Case studies, Projects and Assignments

4. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Fixed Income Securities - Veronesi

Semester -III

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM- Marketing/Finance/Human Resource
Course Title	International Business
Credit Value	4
Semester	III
Duration	40 hours

1.Course Objectives

International Business is an integral part of any Management course. The course is intended to provide the students an overview about various concepts of International Business. Students learn and apply the International Business concepts to attain an insight into International Management context and make them applicable during International Business Operations. The objective of the course is to enable the students to understand the concept ,scope and strategies of International Business and recognize the vital role that International Business plays when an organization goes expanding their business. The course will also acquaint the students with the basics aspects of International Business Environment and the importance of culture in International Business. It will also provide the students framework for identifying and analyzing the optimal way to enter a international market and carry out business.

2.Course Contents

Sr. No	Topic	No of sessions of 90 minutes each
1	Introduction and Overview Globalization. Globalization of Markets, Globalization of Production, The Emergence of Global Institutions, Drivers of Globalization, Antiglobalization Protests	2
2	Country Differences National Differences in Political Economy and Economic Development, Differences in Culture, Ethics in International Business	4

3	The Global Trade and Investment Environment International Trade Theory, The Political Economy of International Trade, Foreign Direct Investment, Regional Economic Integration	5
4	The Global Monetary System The Foreign Exchange Market, The International Monetary System, The Global Capital Market	3
5	The Strategy and Structure of International Business The Strategy of International Business, The Organization of International Business, Entry Strategy and Strategic Alliances	5
6	International Business Functions Exporting, Importing, and Countertrade, Global Production, Outsourcing, and Logistics, Global Marketing and R& D, Global Human Resource Management, Accounting and Finance in the International Business	5
7	Application of International Business Concepts	3
	Total	27

3. Teaching Methods

Lectures , Case studies, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Semester End Exams	60	60%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	International Business- Competing in the Global Marketplace - Charles W L Hill, Arun Kumar Jain, 10 th edition, McGrawHill Education
2	Global Business- Mike W. Peng, Deepak K Srivastava, Cengage Learning
3	International Business- Czinkota, Ronkainen, Moffett, 8 th Edition, Wiley
4	International Business- Rakesh Mohan Joshi, Oxford

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM- Marketing/Finance/Human Resource
Course Title	Strategic Management
Credit Value	4
Semester	III
Duration	40 hours

1.Course Objectives

The objective of this course is to help the students understand the role of strategic thinking in a changing and unpredictable business environment with a focus on business applications and decision-making. The course will provide clues as to what is strategy and what is not, what entails the strategic management process, and how it is affected by the internal and external environment of the firm. This course will inspire students to seek to become corporate level managers along their carer path in the future, as opposed to just restricting themselves to the funtional management level. the objective is also to provide students with insights into the strategic environment of the firm with the help of business case studies.

2.Course Contents

Sr. No	Contents	No of sessions of 90 minutes each
1	Introduction to Strategic Management Addressing a VUCA environment, Hierarchy of strategy, types of strategies.	2
2	Strategies and analysis Porter's five forces model. BCG matrix, Porter's Generic strategies, Porter's Value Chain analysis	4
3	Strategic Formulation GE matrix, McKinsey 7S model as tools for strategic formulation, Ansoff matrix as a tool for strategic formulation, Grand Strategy matrix as a tool for strategic formulation.	5
4	Competence vs. Capabilities; Core competency and synergy.	2
5	Strategic outsourcing Resource Analysis, Linking Value chain analysis to sustainable competitive advantage; VRIO analysis	2

6	Red-Blue-Purple Ocean Strategy.	2
7	Competing in Global Markets Multi Country and Global competition concepts, Competing in Global Markets: Strategy options, Competing in Global Markets: Competing in Emerging Markets.	3
8	Mergers and Acquisitions Strategic alliance & Joint Ventures, Vertical Integration, Horizontal integration Offensive strategies, Defensive strategies	3
9	Strategy implementation, Strategy Evaluation and Control.	2
10	Change Management, Turnaround Strategies.	2
	Total	27

3. Teaching Methods

Lectures, Lab sessions, Case studies, Projects and Assignments
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4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Semester End Exams	60	60%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Strategic Management: Concepts & Cases -Fred R. David and Forest R. David, , 15th Ed., Pearson.
2	Strategic Management, Formulation, Implementation, and Control- John A. Pearce, Richard B. Robinson, Amita Mital, 12 th Ed., McGraw Hill.
3	Strategic Management, Text and Cases - Jacob Thomas, First Impression, Pearson, 2016.
4	Blue Ocean Strategy - Renee Mauborgne, W. Chan Kim, Harvard Business review, 2005.

Marketing

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM-Marketing
Course Title	Strategic Marketing Management
Credit Value	2
Semester	III
Duration	20 hours

1.Course Objectives

The course will enable students to revisit the concepts, theories and frameworks of fundamental marketing. This course will make student understand the various models required for strategic marketing it will enable them to apply these models in the market situation. The students will be able to assess the market situation based on the assessment tools and models and create the marketing strategy accordingly. The course will use real-time data, cases and use of technology for understanding and assessing the market situation.

2.Course Contents

Sr. No	Topic	No of sessions of 90 minutes each
1	Introduction to Strategic Marketing Management Concept of Strategic Marketing Principles of Strategic Marketing	2
2	Corporate Strategy vs Marketing Strategy Strategy vs Tactics Role of corporate strategy in formulating marketing strategy	2
3	SWOT Analysis What is SWOT SWOT Analysis Exercise	1
4	PESTEL Analysis Assessing Marketing Environment Characteristics of effective audit The benefits of environmental audit	2
5	Customer Analysis Fundamental concepts of customer analysis Customer Lifetime Value Market segmentation	2
6	Customer Product Adoption Model	1

	The customer's adoption process Classification of buyers	
7	Competitor Analysis Overview of Competitive Structure Analysis Analyzing competitive scenario Competitive tactics	2
8	Industry Analysis Industry analysis, Industry structure , BCG Matrix Limitation of BCG Matrix, GE Matrix, Analyze GE Matrix	4
9	Product decision New product development and introduction strategies Planned or unplanned strategy withdrawals Brand Strategies Line & Mix decisions	3
10	Channel Policy Designing channels Designing channels - conflicts	2
11	Pricing Strategies Pricing product lines Pricing orientation to demand, cost and competition	3
12	Marketing Strategies Marketing Strategies for new market entries Is it better to be a Pioneer or Follower? Strategies for Growth Markets Growth Market Strategies for market leaders Share growth strategies for followers Strategies in the maturing and declining markets	4
	Total	27

3. Teaching Methods

Lectures , Case studies, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Semester End Examination	60	60%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Strategic Marketing, Text and Cases: S. Shajahan; Viva Books
2	Marketing Strategy A Decision-Focused Approach: Orville C. Walker Jr.; 7 th Ed. McGrawHill Education

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM-Marketing
Course Title	Consumer Buying Behavior and Marketing Touch Point Analysis
Credit Value	4
Semester	II
Duration	40 hours

1.Course Objectives

This course will enable the students to have an understanding of the pre and post purchase consumer behaviour and develop conceptual insights into key aspects such as social, psychological and other factors that influence consumer behaviour.

2.Course Contents

Sr No.	Topic	No of sessions of 90 minutes each
1	Consumer Behaviour Introduction, definition and impact of digital revolution and importance to marketing.	1
2	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.	3
3	Perception Absolute and differential thresh hold, Internal and external factors affecting perception, subliminal perception, Consumer Imagery	3
4	Learning and Information Processing Cognitive and Non- cognitive Learning theories, its relevance and impact on marketing applications	2

5	Attitudes Concepts and Models- Cognitive Dissonance, Tricomponent Theory, Multi attribute model, Attitude and market segmentation, product development strategies and attitude change strategies	3
6	Personality Meaning, nature, definition and characteristics, Theories of Personality (Freudian theory, Trait Theory, Jungian Theory) Self-image and selfconcept	3
7	Social Class concept of social class, homogeneity of needs in social class, social class stratification in India New SEC/ NCCS, classification of the society, Influence of social class on purchase behaviour	2
8	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	2
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	2
10	Post purchase behaviour Post purchase evaluation and disposition towards the product, Post purchase satisfaction measures	3
11	Organization buying process Nested segmentation, Role & Power of Buying centres (Initiators, Influencers, Deciders, Buyer & Gatekeepers).	3
	Total	27

3. Teaching Methods

Lectures , Lab sessions, Case studies, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Semester End Examination	60	60%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
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1	Consumer behavior - Babin/ Harris/Mohan, Cengage
2	Consumer Behaviour- Schiffman & Kanuk and S Ramesh Kumar, Pearson
3	Consumer Behaviour- Loudon & Della Bitta, McGrawHill

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM- Marketing
Course Title	Supply Chain Management
Credit Value	4
Semester	III
Duration	40 hours

1. Course Objectives

The principal objective of this course is to acquaint participants with key concepts and solutions in the design, operation, control and management of supply chain as an integrated system. This course enables the participants to learn the challenges involved in designing a supply chain and making it efficient and competitive. It also aims at sensitizing participants with how effective and efficient supply chains can facilitate in achievement of cost saving and market benefits based on the philosophy of extended enterprise.

2. Course Contents

Sr. No	Topic	No of sessions of 90 minutes each
1	Introduction Nature, Evaluation, Concepts of Supply Chain Management and its Contribution to Organizational Performance	2
2	Supply Chain Drivers and Metrics Designing the Supply Chain Network; Demand Forecasting in a Supply Chain	3
3	Aggregate Planning in Supply Chain Planning for Demand and Supply: Managing Predictable Variability	2
4	Strategic Role of Supply Chain Management Perspective as a Value Chain, Supply Chain Effectiveness and Indian Infrastructure	3
5	Customer Value, Customer services, Push Pull Strategy and Gap analysis and Measurement of Customer Service	2
6	Inventory management Cycle Inventory, Safety Inventory. Transit Stock management	2
7	Bull Whip Software Simulation using SAP System	2

8	Logistics Management Warehousing and Transportation	2
9	Sourcing Decisions in a Supply Chain IT in Supply Chain	2
10	Risk Management and Co-ordination in a Supply chain Recent advances in Supply Chain Management – Sustainable Supply Chains (Closed Loop, Green), Humanitarian Supply Chains	3
12	Demand Forecasting Simulation	2
13	Constrained Supply Planning	2
	Total	27

3. Teaching Methods

Lectures, Case studies, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Semester End Examination	60	60%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Supply Chain Management: Concepts and Cases - Rahul V. Altekar, PHI Publications
2	Supply Chain Management: An Indian Perspective- edited book by M. K Bhardwaj
3	Supply Chain Management: Strategy, Planning and Operation - Sunil Chopra, Peter Meindl and D. V. Kalra, Pearson Education

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM- Marketing
Course Title	Integrated Marketing Communication
Credit Value	4
Semester	III
Duration	40 hours

1.Course Objectives

This course will introduce students to the entire gamut of Marketing Communications and their concepts, theories, strategies, methods and tools with a view to enabling them to plan, create, implement and assess good marketing communications as well as to be familiar with all types of marketing communications in their role as advertisers or users. The course shall also give the participants a perspective of media and its strategic use in designing good IMC campaigns for any company

2.Course Contents

Sr No.	Topic	Sessions
1	Overview of Marketing Communications Evolution of IMC, Tools for IMC, Audience contact points, IMC planning process	1
2	Communication Theory Model of communication theory, analyzing the receiver, Response processes like ELM, Response hierarchy, FCB planning model	2
3	Understanding How Consumers Process Information Source factors, Message factors, Channel factors	1
4	Customer Decision-Making Consumer decision making process, consumer learning process, environmental influences on consumer	2
5	Setting IMC objectives Value of objectives, determining objectives, DAGMAR	2
6	IMC Budgets Various approaches to setting budgets	2
7	Creative Strategy: Planning and Implementation Advertising briefs, Advertising appeals, creative tactics	2

8	Media planning and Strategy Reach, frequency, ratings, selectivity index, stickiness index, channel selection, media plan, scheduling	3
9	Evaluation of TV media Advantages, limitations, audience measurement, buying time	2
10	Evaluation of Print media Advantages, limitations, audience measurement, buying space	1
11	Evaluation of radio and OOH media Advantages, limitations, audience measurement, buying time/space	2
12	Evaluation of Interactive Media Advantages, limitations, audience measurement, CPM, CPC, CPA, measuring effectiveness	2
13	Direct Marketing Role of DM, objectives, Database marketing, direct selling	1
14	Sales promotions Scope & role, types of sales promotions, integrating sales promotions in branding strategy	1
15	Public Relations Role and objective, publicity, tools for public relations, corporate advertising	1
16	Measuring effectiveness Pre-testing, post-testing, lab testing, field testing, measuring effectiveness of each IMC tool	2
	Total	27

3. Teaching Methods

Lectures , Lab sessions, Case studies, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Semester End Examination	60	60%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Advertising and promotions - Belch & Belch

2	Advertising, Promotions, and other aspects of Integrated Marketing Communications - Shimps & Andrews
3	Afaqs.com

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM- Marketing
Course Title	Strategic Brand Management
Credit Value	4
Semester	III
Duration	40 hours

1.Course Objectives

Brand management starts with a comprehensive knowledge of a “brand”. It enables the students to have a detailed knowledge of brand, as a concept, brand elements like name, logo, tag line, merchandise, design, and any other feature that identifies a business house and its products and differentiates it from the other brands. This course is absolutely essential for students who wishes to study marketing as an area specifically apart from other areas too. It is the science of crafting and sustaining a brand. This course is different in the sense that it focuses on branding and brand management and not studied in conjunction with other related subjects such as marketing and advertising.

2.Course Contents

Sr. No	Topic	No of sessions of 90 minutes each
1	Brands and Brand Management Brands vs. Products, Why Do Brands Matter, Can Anything Be Branded, What Are The Strongest Brands, Branding Challenges and Opportunities, Strategic Brand Management Process.	3
2	Customer-Based Brand Equity Brand Equity Concept Customer-Based Brand Equity, What Makes a Brand Strong, Sources of Brand Equity, Strategies of Building a Strong Brand, Brand Building Implications.	3
3	Brand Positioning and Values Identifying and Establishing Brand Positioning, Updating Positioning Over Time, Defining and Establishing Brand Values, Internal Branding	3

4	Creation of New Brand Brand Identity Prism, Brand Building Models	2
5	Choosing Brand Elements to Build Brand Equity Brand Element Choice Criteria (Brand name, Logo, Jingles, Logo Colour) Brand Element Options and Tactics, Brand Audit.	2
6	Managing Brands over Time Reinforcing Brands, Revitalizing Brands, Adjustments to the Brand Portfolio.	2
7	Designing Marketing Programs to Build Brand Equity New Perspectives on Marketing, Product Strategy, Pricing Strategy, Channel Strategy.	3
8	Integrating Marketing Communication to Build Brand Equity Information Processing Model of Communication, Overview of Marketing Communication Options, Developing Integrated Marketing Communication Programs.	3
9	Developing a Brand Equity Measurement and Management System The Brand Value Chain, Designing Brand Tracking Studies, Establishing a Brand Equity Management System.	2
10	Designing and Implementing Branding Strategies Brand-Product Matrix , Brand Hierarchy, Designing a Branding Strategy	2
11	Managing Brands over Geographical Boundaries and Market Segments Rationale for Going International, Advantages of Global Marketing Programs, Disadvantages of Global Marketing Programs, Standardization vs. Customization, Global Brand Strategy, Building Global Customer-Based Brand Equity.	3
12	New Products and Brand Extensions Brand extensions, Co-Branding and Brand Architecture, Global Brands, Super brands, Private Labels and Generics, Celebrity Endorsed Brand, Understanding How Consumers Evaluate Brand Extensions	3
13	Contemporary Issues in Branding The Power Of Cult Branding, E-Brand Management, Services Branding, Sensory Branding, Emotional Branding, Brand Volatility, Creative Destruction of Brands	3
	Total	27

3. Teaching Methods

Lectures , Lab sessions, Case studies, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Semester End Examination	60	60%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Strategic Brand Management (Building Measuring and Managing Brand Equity) -Keller, Parmeswaran, Jacob,, 4th edition, Pearson, 2015.
2	Emotional Branding: The New Paradigm for Connecting Brands to People- Marc Gobe Allworth Press New York, 2010
4	Customer-Based Brand Equity for Global Brands: A Multinational Approach, Journal of Euro-marketing, 18:115–132,2009 Copyright Taylor & Francis Group, LLC ISSN: 1049-6483 print / 1528-6967 online DOI: 10.1080/104964809030222 https://www.researchgate.net/publication/228676317
5	“A better way to map brand strategy.” HBR June 2015. https://hbr.org/2015/06/a-better-way-to-map-brand-strategy

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM- Marketing
Course Title	Marketing Research
Credit Value	4
Semester	III
Duration	40 hours

1.Course Objectives

Marketing Research is one of the most important tool for decision making in Marketing, be it a product launch or product pricing vis-à-vis the competitor or testing effectiveness of an advertisement. This subject is broadly divided into two categories; i) Marketing Research & its Application in Consumer Research, ii) Marketing Analytics using Multivariate Techniques with the aid of SPSS.

The course objective is to sensitise students with the importance of Marketing Research and enable them understand the application of MR in various aspects of Marketing such as advertising, test marketing, promotion etc. It will also equip Marketing specialization students with tools and techniques to analyze multivariate data

2.Course Contents

Sr. No	Topic	No of sessions of 90 minutes each
1	Research Concept Highlights Highlights of Research concepts quintessential for Marketing research	1
2	Importance & Significance of Marketing Research To familiarize students with the importance of Marketing Research, role marketing research plays in taking strategic marketing decisions	2
3	Consumer Targeting & Segmentation for MR Understanding & approaching the apt Target Audience for marketing research	3
4	Brand Management Research	3

	Application of marketing research in Brand Management & Measurements (involves Brand Equity Questionnaire Design & Brand concept Mapping)	
5	Advertising & Sales Promotion Research Application of marketing research in Advertising; types of tests – pre-birth & post birth of advertisements (involves Concept Testing & Campaign Tracking), Sales Promotional campaign	4
6	Test Marketing Application of Marketing Research in Test Marketing – Types of Test Marketing	2
7	MVA Techniques: Multivariate Analytical Technique: Multiple Regression for Sales Forecasting using SPSS	4
8	MVA Techniques: Multivariate Analytical Technique: Factor Analysis & its application in New Product Development using SPSS	4
9	MVA Techniques: Multivariate Analytical Technique: Conjoint Analysis & its application in analysing consumer choices using SPSS	4
	Total	27

3. Teaching Methods

Lectures , Case studies, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Semester End Examination	60	60%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Marketing Research: Text & Cases - Dr. Rajendra Nargundkar – McGrawHill Publication, 4 th Edition
2	Marketing Research - Naresh Malhotra & Satyabhushan Dash, Pearson 7 th Edition
3	Marketing Research - Aaker, Kumar, Day, Leone, 10 th Edition, Wiley Publication
4	Marketing Research - Brown, Suter, Adhikari, Cengage Learning Publication

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM- Marketing
Course Title	International Marketing
Credit Value	4
Semester	III
Duration	40 hours

1.Course Objectives

Marketing across borders are becoming one of the key aspect for an organization in the International scenario and are critical for competitive advantage and differentiation across all industries. This course endeavors at enabling students to apply marketing concepts and principles to the opportunities of International Marketing. The objectives of the course is to enable the students to understand the concept of International Marketing, Domestic Marketing, Export Marketing, Globalization and recognize the vital role that International Marketing plays when an organization goes for marketing across borders. This course will also acquaint the students with International Marketing as a separate and distinct area of marketing thought and enable them to understand its powerful influence in competitive markets. It will provide the students with a sound framework for identifying, analyzing and solving problems pertaining to International marketing across various Industries.

2.Course Contents

Sr. No	Topic	No of sessions of 90 minutes each
1	Overview of International Marketing Globalization and Its Marketing Implications, International Marketing Concept, Terms in International Marketing, Domestic marketing vs International Marketing, Evolutionary Process of Global Marketing	2
2	Scanning the International Marketing Environment International Economic Institutions, Major Trade Groups, Implications of WTO on International Marketing, International Political and Legal Environment, International	4

	Cultural Environment, Hofstede's Cultural Classification and its implication in International Marketing	
3	Market Identification, Evaluation, and Selection International Marketing research, Exploring International Trade Opportunities, Identification, Segmentation and Targeting of International Markets	5
4	Entry Mode Decisions Concept of International Market Entry Modes, Modes of Entry in International markets, Selection of International Market Entry Modes, Choosing the right Entry Mode Mix for International Markets	3
5	Marketing Mix Decisions Product Strategy for International Markets, Building Brands in international markets, Pricing Decisions for International Markets, International Distribution, Communication Decisions for International Markets	4
6	Export-Import Management Institutional Infrastructure for Export Promotion, Framework of International Trade Policy, Export Procedures and Documentation	2
7	Contemporary Issues Global E-marketing, Emerging Issues	3
8	International Marketing in various Industries	4
	Total	27

3. Teaching Methods

Lectures , Case studies, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Semester End Examination	60	60%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	International Marketing - Rakesh Mohan Joshi; 2 nd edition, Oxford Publication

2	Warren J . Keegan, Mark C. Green ;(2019), Global Marketing, 9 th Edition, Pearson
3	Global Marketing Management- Warren J. Keegan, Gautam Dutta, 8 th Edition, Pearson
4	Philip R Cateora, Mary C Gilly, and John L Graham.; 2018, Sixteenth Edition, McGrawHill Education

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM- Marketing
Course Title	Science of Retailing
Credit Value	4
Semester	III
Duration	40 hours

1.Course Objectives

This course enables the students to understand the paradigm shift that has taken over in the retail world and similarly in India. Students also learn to observe the shopping behavior of consumers of an emerging market like India and explore the processes of retail evolution along with economic growth in a country and acquainted with different strategies for small retailers

2.Course Contents

Sr. No	Topic	No of sessions of 90 minutes each
1	Introduction to Retailing Its Significance; The Global retail market. Trends in Retail and e-tail industry; Evolution of Retail in India, FDI in retail; Types of Retailers, Challenges faced by Indian Retail	3
2	Retail Formats and Theories Retail Life Cycle, Classification of Retail Stores	2
3	Strategic Planning in Retailing Situation Analysis, Objectives, Building and Sustaining Relationships in Retailing; Identification of Consumer Characteristics and Needs, Store / Non-Store-based Specific Activities; Setting and Measuring Performance; The Retail Value Chain	3
4	Multi- Channel Retailing E-tailing (Retailing through internet)	2
5	Retail site location strategies	2

	Store Layout/Retail Formats	
6	Retail Store Operation and Visual Merchandising Relationship between store image and store design, Components of Exterior and Interior store design, Considerations for selecting a Lay Out; Merchandise and Category Management	3
7	Private Labels The concept of the private label, process for the emergence of private labels, The process of private label creation	3
8	Retail Marketing and Communication Retail marketing mix, Retail communication mix, STP of a Retail Store, Retail promotion relevance of IMC in retail.	3
9	Information System and Supply Chain Management Need and Issues of SCM in Retailing	2
10	Franchising as a Strategy Financial and Legal Aspects, Managing Franchise Relationship	2
11	Technology in Retail Technological Innovations in Retailing, Future of Retailing	2
	Total	27

3. Teaching Methods

Lectures , Case studies, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Semester End Examination	60	60%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Retail Management: A Strategic Approach -Barry R Berman, Joel R. Evans and Patrali M. Chatterjee, Pearson 13 e
2	Retailing Management - Ajay Pandit, Barton A Weitz and Michael Levy (2012), Tata McGraw – Hill Education Pvt. Ltd, 8th e

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM- Marketing
Course Title	Marketing Analytics
Credit Value	2
Semester	III
Duration	20 hours

1.Course Objective

The course provides students an understanding and insight of the relevant statistical tools applicable for Marketing Analytics. Students will be exposed to various marketing situations that need analytics, and understand the various analytical tools that can be used to take managerial and marketing decisions.

2.Course Contents

Sr. No	Topic	No of sessions of 90 minutes each
1	Meaning, Evolution & Scope of Business Analytics, application areas of analytics	1
2	Statistics for Marketing Analytics hypothesis testing, simple linear regression, curve fitting, Multiple regression, categorical data analysis, (ANOVA), non-parametric tests	3
3	Data import and sanity check, Predictive Modelling Indicator variable creation, stepwise Regression using SPSS	3
4	Advanced Excel Proficiency Describing Numeric Data, Non-Linear Regression, One Way ANOVA, Two Way ANOVA, Generating Random Numbers	3
5	Multiple Regression,	2
6	Logistic Regression, Multinomial Logistic Regression,	3
	Total	15

3.Teaching Methods

Lectures, Lab sessions, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	20	40%
2	Semester End Examination	30	60%
	Total	50	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Business Statistics Using Excel Davis & Pecker, Oxford University Press
2	Business analytics- Evans, Pearson
3	Business analytics for managers -Laursen & Thorlund, Wiley

Finance

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM-Finance
Course Title	Strategic Financial Management
Credit Value	2
Semester	III
Duration	20 hours

1.Course Objectives

This course aims to convey concepts, tools, framework and principles of strategic financial management that ensure efficient financial planning, forecasting, distribution and risk analysis. This course will enable students to understand the financial theories to increase the intrinsic value of the firm and solve practical problems. It will also develop the ability to analyse risk, financial environment and financial problems for decision making.

2.Course Contents

Sr No.	Topic	No of sessions of 90 minutes each
1	Financial Planning and Forecasting: Overview of Financial Planning, Operating Plan and Financial Plan, Short-term and long term financial planning, Growth and external financing, Overview of Financial forecasting, Forecasted financial statement approach using percent of sales, Constructing a Financial Model, Internal Growth Rate (IGR), Sustainable Growth Rate (SGR), Additional Funds Required (AFN), Spontaneous Liabilities	6
2	Distribution to Shareholders: Dividend & Share Repurchase Overview & Procedure of Cash Distribution, Cash Distribution and firm Value, Dividend V/s Capital Gain: the dividend irrelevance theory, bird-in-hand theory and the tax effect theory, Dividend Policy and related issues: information content, or signaling, hypothesis; clientele effect, Setting the Target Distribution Level: The Residual Dividend Model, Impact of distribution, dividend and stock repurchase, intrinsic value, DRIP: Dividend Reinvestment Plan	3

3	Investment decisions under risk and uncertainty Cash Flow Projections and investment decisions, Risk Analysis in Capital budgeting: Stand-alone risk, corporate or with-in firm risk, market or beta risk, Measuring Stand-alone risk: sensitivity analysis, scenario analysis and simulation, Statistical Techniques for Risk Analysis: Probability, Variance or Standard Deviation and Coefficient of Variation Conventional Techniques of Risk Analysis: Payback, Risk-adjusted discount rate, Certainty equivalent	4
4	Corporate restructuring Expansion, mergers and acquisitions, business alliances, divestitures, leveraged buyouts, spin-offs, careve-outs, ownership restructuring, bankruptcy.	1
5	Financing Strategy Innovative Sources of Finance – Asset Backed Securities Hybrid Financing: preferred stock, warrants and convertibles	1
	Total	15

3. Teaching Methods

Lecture, Lab sessions, Case studies, Projects & Assignments

4.Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Semester End Examination	60	60%
	Total	100	100%

5.Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Financial Management:Theory and Practice – Brigham and Ehrhardt-Cengage Learning
2	Fundamentals of Financial Management- Brigham and Houston –Cengage Learning
3	Principles of Corporate Finance – Brealey, Myers, Allen and Mohanty-McGraw Hill Education
4	Financial Management - M.Y. Khan and P.K. Jain - Mc Graw Hill

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM- Finance
Course Title	Corporate Valuation
Credit Value	4
Semester	III
Duration	40 hours

1.Course Objective

This course is designed to enable the students understand the concept of value and various approaches to corporate valuation. It will also enable the students to understand and apply various methods and techniques of valuing a company.

2.Course Contents

Sr. No	Topic	No of sessions of 90 minutes each
1	Introduction to Corporate Valuation Concept of value, approaches, information needed for valuation, limitations to corporate valuation	2
2	Approaches to Valuation Various approaches to valuation- and Discounted method, market based valuation, Guidelines to corporate valuation	2
3	Discounted Cash flow approach to Valuation – Determining free cash flow, estimating cost of capital, forecasting performance, continuing value, Free Cash flow to Firm model, Free Cash flow to Equity model, Dividend Discount model, Two stage and Three stage DCF models	11
4	Relative Valuation Valuation using Equity and Enterprise Multiples, Transaction method of Valuation, Critical evaluation of relative valuation approach	4
5	Other methods of valuation -Economic Profit Method, Adjusted present value methods, Maintainable Profits method, Book Value method, stock and debt method	4

6	Valuation in special cases Valuation of financial companies, ntangibles, valuation of real estate companies, valuation of e-commerce companies, valuation of private companies	4
	Total	27

3. Teaching Methods

Lectures , Lab sessions, Case studies, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Semester End Examination	60	60%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Damodaran on Valuation, Wiley
2	Corporate Valuation and Value Creation- Prasannachandra, McGrawHill
3	Business Analysis and Valuation – Palepu and Healy, Cengage
4	Equity Asset Valuation- CFA Institute Investment Series, Wiley

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM -Finance
Course Title	Security Analysis and Portfolio Management
Credit Value	4
Semester	III
Duration	40 hours

1.Course Objectives

This course will enable students to understand the characteristics of various investment alternatives and implications of modern research in the field of investments. It will also helps student to understand & appreciate the framework of portfolio management and strategies followed by the investment wizards of the world. The course will also enable student to understand and apply the techniques for analysing and valuing investment alternatives.

2.Course Contents

Sr. No	Topic	No of sessions of 90 minutes each
1.	Introduction to Financial Markets and Investments Risk & returns concepts and calculations expected from various investment options, Fundamental drivers of risks and returns	2
2.	Overview of Portfolio Management Importance of portfolio perspective & Investment clients, Steps in Portfolio management process and pooled investments	2
3.	Utility Theory Risk aversion and Utility curves	1
4.	Markowitz Portfolio Theory Risk and Return of a two asset and three asset portfolio, Efficient frontier and investor utility, Minimum Variance Portfolio	4

5.	Capital Market theory and CAPM A risk-free asset and many risky securities, Market Portfolio: Theory v/s Practice, Systematic risk and Unsystematic risk, Interpretation and calculation of Beta, The security market line Assumptions and derivation of CAPM, Limitations and extensions of CAPM	7
6.	Multifactor models of Risk and Return and Marginal approach to asset allocation Arbitrage Pricing Theory, Multifactor models and Risk Estimation, Market Equilibrium and Efficient Capital Markets Alternative Capital market hypothesis, Marginal Approach to Asset Allocation, Optimum allocation	5
7.	Application of Portfolio Management Active Management Strategies, Evaluation of Mutual Fund Performance	2
8.	Portfolio Planning and Construction Investment policy and its components, Risk and Return Objectives, Strategic Asset Allocation	1
9.	CAPM Testing	3
	Total	27

3. Teaching Methods

Lectures , Lab sessions, Case studies, Projects, Assignments
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4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Semester End Examination	60	60%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Investment Analysis & Portfolio Management - Frank.K. Reilly & Keith C Brown, 10 th Edition, Cengage Learning
2	Investment Analysis and Portfolio Management- Prasanna Chandra, 4 th Edition, McGrawHill Education
3	Investment Gurus - Wealth from the World's Best Money Managers – Peter J Tanous, Pearson plc

4	A Random Walk down the Wall Street – Burton.G. M, W. W. Norton & Company
5	Additional Readings and Databases: Refer to website: www.vanguard.com This site has a series of Lectures by John Boogle (Ex. CEO of Vanguard Mutual Fund) on advantages of Indexing. Students are advised to go through these lectures, as this would bring to them a lot of clarity on both the theoretical & pragmatic aspects of Investment Science. Also, a lot of research papers are available on the relevant topics.

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM- Finance
Course Title	International Finance
Credit Value	4
Semester	III
Duration	40 hours

1. Course Objectives

This course aims to familiarize the students with various concepts underlying the global economic environment, international trade and economics. It will also give an insight to the various exchange rate systems prevailing in the world and explain the features and functioning of the foreign exchange market. This course will enable the students to understand the complexities behind different foreign exchange instruments including forwards, futures, options, swaps etc.

2. Course Content

Sr. No.	Topic	No of sessions of 90 minutes each
1	Introduction to International Finance Introduction to International Finance, Financial decisions for MNCs, Risk Composition and Market Imperfections, New Markets, Products and Technologies, Asynchronous Business Cycles, Tax Advantages, Absolute and Comparative Advantages.	3
2	Balance of Payment The Current Account, Capital Account and Reserve Account, BOP Accounting and imbalances, Devaluation, J-curve and Controlling Capital Flows, Factors affecting Exchange Rates.	3
3	International Monetary System Evolution of IMS thru Bimetallism, Gold Specie Standard, Classical Gold Standard and the Bretton Wood System, European Monetary System, Smithsonian Agreement, Fixed and Floating Exchange Rate System, Dollarization, Currency Board, Currency Pegs, Trilemma of Economics	3
4.	Foreign Exchange Arithmetic	4

	Exchange rate quotations and conventions, Distinction between Direct and Indirect Rates, Classification and characteristics of Exchange Rates, Vehicle Currency and calculation of spreads and cross rates, Arbitrage Speculation and Trading, Classification of Rates in terms of Settlements	
5	Foreign Exchange Markets Structures and Features of Foreign Exchange Rates, Merchant and Interbank Markets, Cross Rates, Spot Rates, Forward Rates and Triangular Arbitrage, Forward Contracts, Forward Premium/Discounts, Outright Forwards, Broken Date Forward Quotations, Forward Schedules, Forward- Forward Swap, Annualized Forward Margins, Covered Interest Rate Parity Theory and Interest Rate Arbitrage, Borrowing and Investment Decisions, Nominal and Effective Exchange Rates, Euro Currency Markets, Petro Dollars, Off-Shore Markets.	6
6	Foreign Exchange Products Currency Futures and Currency Options, Basic Option Strategies including Bull-Spread, Bear Spread, Ratio Spreads, Covered Write, Butterflies and Calendar Spreads, Currency Exotics including Range Forwards, Risk Reversals, Barrier Options, Knock-in and Knock-outs, Mechanics of Interest Rate Swaps and its valuation both as a bond and as a forward rate agreement, Mechanics of Currency Swaps and its valuation both as a bond and as a forward rate agreement, Credit Default Swaps and its role in Sub-prime crisis, Valuation of Credit Default Swaps	8
	Total	27

3. Teaching Methods

Lectures, Lab sessions, Case Studies, Projects and Assignments
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4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Semester End Examination	60	60%
	Total	100	100%

5. Reading Materials recommended (Textbooks/Reference Books/Others)

Sr. No	Reading Materials
1.	International Finance – Rajiv Srivastava, Oxford Higher Education
2	Option, Futures and Other Derivatives – John C Hull and Sankarshan Basu, Pearson
3	International Finance - Paul Krugman & Maurice Obstfeld, Pearson
4.	International Finance – Govind Sowani, Rishabh Publication

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM-Finance
Course Title	Derivatives and Risk Management
Credit Value	4
Semester	III
Duration	40 hours

1.Course Objectives

This course will enable students to understand the conceptual framework of derivative instruments and their uses, characteristics of financial derivatives and their relationship with the underlying assets. The course will also help the students understand the regulatory framework for financial derivatives.

2.Course Contents

Sr. No	Topic	No of sessions of 90 minutes each
1.	Introduction to Financial derivatives Derivative Markets, Derivative Instruments – Concepts and Definitions, Market Participants – Hedgers, Arbitrageurs and Speculators.	2
2.	Forwards Market Different asset classes for forwards contracts traded, Types of forward contracts, Valuation of a forward contract, Hedging using forward contract, Risks in Forward contracts	4
3.	Futures Market and Products Concept, Characteristics and definitions, Futures vs Forwards, Concept of Margins – Initial & Mark to Market, Valuation of Futures, Risk Management in Futures, Daily settlement and final settlement Prices.	4
4.	Options Market Concept, definitions, characteristics, Types of options Moneyness of options	4
5.	Valuation of Option prices	4

	Black and Scholes Model, Put call parity, Factors affecting the price of options, Implied Volatility	
6.	Option Strategies Strategies for expiry-Straddle ,Strangle, Bull Call Spread & Bear Put Spread, Covered Call and Protective Put Delta Neutral Strategies	4
7.	Option greeks Delta, Gamma, Theta, Vega, Rho., Risk management through Option Greeks	3
8.	Swaps Types and Pricing, Exotic options – Types and Pricing	2
	Total	27

3. Teaching Methods

Lectures , Lab sessions, Case studies, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Semester End Examination	60	60%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1.	An Intro to Derivatives and Risk Management – Chance and Brooks- Cengage Learning
2.	Derivatives- Principles and practice – Sundaram & Das – Mc Graw Hill Education
3.	Option, Futures, and other Derivatives – Hull & Basu - Pearson

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM-Finance
Course Title	Corporate Credit Appraisal & Finance
Credit Value	4
Semester	III
Duration	40 hours

1. Course Objective

Knowledge of credit facilities and process of evaluation and sanction of credit proposals by banks is very important for business management students especially in the area of finance. This course aims to provide students with knowledge about various credit facilities available for business, lending norms and credit appraisal from bankers perspective.

2. Course Contents:

Sr. No	Topic	No of sessions of 90 minutes each
1	Introduction to Basic Concepts of Credit Appraisal Working Capital appraisal, Term Loan Appraisal, Retail Loan Appraisal.	3
2	Study of RBI's CMA data	4
3	Working Capital Assessment Methods Holding period method, Tandon committee methods, Naik committee methods.	3
4	Financials Statements Fund flow statements and its relevance., Cash-budgeting method.	3
5	Break-even (BEP) analysis	2
6	Ratio analysis from Bankers perspective	2

Sr. No	Topic	No of sessions of 90 minutes each
7	Fixing of repayments for Term Loans	1
8	Non-fund-based credit facilities Letter of Credits (LC) and its working mechanisms, Letter of Guarantees, Incoterms	4
9	Other concepts in Corporate Credits Securitization concepts, Concept of CDS, Factoring, Forfaiting, Consortium Finance, Take out Finance	5
	Total	27

3. Teaching Methods

Lectures, Lab sessions, Case studies, Projects and Assignments
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4. Assessment:

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Semester End Examination	60	60%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others):

Sr. No	Reading Material
1	Bankers' Handbook on Credit Management – Second Edition, IIBF
2	Credit Appraisal, Risk Analysis & Decision Making - Dr. D.D. Mukherjee – 10 th Edition, Snow white Publications

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM -Finance
Course Title	Fixed Income Securities
Course Credit	4
Semester	III
Duration	40 hours

1. Course Objectives

This course aims to familiarize the students with the debt markets and different types of Fixed Income instruments that are available in the global debt markets and ascertain the risks involved while investing in debt instruments. The course will also enable the students to understand the complexities behind different types of bonds and the methods used for valuations. The students will also understand the benefits of securitization for economies and financial markets.

2. Course Content

Sr.No.	Topic	No of sessions of 90 minutes each
1	Introduction to Fixed Income Securities Overview of the Bond Markets, Different types of Fixed Income Securities, Cash Flow structures of Bonds, Bond's with Contingency provisions, Primary and Secondary Markets, Government debt vs Corporate debt	4
2	Risk Associated in Bond Investments Interest Rate Risk, Reinvestment Risk and Prepayment Risk, Yield Curve Risk, Call Risk, Volatility Risk and Credit Risk, Liquidity Risk, Exchange Rate Risk and Inflation Risk., Event Risk and Sovereign Risk.	3
3	Yield Spreads and Yield Measures Pure Expectation, Liquidity Preference, Market Segmentation & Preferred Habitat theory, Current Yield, YTM's, YTC's, YTP's and YTW's, Cash Flow Yield, Effective Annual Yield, Annual Pay Yield and Bond Effective Yield, Bootstrapping using Forward and	6

	Spot Rates, Zero Volatility Spread, OAS Spread, Embedded Option Cost.	
4.	Valuation of debt Securities Valuation of Coupon Bonds and Zero-Coupon Bonds, Price Yield profiles for bonds, Arbitrage free Valuation approach, Treasury Strips concept and trading	4
5	Interest Rate Risk in Bonds Full valuation approach and Duration Convexity Approach, Positive and Negative Convexity, Price Volatility of Callable and Puttable bonds, Macaulay's duration. Modified duration and Effective duration.	5
6	Asset Backed Securities Introduction to Securitization and its benefits, Securitization process, Residential Mortgage Loans and Mortgage backed securities, Commercial Mortgage backed securities, Securitization of Housing Markets, Collateralized Debt Obligations and Default Probabilities, CDO's squared and cubed Role of Rating Agencies	5
	Total	27

3. Teaching Methods

Lectures, Lab sessions, Case Studies, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Semester End Examination	60	60%
	Total	100	100%

5. Reading Materials recommended (Textbooks/Reference Books/Others)

Sr. No	Reading material
1	Fixed Income Analysis - Barbara Pettit, Jerald Pinto & Wendy Pirie. Wiley India Pvt Limited 2015 edition
2	Kaplan Schweser Notes for Fixed Income Securities CFA Level I and II. (2018). Kaplan Inc 2017 edition
3	Handbook of Fixed Income Securities - Frank Fabozzi. Tata-Mcgraw Hill Eighteen edition 2013
4	Fixed Income Securities - Pietro Veronesi. Wiley India Private Limited 2014 edition

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM-Finance
Course Title	Treasury & Risk Management
Credit Value	4
Semester	III
Duration	40 hours

1. Course Objective

The objective of the course is to enable students to understand the basic functioning of Treasury and Risk Management. This course will help students understand risk management (domestic and forex) in banks and financial insitutions The course will also help studenst undersatnd to identify, estimate, measure and manage the risk in financial markets.

2. Course Contents

Sr. No	Topic	No of sessions of 90 minutes each
1	Introduction to Treasury Management. Meaning of Treasury Management and Structure of a Treasury in a Financial Institution – Front Office, Mid Office & Back Office	2
2	What is Forex Risk? PPP theory and Balance of Payment. Mac Index, and \$/Rupee present scenario.	3
3	Exchange Rate Dynamics - \$/Rupee Spot working, Cross Currency Quotes & Chain rule concept	5

Sr. No	Topic	No of sessions of 90 minutes each
4	Contracts and Markets Forward Contracts (OTC market), Currency Futures, Interest Rate Futures, Difference between OTC and Exchange Driven Markets	3
5	Role of Central Bank Inflation and liquidity control.	2
6	Money Market Instruments Repo, Reverse Repo & MSF, Treasury Bills Mechanism, all Money Markets, CBLO (Trips) & Role of CCIL, Commercial paper & Certificate of Deposits	4
7	Measuring Risk Down Side Potential, Concept of VaR & 3 approaches under VaR	4
8	RBI's CAMELS analysis & Risk based supervision & Mis-selling of Derivative products	4
	Total	27

3. Teaching Methods

Lectures, Lab sessions, Case studies, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Semester End Examination	60	60%
	Total	100	100%

5. Reading Materials recommended (Textbooks /Reference Books/Others)

Sr. No	Reading Material
1	Treasury Management – Indian Institute of Banking & Finance
2	Risk Management & Financial Institutions - John C. Hull, Wiley

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM- Finance
Course Title	Mergers & Acquisitions
Credit Value	4
Semester	III
Duration	40 hours

1.Course Objectives

The course provides mergers and acquisitions as modern business strategy for growth and unlocking value. The course will be useful for future corporate managers for their career in investment banking, Corporate Strategy and consultancy. The course will also expose the students to global practices in this area it will impart practical aspects of this business including legal as well as human aspects of the business.

2.Course Contents

Sr. No	Topic	No of sessions of 90 minutes each
1	Introduction to Mergers and Acquisitions Concepts, Meaning, Types and Characteristic Features Definitions of Mergers, Acquisitions, spin off, split off, split up, Types : Horizontal, Vertical : Forward / backward, Conglomerate, Leveraged buy outs, reverse mergers, slump sale etc.	3
2	M&A theories and Motives Efficiency theories, Diversification, Synergy, market share, Empire building, Information and signaling, Agency issues and M & A as solution	2
3	M&A as Strategy – Schools of strategy : Design school, Planning school, Positioning school, Entrepreneurial school, Cognitive, Learning, cultural environmental and configuration schools. Due diligence : Financial, operational, legal, IP, IT and HR due diligence, Check list for due diligence	5
4.	Issues in Valuation of M&A Control premium	4

5.	Structuring of M&A deals Fixing of Exchange ratios, Deciding on Shares or cash payment of consideration. Accounting for M&A : Guideleines for accounting of merger transactions.	5
6.	Legal Aspects of M&A Compliance requirements of Companies Act, SEBI, FEMA,Income Tax , competition Act , Satmp duty act.etc.	3
7.	Defense Mechanism Advance preventive measures, tactical defence strategies,: Opeartion white knight, despensing golden jewels, Pc-man strategy,shark repellants, ancillary pison pills etc.	3
8.	Post Merger Integration Issues of Human Aspects	2
Total		27

3.Teaching Methods

Lectures , Lab sessions, Case studies, Projects and Assignments

4.Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Semester End Examination	60	60%
Total		100	100%

5.Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1.	Mergers & Acquisitions - Kapil & Kapil –Wiley Publications 2016
2.	Mergers& Acquisitions - B.Rajesh Kumar McGrawHill Publications, 2011
3.	Mergers, Restructuring and Corporate Control - J.Fred Weston, Kwang Chung & Susan Hoag, Pearson

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM- Finance
Course Title	Financial Analytics
Credit Value	2
Semester	III
Duration	20 hours

1.Course Objective

The course provides students a deep understanding and insight of the relevant statistical and analytical tools applicable for Financial Analytics. The students will learn analytical techniques using Excel and SPSS.

2.Course Contents

Sr. No	Topic	No of sessions of 90 minutes each
1	Introduction to Financial Analytics Meaning, Evolution & Scope of Financial Analytics, application areas of analytics to financial services	1
2	Statistics for Analytics Hypothesis testing, simple linear regression, curve fitting, Multiple regression, categorical data analysis, (ANOVA), non-parametric tests	4
3	Advanced Excel Proficiency Describing Numeric Data, Non-Linear Regression, One Way ANOVA, Two Way ANOVA, Generating Random Numbers, Exponential Smoothing & Moving Average, Sampling, Covariance and Correlation	6
4	Forecasting Time series vs causal models moving averages, exponential smoothing, trend, Seasonality, cyclicity	2
5	Introduction to Decision Tree, CART, Random Forest Algorithm, K-means clustering	2
	Total	15

3. Teaching Methods

Lectures, Lab sessions, Case studies, Projects and Assignments
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4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects / Viva voce	20	40%
2	Semester End Examination	30	60%
	Total	50	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Business Statistics Using Excel- Davis & Pecker, Oxford University Press
2	Business analytics -Evans, Pearson
3	R for everyone: advanced analytics and graphics- Lander, Addison Wesley
4	Business analytics for managers- Laursen & Thorlund, , Wiley

HR

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM- Human Resource
Course Title	Strategic HRM
Credit Value	2
Semester	III
Duration	20 hours

1.Course Objectives

Strategic HRM is the process of using HR techniques, like performance appraisals, talent management, learning & development, talent acquisition, compensation & benefits, employee engagement and managing diversity & inclusion that builds a stronger organization. This course will enable students to understand HR strategy and its alignment to Business strategy leading to culture of performance and overall success for the organization.

2.Course Contents

Sr. No	Topic	No of sessions of 90 minutes each
1	Strategic Management Changing role of HR professionals, Introduction to HRM , Objectives , HRM Strategies, Approaches to strategic HRM , Strategic HRM models , implementing HR Strategies	6
2	Talent Management Meaning + Process, Strategies for Talent Management, Hi Potential and Critical Roles, Succession Planning , Talent Management Reviews	8
3	Building Competency for an organization Competency development process, Competency based HRM, Competency based HR practices, Recruitment & L&D, Performance Management	8
4	Strategies for Learning & Development, Employee Engagement and culture management	5
	Total	27

3. Teaching Methods

Lectures, Case studies, Projects and Assignments
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4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Semester End Examination	60	60%
	Total	100	100%

5. Reading Materials recommended (Textbooks/ Reference Books/Others)

Sr. No	Details
1	HRM – Michael Armstrong, Kogan Page Ltd
2	Strategic HRM – Jeffrey Mello, Kogan Page Ltd
3	Competency based HRM – Ganesh Shermon, Tata McGrawHill
4	Strategic HRM – Tanuja Agarwal, Oxford Publishing House
5	HBR, People Matters Magazine

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM- Human Resource
Course Title	Performance Management System
Credit Value	4
Semester	III
Duration	40 hours

1.Course Objectives

This course aims to develop skills and competencies of HR students to understand performance management with its theoretical knowledge and practical overtones, so as to help them to successfully manage and develop performance through scientifically based HR decisions for the benefit of the people and the Organization

2.Course Contents

Sr. No	Topic	No of sessions of 90 minutes each
1	Introduction to Performance Management Systems The Performance Management Contribution, Dangers of Poorly Implemented PM Systems	1
2	Aims and Role of Performance Management systems Characteristics of an Ideal PM System, Performance Management and Strategic Planning, Performance Management Process	3
3	Performance Appraisal System Implementation Defining Performance, Determinants of Performance, Performance Dimensions, Diagnosing the Causes of Poor Performance	2
4	Approaches to Measuring Performance Choosing a Performance Measurement Approach, Measuring Results and Behaviors	2
5	Performance Information: Traditional and Modern methods of gathering the performance information	2

6	Implementing a Performance management system & Performance Management Review	3
7	Biases in Performance Appraisal and reducing Performance Errors, Diagnosing Poor performance and improving motivation	2
8	Conditions for effective Performance Counselling. Process and Different phases of performance counseling, Counselling Interview. Counseling Interview.	3
9	Performance-Based Career Management & succession plans	2
10	Balanced and HR Scorecards	2
11	Reward System Components of Reward System, The objective of Reward System, Linkage of performance management to reward and compensation System	2
12	Contemporary Issues in Performance Management	1
13	Ethics & Legal issues in Performance Management Ethical Performance Management Defined, Objectives, and Significance of Ethics in Performance Management, Ethical issues and dilemmas in Performance Management, Ethical Strategies in Performance management,	2
	Total	27

3. Teaching Methods

Lectures, Lab sessions, Case studies, Projects and Assignments
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4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Semester End Examination	60	60%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Aguinis Herman, Performance Management, Pearson Publication.

2	Kohli A. S, Deb T., Performance Management, New Delhi: Oxford University Press.
3	Bhattacharyya Dipak Kumar, Performance Management Systems, and Strategies, New Delhi: Dorling Kindersley (India) Pvt. Ltd. Licensees of Pearson Education in South Asia.
4	Magazines:- Human Capital, Harvard Business Review, People matters

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM – Human Resource
Course Title	Organization Theory Structure and Design
Credit Value	4
Semester	III
Duration	40

1.Course Objectives

This course will enable students to explain and understand the importance of OTSD and identify and explain OTSD concepts and problem areas. The students will also be able to apply OTSD concepts both as an individual and member of the organization.

2.Course Contents

Sr. No	Topic	No of sessions of 90 minutes each
1	Organizations and Organizational Effectiveness Stakeholders, Managers & Ethics, Managing in a Changing Global Environment, Basic Challenges of Organization Design	6
2	Designing Organizational Structure Authority and Control, Specialization and Coordination	4
3	Creating & Managing Organizational Culture	3
4	Organizational Design & Strategy in a Changing Global Environment, Competences and Technology	4
5	Types & forms of Organizational Change Organizational Transformations: Birth, Growth, Decline & Death	4
6	Decision Making, Learning & Knowledge Management & Information Technology	2
7	Innovation, Intrapreneurship, & Creativity	2
8	Managing Conflict, Power & Politics	2
	Total	27

3.Teaching Methods

Lectures, group discussions, case study analysis/discussions/presentations, in class activities, and, audio-visual materials.

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Semester End Examination	60	60%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Organizational Theory, Design & Change – Gareth R. Jones & Mary Mathew, Pearson
2	Organizational Theory, Structure and Design – Richard Daft, Pearson
3	Organizational Theory, Structure and Design – SP Robbins and Mary Mathew, Pearson

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM – Human Resource
Course Title	Organization Development and Change
Course Credit	4
Semester	III
Duration	40 hours

1.Course Objectives

In this course, cardinal OD concepts and practical approaches to such concepts is covered to succour students with ample opportunities to understand and knowhow of planned change in organizations. This course will enable the students to explain and understand the importance of organization development, identify and explain OD concepts and problem areas and apply OD concepts both as an individual and member of the organization.

2.Course Contents

Sr. No	Topic	No of sessions of 90 minutes each
1	OD & Reinventing the Organization. Concept, definition and the need for renewal and change, stages of OD	2
2	Organization Renewal The Challenge of Change. Factors of change, renewing process, ways organization uses renewing process to adapt change.	2
3	Changing the Culture Importance to organizational success, factors to assess corporate culture.	2
4	The Diagnostic Process Symptoms, problems and causes of ineffectiveness. Techniques to gather information. Major diagnostic models.	2
5	Overcoming Resistance to Change	2

	Individual and organizational forces that cause resistance. Strategies and forces driving and resisting organizational change.	
6	OD intervention Strategies Major interventions techniques, interpersonal, team and intergroup techniques into OD program.	2
7	Process Intervention Skills Key OD skills, OD process skills, how they can be applied.	1
8	Employee empowerment and Interpersonal Interventions Need for empowerment, dynamics involved in interpersonal communication, practicing giving and receiving feedback.	2
9	Team Development Interventions Team development interventions in OD program, recognize team problems, and why teams not operate at optimum capacity.	2
10	Intergroup Development Problems of intergroup conflict. Negative effects of competition on organizational effectiveness, develop collaborative intergroup relations, causes of cooperative vs competitive group relations.	2
11	Work Team Development Major OD quality and productivity interventions. Diagnose Job Design problems as part of OD program.	2
12	High Performing Systems and the learning Organization What a system level intervention is, characteristics of learning organization, four systems of system 4 management, six phases of Grid OD program.	2
13	Goal Setting for Effective Organizations Recognize how goal setting can be used as part of OD program. Apply major findings of research on goal setting to develop organizational and personal goals. How MBO can be applied as management system. Goal setting approaches.	2
14	Organization Transformation and Strategic Change Define transformation in relation to change process, understand basic strategy culture matrix to change culture to fit strategy. Recognize importance of culture and its relation to strategy.	2
15	The Challenge and the future for Organizations Understand basic issues of OD as approach to planned change, recognize ways of maintaining, internalizing, and stabilizing a change program. Future trends and problems facing OD practitioner.	1
	Total	27

3. Teaching Methods

Lectures, Lab sessions, Case studies, Projects and Assignments
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4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Semester End Examination	60	60%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Materials
1	An Experiential Approach to Organizational Development – Donald R. Brown. Pearson
2	Organizational Development and Change – Thomas G. Cummings, and, Christopher G. Worley. Cengage Learning
3	Organizational Development: Behavioural Science Interventions for Organizational Improvement – Wendell L. French and Cecil H. Bell Pearson

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM- Human Resource
Course Title	Human Resource Planning and Audit
Credit Value	4
Semester	III
Duration	40 hours

1. Course Objectives

This course will enable students to understand the concept of HR Planning and appreciate the basics of Manpower planning and forecasting. It will also help students understand HR Accounting and Audit with study of various instruments and be able to calculate HR Cost, Investment, ROI and prepare HR Audit Report.

2. Course Contents

Sr. No	Topic	No of sessions of 90 minutes each
1.	Human Resource Planning. Meaning, of HRP. Planning process. Importance of HRP and its impact on the Organization.	1
2.	Assessment of demand and supply of Human Resource requirement.	2
3.	Forecasting Techniques of human resource requirement. Assessment of internal and external supply and requirement. Linking HRP with SHRM	2
4.	Job Analysis HR Planning and Selection. Job Analysis and design. Alignment of job analysis to selection.	2
5.	Employment Tests Concept of testing. Types of Tests. Executive Talent Search. Impact of employment test on the organization. Benefits of employment test.	2
6.	Analysis of work load factor Classification of work, forecasting nos. of jobs, conversion of job into manpower, Conversion of man hours into manpower requirement.	3
7.	HR Audit	2

	Definition of HR Accounting, concept, method and application.	
8	Human Resource cost Monetary Value approach. Investment in Employees HR Development.	2
9	Human Resource Accounting system Calculation of HR Cost. Calculation of ROI. Return on Investment.	3
10	HR Audit process and issues in HR Audit HR Audit report writing. Process of conducting HR Audit opening and closing meeting.	2
11	Technology in Human Resource Classification of training programme. Sequence of training method and identification of training needs. Technology in Human Resource. Concept of HRIS. Objectives and stages of Developments. HRIS for HRP.	2
12	Productivity, Quality, Compensation, Technology and Human Resource Management issues. Technology in Human Resource.	2
13	Measuring of Group value through The Likert & Browner Model. Concept of HR Score card.	2
	Total	27

3. Teaching Methods

Lectures, Lab session, Case studies, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Semester End Exams	60	60%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1.	Human Resource planning - D.K.Bhattacharjee, Excel Books
2.	Human Resource Forecasting & planning - Paul Turner, CIPD Publishing
3.	Managing Diversity - Michalle E.Moe Barak
4.	Human Resource Management - Uday Kr. Halsar & Juthika Sarkar, Oxford University Press

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM –Human Resource
Course Title	Industrial Relations and Employee Welfare
Credit Value	4
Semester	III
Duration	40 hours

1.Course Objective

This course will enable students understand nature and Importance of Industrial Relation and Conflict preventing & resolution methods. The students will also be exposed to practical cases and new trends in IR

2. Course Contents

Sr.No	Topic	No of sessions of 90 minutes each
1	History & Growth of IR in India Pre-Independence, Post-independence, Post Liberalization, India & ILO	2
2	IR issues in Organizations IR Definitions, Different approaches to IR a) Functional approach) Systems approach & Dunlop's Contribution c) Oxford Model d) HR approach e) Comprehensive IR model of internalist & externalist approach	6
3	Prevention Machinery of Conflict in IR 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 registration & recognition. Trade Union Registration Act 1926. Union recognition under MRTUP&PULP & Code of Discipline, Conditions for Effective Collective Bargaining and Process of CB.	4

4	Conflict Settlement Machinery in IR – II Industrial Dispute ACT – 1947, Alternate Dispute Resolution (ADR),a) What is it? B) Discuss cases using ADR to settle cross cultural, environment, healthcare. Business disputes c) ADR clause Drafting	3
5	Labor Welfare Labor Welfare a) Concept of Labor Welfare, b) Approaches to Labor Welfare c) Statutory and Non- Statutory Welfare Workers Participation in management) Experiences of Germany, France & Britain. b) Indian experience, Suggestion schemes, Kaizen, Quality circles, TQM, ISO, Productivity Bargaining	6
6	New trends in IR & Future of IR In India 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	6
Total		27

3. Teaching Methods

Lectures , Case Studies, Projects and Assignments

4. Assessment

Sr.No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Semester End Examination	60	60%
Total		100	100%

5. Reading Materials recommended (Text Books / Reference Books / Others)

Sr.No	Reading Material
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	Venkata Ratnam, C.S. Industrial Relations. Oxford University Press
4	Sharma, A.M. Industrial Relations. Aspects of Labour Welfare & and Social security. Himalaya Publishing House.

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM – Human Resource
Course Title	Competency Mapping and Assessment Centre
Credit Value	4
Semester	III
Duration	40 hours

1.Course Objectives

The course will enable students to understand concepts and application of competency based HR practices, techniques of identifying and mapping competencies, practical (hands on) experience to develop and validate competency model for organisation., plan and implement competency tools through assessment centres, Implement competency based HR practices in various HR functions like Recruitment, Onboarding, Performance management, Talent Management, Succession planning, Training and development amongst others.

The course will also provide insight into leadership competencies and HR competencies. And enable students to confidently participate in competency mapping initiative in their respective organisation.

2.Course Contents

Sr. No.	Topic	No of sessions of 90 minutes each
1	Introduction to Competency Mapping Competence and Competency, Myths about Competency and History of Competency, Competency Pyramid Model, Can Do/Will Do Evaluation Chart, Difference between core and workplace competencies.	3
2	Developing Competency Models Types of Competencies, The Iceberg Model, Behavioral competencies and Technical competencies, Linkages between HR strategies and development of integrated action plan. The Personal Competency Framework, The Lancaster (Burgoyne) Model of Managerial Competencies, Transcultural Managerial Competencies	5

3	Issues related to Competency Models Process of Competency Mapping and Development, Identification, development and mapping, Issues related to developing Competency Models	3
4	Competency based Applications Competency based Recruitment and Selection, Competency based Performance Management, Stress, adaptability, analytical skills, problem solving skills, attention to details, client orientation, creativity, decision making etc, Career goal questions, Skills Matrix template	3
5	Formation of a Competency Framework Sources of Competency information, Techniques of Job analysis.	2
6	Competency Mapping and Assessment Centres Objectives of assessment centre, Grid of competency dimensions, Types of exercises used in assessment centres.	2
7	Competency Model for HR Competency Model for HR Head, HR Manager and HR Executive, Strategies for developing HR competencies	3
8	Leadership Competency for Automobile Industry Competency Clusters for General Leadership Model, Leadership Assessment Questions and Leadership Assessment Matrix	2
9	Assessment Centres Reliability tests, Validity tests, Different types of tests: Ability tests, Intelligence test, Aptitude and Attitude tests Book: Assessment methods in Recruitment, Selection and Performance- a Managers guide to Psychometric tests- Robert Edenborough	3
	Total	27

3. Teaching Methods

Lectures , Lab sessions, Case studies, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
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1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Semester End Examination	60	60%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Sanghi, S (2009). The Handbook of Competency Mapping – Understanding, Designing and Implementing Competency Models in Organizations, New Delhi: Response Books.
2	<p>Articles:</p> <p>1. Ace the Assessment HBR</p> <p>2. Assessment methods in Recruitment, Selection and Performance- a Managers guide to Psychometric tests- Robert Edenborough</p> <p>3. A Study on Competency Mapping of Employees in Hero Best Motors With Special Reference to Malappuram District</p> <p><i>International Journal of Scientific Engineering and Applied Science (IJSEAS) - Volume-1, Issue-7, October 2015</i></p> <p>4. Competency Mapping of the Employees</p> <p>International Journal of Advancements in Research & Technology, Volume 1, Issue 5, October-2012</p> <p>5. COMPETENCIES AND COMPETENCY MODELS: DOES ONE SIZE FIT ALL?</p> <p>Article published in ACA Journal, Spring 1996, Volume 5 No. 1, pages 56-65</p> <p>6. A Case study: Competency Mapping at Toyota Financial Services Corporation</p> <p>7. A research Article: A Study on Competency Mapping in Automobile Industry</p> <p>International Journal of Engineering Science and Computing, July 2016</p>

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM- Human Resource
Course Title	High Performance Leadership Development
Credit Value	4
Semester	III
Duration	40 hours

1.Course Objectives

To enable students to have a comprehensive understanding of Leadership by exploring, Self, Team concepts and various styles and frameworks. A better understanding will help students to improve their leadership & management skills, that are essential for today's increasingly dynamic and complex business environment. The course also helps provide awareness of strengths as a leader and a manager, and of areas where additional development is needed. The course will enable students to understand Personality types, with adequate exposure to Emotional intelligence, NLP and Transactional Analysis. Along with an exploration of Self, and leadership styles, the course aims to enable students with skills and competencies required to build and lead effective teams, with respect to Virtual Teams, teams with cross-cultural dimensions, teams with Diversity and Inclusion principles, coping with team challenges, stress and stress control techniques

2.Course Contents

Sr. No	Topic	No of Sessions of 90 mins each
1	Principles of Leadership Purpose, Performance, People, Persona, Communication	3
2	Transformation Within on-purpose self-development, stages of learning from Individual Contributor to enterprise manager – Leadership pipeline model, First time Manager Leadership Humility	4
4	Leadership models and framework	3
5	Leading Virtual teams Managing Diversity, Managing cross-cultural teams, Managing conflicts, Ethical leadership	3
6	Team building	3

	Types of team and team building stages. Role of Leader in team development - Manage team, boss, colleagues, Art of using negotiation, power, influence, Belbin team roles	
7	Stress management Strategies to handle stress	1
8	Personal growth Meaning, nature, scope : Individual, organisational and societal roles – role clarity and role boundary, self-awareness and self-esteem	2
9	Personal Growth Lab Personality theories – Carl Jung’s personality types, MBTI, Trait theories : Big 5: Type A & Type B: PF16	2
10	Basic functions of mind Creativity & Innovation – tools and processes, blocks, 6 Thinking hats, NLP	2
11	Basics of Interpersonal orientation Desert survival exercise, TA & Johari Window	2
12	Learning methodologies Basics of T-group and sensitivity training	2
	Total	27

3. Teaching Methods

Lectures , Lab sessions, Case studies, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Semester End Examination	60	60%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Leadership & Management Development – Carmichael, Collins, Emsell, Haydon, Oxford University Press
2	Organisational Behaviour – Robbins, Pearsons
4	Introducing NLP – Joseph O’Connor, Harper Collins
5	EI – Daniel Goleman, Bloombury Publishing
6	7 Habits of Highly Effective People – Steven Covey
7	Articles from HBR, Human Capital, Industry Great Places to Work reports, Survey reports

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM- Human Resource
Course Title	HR Analytics
Credit Value	2
Semester	III
Duration	20 hours

1.Course Objectives

This course will enable students to formulate and leverage People Strategy with the help of HR Analytics. It will also hone the analytical competencies of HR students with theoretical knowledge and practical overtones. This would help them to successfully manage end-to-end lifecycle of people and performance. To enable students to make scientifically based HR decisions for the benefit of the people and the Organization

2.Course Contents

Sr. No	Topic	No of sessions of 90 minutes each
1	Introduction HR Analytics, Business Analytics and linkage to People strategy	1
2	Practical approach to HRIS and Data Foundation to HR Analytics tool, explored through demo logins in workshop mode	1
3	Language of Metrics & Analytics Descriptive, Prescriptive, Causal, Predictive modelling	2
4	Analysis strategies Statistical tests: Factor analysis and Reliability analysis, Exposure to Analytics / statistical tools through SPSS and overview of SAS	3
5	Analytics in employee lifecycle Recruitment and selection, employee performance, employee engagement, predicting employee turnover,	3

	analytics in assessing diversity, tracking the impact of interventions	
6	Advanced HR Analytics techniques Multi-level linear modelling, Curvilinear relationships, Structural equation models	3
7	Trends, Limitations, Ethics in HR Analytics	1
8	Usage, Institutionalised Metric Oriented Behaviour (IMOB)	1
	Total	15

3. Teaching Methods

Lectures , Lab sessions, Case studies, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	20	40%
2	Semester End Examination	30	60%
	Total	50	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	HR Analytics: Dipak Kumar Bhattacharya, Sage Publications
2	The New HR Analytics: Predicting the economic value of your company's human capital investment: Jac Fitz-enz
3	HR Analytics: The What, Why and How: Tracey Smith, Createspace Independent Publishing Platform
4	Predictive HR Analytics: Mastering the HR Metric: Dr Martin R. Edwards, Kirsten Edwards

Semester - IV

Marketing

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM - Marketing
Course Title	Services Marketing
Credit Value	4
Semester	IV
Duration	40 hours

1.Course Objectives

This course aims to familiarize the students with the key elements of services marketing and provide the students with a sound framework for identifying, analyzing and solving problems pertaining to service industries in both B2C and B2B.

2.Course Contents

Sr. No	Topic	No of sessions of 90 minutes each
1	Understanding Service Products, Consumers and Markets Nature & Concept of Services Marketing; Distinctive Marketing Challenges of Services; Building the Service Model- Planning, creating and branding of services, The Flower of Service; Classifying Services.	3
2	Applying the Ps of Marketing to Services Service Marketing Mix and the extended P's. Developing the Service Products and Brands, Distributing Services through Physical and Electronic Channels, Service Pricing and Revenue Management; Service Marketing Communication	3
3	Managing the Customer Interface Design Service Process; Balanced Demand and Capacity; Crafting the Service Environment, Managing People for Service Advantage	2
4	Developing Customer Relationship Managing Relationships and Building Loyalty; Complaint handling and Service Recovery.	3
5	Striving for Service Excellence	4

	Improving Service Quality and Building Loyalty; Building a World Class Service Organization New areas of services and their growth strategies	
6	Managing Service Operations Service Supply Relationships; Managing Service Relationships, Social Media in Services	2
7	Globalization of Services Global Service Strategies, Franchising, Service Benchmark	4
8	Service Sectors Study Exposure to various growing Service Sectors: Banking, Insurance, Hospitality, Education, Telecom, Media, Entertainment, and Health Care.	6
	Total	27

3. Teaching Methods

Lectures , Lab sessions, Case studies, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Semester End Examination	60	60%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Services Marketing- People, Technology, Strategy -Jochen Wirtz, Christopher Lovelock and Jayanta Chatterjee; (2018) . 8e, Pearson
2	Service Management- Operations, Strategy, Information Technology -James A. Fitzsimmons, Mona J. Fitzsimmons and Sanjeev K. Bordoloi (2018)

Finance

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM -Finance
Course Title	Project Management
Credit Value	4
Semester	IV
Duration	40

1.Course Objectives

To introduce and familiarize students with project management concepts, techniques and practices

2.Course Contents

Sr No.	Topic	No of sessions of 90 minutes each
1	Concepts and attributes of Project Project lifecycle and stake holders Project Organization, WBS, Scope and priorities, Role and responsibilities of Project Manager, Government policy to location, legal aspects, Preparation of DPR, PPP and contracts	2
2	Strategy Analysis Project Identification and Market Survey, Project Management in Entrepreneurship, Market feasibility with Moving Average and Exponential smoothing methods	3
3	Techno-economic feasibility Cash Flow Principles, Analysis, Projection and Views, Profitability analysis- Using NPV, IRR, Payback and discounted Payback period, Profitability Index PI	4
4	Project Planning: Time and cost, estimates with AON and AOA conventions, Budget estimates, Network analysis, Float analysis, Critical Path Method crashing concepts	4
5	Project Scheduling and Risk Management: Gantt chart, splitting and multitasking, Risks in time	8

	estimates, PERT analysis, Financial Analysis, Budget estimates, 'S' curve, Cost and schedule performance indices using network, Earned Value Analysis, Preparation of projected statements of Income-expenditure and balance-sheet	
6	Risk Management Processes Qualitative and Quantitative Risk Analysis, Risks responses selection, estimated monetary value, Risks and reserves	3
7	Quality Management Quality and Grade, Quality Assurance, Quality Control Quality Techniques	2
8	Team development model Sources of conflicts, Conflict resolution	1
	Total	27

3. Teaching Methods

Lectures, Lab sessions, Case studies, Projects and Assignments
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4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Semester End Examination	60	60%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Project Management for Beginners and Professionals - Savio Saldanha, CG Prakash
2	Projects - Prasanna Chandra, Mc Graw Hill
3	HBR Articles

HR

Post Graduate Diploma in Management (PGDM) - Batch 2018-20

Course Contents

Program	PGDM- Human Resource
Course Title	Business Ethics and Corporate Governance
Credit Value	4
Semester	IV
Duration	40 hours

1.Course Objectives

This course will provide students with an in-depth knowledge of the issues concerning Morals, Values, Ideologies and Ethics in personal, professional and business lives. It will prepare the budding managers and entrepreneurs to develop themselves into better corporate citizens. The course will enable students to imbibe the importance of fair transactions, ethical conduct and conscientious decision making and to have a balance between the Theoretical and practical aspects of Ethics in general and Ethics in business in particular.

2.Course Contents

Sr. No	Topic	No of sessions of 90 minutes each
1	Introduction Ethics and Corporate Governance: Concepts, Trends and history. Definition, concepts, Myths and Facts, Values, morals and ethics. Stages of moral development, Kohlber's Study.	3
2	Ethics Theories Management of Ethics - Ethics analysis [Hosmer model]; Ethical dilemma; Ethics in practice - Ethics for managers; Role and function of Ethical managers- Comparative ethical behavior of managers; profitability and ethics.	2
3	Stakeholder Approach in Business Ethics Mapping stakeholders, stakeholder analysis and approach.	2
4	Business and Ethics Environmental issues in the Indian context and case studies. Green Judicial Activism, Green Tribunal, Economic & Environmental Sustainability, Physical	3

	Environment. Economic Growth and Business. Relationship between Profitability and Ethics.	
5	Compliance and Legal Aspects of Ethics General and Business Ethics in particular. Political and Legal Environment. Indian Constitution and Ethics, Indian Legal framework, Competition Law, Indian Culture and Values, Concept of Karma, Dharma and Good Conduct.	2
6	Role and Functions of Agency and Professional Chambers of Commerce & Industry in furthering the cause of Ethical aspects of Business. FICCI, CII, IMC etc. Ethics in International Scenario, Ethics and Globalization.	2
7	Moral and Ethical Issues Management Approaches: 6-step issue management process, 7-phase issue development process, 4-stage issue life cycle; and crisis management approaches. Moral responsibilities of functional area professionals. Ethical Decision Making Guidelines: Principles related to Ethical relativism, utilitarianism, universalism, Rights, and Justice.	3
8	Employee Stakeholders and the Corporation The changing workforce, changing pattern of contracts between employees and corporations, rights and responsibilities, sexual harassment at workplace, whistle-blowing.	1
9	Ethical international decision making methods: External corporate monitoring groups, Four Styles of International Ethical decision making etc.	1
10	Introduction to Corporate Governance Concepts and principles. Public governance system and corporate governance system. Corporate Governance Mechanism. 4-Ps of Corporate Governance; Independent Directors' Roles. Issues related to Corporate Governance. Corporate governance and transparency, Components of good corporate governance.	3
11	Corporate Governance Code Various Committee Reports world over. Cadbury Committee, Greenbury Committee, Hampel Committee, Blue Ribbon Committee. Corporate Governance in India: Committee Recommendations. National Committees, Role of SEBI, The Companies Act, 1956-2013.	2
12	Corporate Governance practice in India Structure, meetings, audit, compliance, evaluation by CRISIL (GVC Rating), ICRA Rating, etc. Code of Ethics and Conduct	3
	Total	27

3. Teaching Methods

Lectures , Case studies, Projects and Assignments

4. Assessment

Sr. No	Method	Marks	Weightage (%)
1	Continuous Assessment (Class attendance/Participation/ Tests/ Assignments/ Projects/ Viva voce)	40	40%
2	Semester End Examination	60	60%
	Total	100	100%

5. Reading Materials recommended (Text Books/Reference Books/Others)

Sr. No	Reading Material
1	Business Ethics - J.W. Weiss, Thomson-South Western, USA.
2	Corporate Governance - Dr. Parthasarathy, Biztantra.

UNIVERSITY OF MUMBAI



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

for

**Master of Management Studies (MMS)
Semester I & II**

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

(Effective from the academic year 2016 – 2017)

Title

Name of the Programme: - MASTER OF MANAGEMENT STUDIES (MMS)

Nature of the Programme: - 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 Directorate of Technical Education, Government of Maharashtra

Preamble

We see a kind of Education inflation in India. This means that a particular qualification which served a purpose at one time or is supposed to fulfill is no longer perceived to be enough in today's times. It requires an additional degree or certification to become truly employable. Hence, it becomes important to bring relevance and constant innovation in curriculum, pedagogy, emphasis on 'learning by doing' so as to make students future ready and employable. MMS kind of programmes have to take into account this reality. It needs to metamorphose into an Application oriented programme.

Secondly, let us refer to a section of young people and particularly those who have reached at the higher education level. They have access to much more information than their previous generations. Free content through the internet, open source knowledge, new media platforms has led to higher level of exposure for the youth. Hence the MMS classroom can no longer be a place just for knowledge dissemination. It needs to help the youth to go into the depth of matters, make meaning out of available information, learn problem solving in whichever domains they are inclined to and yet be holistic in their thinking due to the interconnections and interdependencies in the world. One must also be mindful that independent decision making must be encouraged for students at the Post graduate level. This means that students at this stage must chart their professional career while being lifelong learners. This process begins during the programme itself and hence the MMS now needs to offer a plethora of optional subjects which are chosen by the students as per their own abilities and aspirations. This will help them to sharpen their focus early on.

Thirdly, in India low cost innovation, offerings for different demographics, emerging markets in rural / tier 2 or 3 towns / urban lower classes are changing the business landscape. Management education has to gear up to nurture people to create new opportunities in this situation.

Another point of relevance is that professional management is now required in other arenas too like social entrepreneurship, public governance and in running voluntary organisations. This renders the scope of the MMS to be more broad-based now.

Along with employability, entrepreneurship must be a thrust area for management graduates. The MMS programme must thus prepare potential entrepreneurs to base their ventures on solid offerings for sustained greatness. They also need to be warned and shielded from the temptations of riding on a perceived wave.

The future of management and business can be sustained only if business is carried out in an ethical and responsible way. Sustainable development is no longer a choice but the only way of taking mankind forward. Sustainable development is not an isolated subject. It needs to be the underlying theme in every domain and practice.

Disciplines are merging in the new economy. Changing values, beliefs, attitudes are causing a new social order. All this impacts industry and redefines industry. The MMS programme needs to help people to navigate through this reality.

The restructured and revised curriculum for MMS is developed considering the current industry needs in terms of skill sets demanded under new business environment. It also endeavours to align the programme structure and course curriculum with student aspirations and corporate expectations.

Need for Revision and Restructure of MMS Curriculum

Revision is a learning process. As Donald Norman points out in *Things That Make Us Smart*, Human intelligence is highly flexible and adaptive, superb at inventing procedures and objects that overcome its own limits. The real powers come from devising external aids that enhance cognitive abilities. To serve our students with developmental needs, a review of the developmental curriculum and institutional structure were needed in order to determine whether the developmental areas reflect recognized best practices. The developmental areas are defined as courses or services provided for the purpose of helping underprepared college students attain their academic goals.

The Current Scenario

1. Changing global facets of businesses and economies
2. Dynamism in industry practices and evolution of technology
3. Emergence of new businesses and business practices
4. Thrust on Application oriented and experiential learning
5. Expectations of Key stakeholders viz. Students, Industry and Academicians

This has led to

Gaps in Current Curriculum

1. Lack of specialized in – depth knowledge in a specific domain.
2. Lack of thrust on current management practices.
3. Absence of cross-functional skills and holistic thinking.
4. The challenge is to become a place, where leadership is promoted and nurtured with a long-term vision.
5. B-schools must be creative and introduce innovative courses for the overall development of the students.

Objectives for New Curriculum

The MMS programme prepares a student for a career in diverse sectors nationally as well as globally. The MMS programme facilitates absorption & application of knowledge in theory and practice across multiple functional areas of management and enables students to adopt an integrated approach towards real life situations and circumstances.

The Objectives of New Curriculum are

1. To thrive in complex reality and to acquire a systemic understanding of what organizations are, how they work and how they can interact effectively with their commercial, social and physical environment
2. To nurture and develop higher consciousness, cognitive flexibility by developing a strong base to build professional career and to channel that knowledge into a targeted career direction
3. To Change mindset of the Learner and to develop well trained leaders and managers who are responsible citizens.
4. Incorporate some flexibility for institutes to teach new and contemporary curriculum for greater employability of their students.
5. Make the course attractive for large number of students to specialize in the existing domains and other attractive new domains like education management, corporate law and consultancy streams.
6. Institutions should also inculcate multitasking abilities amongst students, learning foreign languages and advanced IT knowledge so that they can perform better in the chosen field nationally and internationally
7. Providing more flexibility to individual Institutes for introducing courses/electives.

The goal is aimed at to imbibe and enhance the following skill sets

1. Exposure to Global practices
2. Application of technology and enhancement of technological skills
3. Peer based learning and team work
4. Experiential Learning (Learning by Action and Application)
5. Team building basics and its orientation

With the breadth and depth of our **core** and **electives**, students can take a multi-disciplinary approach or delve deeply into a single area.

Highlights of the New Curriculum

- 1) additional choices in electives from 1st semester
- 2) Providing the much needed flexibility to individual Institutes to carve a niche for themselves
- 3) Reduction in the number of subjects in all semesters to enable students to delve deep into the domain specialization subjects and utilize the time for employment oriented training for their employability.
- 4) Commencement of Specializations from 3rd Semester.
- 5) Augmentation in the number of electives starting from 2nd semester to provide greater flexibility and choice from the career perspective.

Structure of the Revised MMS Curriculum

The courses under the revised structure and curriculum fall under two categories of **Core** (common for all specializations), and **Electives** (choice for students within specializations) leading towards super specialization. The electives component will provide flexibility and allow the institutes to provide some initiatives in new courses, coaching and mentoring process to nurture professional competencies. List of elective courses allows flexibility for institutes to teach courses keeping in mind industry needs and student's profile so as to enable them to position themselves based on their areas of expertise.

The essence of this structure is to encourage students to “**think like a mountain**”, starting with a broad canvas to assimilate knowledge from all facets of management and meticulously move towards acquisition and practice of excellence in a specific and desired domain of expertise.

Learning Pedagogy

1. Foundation Course is the cornerstone of the MMS program. It is offered before the commencement of MMS programme to acquaint with the basics of the course.
2. The first semester is the foothill, where the odyssey begins. A common base of knowledge essential for all management professionals. The first semester shall be consisting of 8 subjects - 5 (five) core and 3 (three) elective from the bunch of 10 subjects.
- 3) Having cleared the foothills, students in the second semester endeavour to attain further skill sets through an integrated frame work, which guides them towards their desired field through subtle introduction of relevant subjects. The second semester would consist of eight subjects of which 5 subjects would be core subjects and 3 subjects would be electives from the bunch of 10 subjects.

Teaching Pedagogy

Teachers are expected to impart knowledge along-with traditional teaching through new and innovative pedagogical approaches.

Some of these techniques are: -

Reading, Group Discussions, Lectures, Role plays, Field Work, Workshops, Counseling Sessions, Watching Educational and Informative Videos, Assignments, Quizzes, Tests, Live Projects, Case Studies, Presentations, Simulations, Industrial Visits, Participation in academic and extra – curricular activities, inculcation of industry specific skills and training & development sessions.

UNIVERSITY OF MUMBAI , MUMBAI
Masters in Management Studies - Semester I (CBGS)
with effect from Academic Year 2016-17

CORE								
Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits
1	Perspective Management	27	2	40 IA	60 IA	100	3hr	4
2	Financial Accounting	27	2	40 IA	60 IA	100	3hr	4
3	Business Statistics	27	2	40 IA	60 IA	100	3hr	4
4	Operations Management	27	2	40 IA	60 IA	100	3hr	4
5	Managerial Economics	27	2	40 IA	60 IA	100	3hr	4

3 ELECTIVES OUT OF 10								
1	Effective and Management Communication	27	2	40 IA	60 IA	100	3hr	4
2	Business Ethics	27	2	40 IA	60 IA	100	3hr	4
3	Ecommerce	27	2	40 IA	60 IA	100	3hr	4
4	Organizational Behaviour	27	2	40 IA	60 IA	100	3hr	4
5	Introduction to Creativity and Innovation Management	27	2	40 IA	60 IA	100	3hr	4
6	Foreign Language (Other than English)	27	2	40 IA	60 IA	100	3hr	4
7	Negotiation and Selling Skills	27	2	40 IA	60 IA	100	3hr	4
8	IT Skills for Management and Technology Platform	27	2	40 IA	60 IA	100	3hr	4
9	Information Technology for Management	27	2	40 IA	60 IA	100	3hr	4
10	Personal Grooming / Personal Effectiveness	27	2	40 IA	60 IA	100	3hr	4
Total No of Credits								32

UA: University Assessment

IA: Internal Assessment

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

Semester I

Sr. No.	Core	Sr. No.	Electives (Any 3)
1	Perspective Management	1	Effective and Management Communication
2	Financial Accounting	2	Business Ethics
3	Business Statistics	3	Ecommerce
4	Operations Management	4	Organizational Behaviour
5	Managerial Economics	5	Introduction to Creativity and Innovation Management
		6	Foreign Language (Other than English)
		7	Negotiation and Selling Skills
		8	IT Skills for Management and Technology Platform
		9	Information Technology for Management
		10	Personal Grooming / Personal Effectiveness

Note:

- 1 All subjects / papers for Semester I will be internally assessed by the institute. The Criteria for the same is given below
 - a) Attendance and Class Room Participation 10 Marks
 - b) Minimum 3 criteria to be picked up from the below given list
 - Mid term Test (Min 1)
 - Group Presentations
 - Role Plays
 - Case Studies
 - Assignments
 - Projects
 - Quizes
- 2 Institute will have the discretion to select minimum 3 (three) subjects or more from given list of 10 subjects. Total 32 credits has to be obtained.

Any new elective proposed to be introduced by the Institute, apart from electives listed in the new syllabus, need to take prior approval from Board of Management Studies of the University in writing outlining the details of the course with learning objectives, learning outcomes, detailed syllabus, teaching learning plan and course evaluation procedures atleast 6 months in advance before the commencement of the semester.

- 3

PROGRAM : MMS

Semester	:	I - Core
Title of the Subject / course	:	Perspective Management
Course Code	:	
Credits	:	4
Duration in Hrs	:	40

Learning Objectives

1	To explain the relationships between organizational mission, goals, and objectives
2	To comprehend the significance and necessity of managing stakeholders
3	To conceptualize how internal and external environment shape organizations and their responses
4	To develop critical thinking skills in identifying ethical, global, and diversity issues in planning, organizing, controlling and leading functions of management
5	To Understand organizational design and structural issues
6	To understand that citizenship involves taking conscious steps for societal advancement at individual level and organizational level

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

Module

Sr. No.	Content	Activity	Learning outcomes
1	Fundamentals for personal and organisational success Fundamentals of personal leadership	Lecture, interaction, discussion.Examining success stories through videos of industry pioneers followed by discussion	The student will be able to look at multiple perspectives that impact business and life.
2	Management: Science, Theory and Practice – The Evolution of Management Functions of Management Nature and purpose of Planning Objectives, Strategies, Policies and Planning Premises – Decision making – Global Planning	Self-study, Discussion, Quiz	To demonstrate empirical understanding of various organizational processes and behaviors and the theories associated with them
3	Managing your career and understanding organisational dynamics: - Leadership functions and corresponding skills required - Choosing the right positions	Discussion	The student will be able to demonstrate leadership behaviours which will be three pronged: leading self, leading others and leading for change and impact.

Sr. No.	Content	Activity	Learning outcomes
	<ul style="list-style-type: none"> - Special dilemmas of early career - Landing stretch assignments - Building a network of relationships - Challenges faced by the minority - Developing ethical judgment - Assessing your career 		
4	Managing in adversities / Management of crisis	Case Study	The Student will explore different approaches and their consequences during crisis management
5	Social Responsibility, Ethics and Sustainable Development	Discussion, Case study, Group work, Movie, Student Presentation, Debate on MBA Oath	To understand the role of managers and citizens in society
6	Mind control and spiritual Quotient	Literature Reading, Discussion	The Student will learn ways of staying positive and having a healthy mind
7	Role and Responsibilities of a Manager, Effective and Ineffective Managerial styles	Caselets, role plays and discussions	To understand the roles and functions of managers at various (entry, middle and the top) levels
8	Difference between management and leadership, Understanding Level 5 Leadership	Literature reading and Discussion	The student will understand the behavior, skills and mindset of a manager and of a leader.
9	Strategic Management – Definition, classes of decisions, levels of decision, Strategy, Role of different Strategists, Relevance of Strategic Management and its benefits, Strategic Management in India	Discussion, Student Presentations, Case study	The Student will understand various concepts and examples related to Strategic Management
10	Change Management	Discussion, Movies, Case study	The Student will learn about the various steps to be followed to bring about change
11	Total Quality Management	Discussion, Quiz	The Student will understand the concepts and examples of TQM

Text books

1	Principles and Practices of Management by DrKiranNerkar and Dr Vilas Chopde
2	Principles of Management – Davar
3	Essentials of Management – Koontz &Weihrich
4	Strategic Management – V S P Rao& V Hari Krishna

Reference books

1	The Leader Within – DreaZigarmi, Michael O’Connor, Ken Blenchard, Carl Edeburn
2	The Action-Centred Leadership – John Adair
3	Good to Great – Jim Collins
4	Leadership – Rudolph Guliani
5	The Mind and its Control – Swami Budhananda
6	Management – a competency building approach – HeilReigel / Jackson/ Slocum

Assessment

Internal	40%
Semester end	60%

PROGRAM: MMS

Semester	:	I - Core
Title of the Subject / course	:	Financial Accounting
Course Code	:	
Credits	:	4
Duration in Hrs.	:	40

Learning Objective

1	To understand the basic concepts and fundamentals used in financial accounting.
2	To learn all the intricacies of corporate financial statements.

Prerequisites if any	
Connections with Subjects in the current or Future courses	This subject will provide basic knowledge of accounting which will be useful and required for the subjects in the area of finance in the upcoming terms

Module

Sr. No.	Content	Activity	Learning outcomes
1	Introduction to Accounting Meaning and necessity of accounting Accounting cycle An overview of Financial Statements – Income Statement and Balance Sheet	Lecture and discussion	Clarity and understanding of the basic concepts of accounting and financial statements
2	Introduction and meaning of GAAP, IFRS and Ind AS Important Accounting Standards Concepts used in accounting Concepts related to Income Statement and Balance Sheet Accounting Equation and its relation to accounting mechanics	Theoretical discussion and explanation	Ability to apply the principles and concepts of accounting in preparing the financial statements
3	Accounting mechanics and process leading to preparation of Trial Balance and Financial Statements	Theoretical discussion and exercises	Ability to execute the accounting process- Recording- Classifying and Summarizing. Understanding the use of accounting software
4	Preparation of Financial Statements with Adjustment - 'T' form and vertical form of financial statements Detailed discussion and understanding of various items in Schedule III Preparation of Corporate Financial Statements and Notes to Accounts	Theoretical discussion and problem solving	Detailed and in depth understanding of all the items in the corporate financial statements
5	Revenue recognition and measurement Capital and revenue items Treatment of R & D expenses Preproduction cost Deferred revenue expenditure etc.	Theoretical discussion and exercises	Understanding the principles of revenue recognition and ability to distinguish between revenue and capital income and expenditure and their treatment in corporate financial statements
Sr.	Content	Activity	Learning outcomes

No.			
6	Fixed Assets and Depreciation Accounting	Theoretical discussion and problem solving	Understanding different methods of depreciation and their impact on profitability and asset valuation
7	Evaluation and accounting of Inventory	Theoretical discussion and problem solving	Understanding the concepts of inventory valuation and their effect on profit and cost of goods sold.
8	Fund Flow Statement Cash Flow Statement	Problems and exercises with theoretical discussion	Ability to prepare a statement of changes in financial position with respect to working capital and cash flow.
9	Corporate Financial Reporting – Reading of Annual Report, Presentation and analysis of audit reports and directors report. (Students should be exposed to reading of Annual Reports of companies both detailed and summarized version)	Assignment discussion	Ability to read Annual Reports, Presentation and analysis of audit reports and directors’ report
10	Basics of Cost Accounting	Theoretical discussion	Understanding basic cost concepts and ability to prepare a simple cost sheet
11	Ethical Issues in accounting	Theoretical discussion	Understanding the difference between errors and frauds; creative accounting and the Corporate Governance Report.

Text Books

1	Financial Accounting for Management – Dinesh D Harsolekar
2	Financial Accounting –Text and Cases – Dearden and Bhattacharyya
3	Accounting- Text and Cases – Robert Anthony, david Hawkins and Kenneth Merchant

Reference Books

1	Financial Accounting - Reporting & Analysis – Stice and Diamond
2	Full Text of Indian Accounting standard – Taxmann Publication
3	Financial Accounting for Managers – T.P. Ghosh
4	Financial Accounting – R. Narayanaswamy

Assessment

Internal	40%
Semester end	60%

PROGRAM: MMS

Semester	:	I - Core			
Title of the Subject / course	:	Business Statistics			
Course Code	:				
Credits	:	4	Duration in Hrs.	:	40

Learning Objectives

1	To know statistical techniques
2	To understand different statistical tools
3	To understand importance of decision support provided by analysis techniques
4	To appreciate and apply it in business situations using caselets, modeling, cases and projects
5	To understand Managerial applications of Statistics

Prerequisites if any	Basic Mathematics
Connections with Subjects in the current or Future courses	Operations Research, Economics, Research Methodology, Quantitative Techniques, Project Management, Financial Management, production and operations management,

Module

Sr. No.	Content	Activity	Learning outcomes
1	Revision of Data Representation, Central Tendency and Dispersion Kurtosis and Skewness	Problem solving, cases demonstrating typical uses of mean, mode median, Use of Microsoft Excel, available software	Learner will be able to apply these basic concepts in business situations, Analyse charts graphs to analyse business situations
2	Probability- Axioms, Addition and Multiplication rule, Types of probability, Independence of events, probability tree, Bayes' Theorem	Solving problems and Caselets, Writing short cases	Understand the uncertainty in business situations as probability
3	Concept of Random variable, Probability distribution, Expected value and variance of random variable, conditional expectation, Classical News Paper boys problem(EMV, EVPI)	Problem solving , Creating decision tree, cases	Understand decision under risk, use of conditional expectation as basis for comparison
4	Probability distributions Binomial, Poisson, Normal	Problem solving, Microsoft excel, cases	Use of distributions in Quality control, Six sigma and process control
5	Sampling distribution	Problem solving, Microsoft excel	Importance of Central limit theorem
6	Estimation- Point estimation , Interval estimation	Problem solving, Microsoft Excel	Understand Confidence interval as way of hypothesis testing
7	Hypothesis testing- students t, Chi square, Z	Problem solving, Microsoft excel, cases	Use in research

Sr. No.	Content	Activity	Learning outcomes
8	Analysis of variance- one way, two way	Problem solving, Microsoft excel, cases	Use in research
9	Correlation and regression Analysis and significance	Problem solving, Microsoft excel, cases	Understand Model building

Text books

1	Statistics for Management	Richard Levin , David Rubin, Prentice Hall of India
2	Statistics for Managers	Levine, Stephen, Krihbiel, Berenson, Pearson Education
3	Complete Business Statistics	Aczel Sounderpandian, Tata McGraw Hill

Reference books

1	Statistics for Business and Economics	Newbold, Carlson, Thorne, Pearson Education
2	Statistics for Business and Economics	Anderson, Sweeney, Williams, Cengage Learning
3	Data Analysis and Decision Making	Albright, Winston, Zappe, Thomson

Assessment

Internal	40%
Semester end	60%

PROGRAM: MMS

Semester	:	I - Core			
Title of the Subject / course	:	Operations Management			
Course Code	:				
Credits	:	4	Duration in Hrs.	:	40

Learning Objectives

1	To expose a student of Management to operations principles.
2	To understand basic operating principles in product and service industry
3	To be able to apply different analytical techniques of operations Management in different industry sectors like hotel, hospital, mall, BPO, Airlines, manufacturing, consulting etc.

Prerequisites if any	Exposure to MS-excel
Connections with Subjects in the current or Future courses	Manufacturing Resources planning and control, Quantitative models in Operations, Operations analytics, Operations applications and cases

Module

Sr. No	Content	Activity	Learning outcomes
1	Introduction to Operations Management, applications in product and service industry, use of competitive advantage	Lecture, examples	Understand the basic concepts and learn how to apply the same.
2	Process analysis in Industry	Lectures, cases	Understand the physical processes
3	Facility location	Lecture, examples	Understand characteristics of equipment, machines and workflow
4	Facility layout	Lecture, examples	Understand characteristics of equipment, machines and workflow
5	Inventory Management, EOQ,ABC analysis, Discount policy	Lecture, examples, cases	Understand how, when, what and how much to order, stock and cost implications
6	Capacity and introduction to aggregate planning, PPC	Lecture, examples, cases	Understand capacity utilization, overall production planning and control
7	Basics of MRP	Lecture, examples, cases	Understand concept of dependency
8	Sequencing techniques	Lecture, examples,	Understand and implement optimal ordering of jobs
9	Introduction to Service Operation management	lecture, examples, cases	Understand application of operation to services
10	Work study and method study	lecture, examples	Understand measurement of time management
11	QC and SQC	lecture, examples	Understand quality and control methods, understand sources of variation and identify them on charts, process improvement

Sr. No	Content	Activity	Learning outcomes
12	ISO systems, Value engineering and analysis	lecture	Understand global standards, cost reduction
13	Introduction to supply chain management	Lecture	Understand basic concept of supply chain
Cases and presentation			

Text books

1 Theory & Problems in Production & Operations Management- S N Chary, Tata McGraw Hill
2 Production & Operations Management -Kanishka Bedi , Oxford University Press

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/Irwin

Assessment

Internal	40%
Semester end	60%

PROGRAMME : MMS

Semester	:	I - Core			
Title of the Subject / course	:	Managerial Economics			
Course Code	:				
Credits	:	4	Duration in Hrs	:	40

Learning Objectives

1	To enable the students to understand both the theory and practice of Managerial Economics,
2	To ensure that the students are in a position to appreciate the finer nuances of the subject.
3	To help the students in applying the knowledge so acquired in policy planning and managerial decision making.

Prerequisites if any	Nil
Connections with Subjects in the current or Future courses	<ol style="list-style-type: none"> 1) This would be a pre-requisite to the second semester paper on Business Environment, which mainly deals with macroeconomic issues, and, 2) Both Managerial Economics and Business Environment papers also constitute the base for studying Strategic Management, which is a University paper in the third semester.

Module

Sr. No	Content	Activity	Learning outcomes
1	Introduction to Managerial Economics: The meaning, scope and methods of Managerial Economics, Dominic Salvatore model of application of Economics to business decision making. Scarcity, choice & production possibility curve.	Lecture & case study	The students should be able to decipher, analyse and apply the theory and practice of Managerial Economics
2	Consumer Behavior- I: Demand, types of demand, factors affecting demand & demand function. Making of linear demand function & linear demand curve. Law of demand. Consumer's surplus	Lecture & case study	Students develop an understanding of a businessman need to locate various factors affecting demand of his product and plan marketing & business strategies accordingly. Students develop an understanding of the practical application of law of demand.
3	Consumer behavior – II: Concept of elasticity of demand and its significance for a businessman. Types of	Lecture & case study	Students develop an understanding of the various concepts and its applications.

Sr. No	Content	Activity	Learning outcomes
	Elasticity – Price Elasticity of Demand, Income Elasticity of Demand, Cross elasticity of demand & Promotional Elasticity of Demand, Demand forecasting – features, significance & methods		
4	Supply – concept of supply, factors affecting supply & the law of supply Determination of equilibrium price :effects of changes in demand & supply on equilibrium price	Lecture & case studies	Students should understand the analytics of supply and demand and its various uses.
5	Production Function: Concept, Isoquant & Isocost analysis	Lecture and a case study	Student should get an holistic understanding of production economy.
6	Laws of returns to scale, economies & diseconomies of scale		
7	Revenue Analysis, Cost analysis and break even analysis	Lecture	Students will follow the relationship between costs, revenues, profits and losses
8	Types of markets: perfect competition, monopoly, oligopoly & monopolistic competition – features and price determination	Lectures & case study	Students will learn about the intricacies of the various market forms and their impact on the economy and business.
9	Types of markets: perfect competition, monopoly, oligopoly & monopolistic competition – features and price determination	Lectures & case study	Students will learn about the intricacies of the various market forms and their impact on the economy and business.
10	Pricing practices: Factors affecting pricing decision. Marginal cost pricing, mark up pricing, transfer pricing, product line pricing, price skimming and penetration price.	Lectures & cases	Awareness of students about various pricing practices.
11	<ul style="list-style-type: none"> • Profit management • Role of profits in a market economy • Nature and measurement of profit, profit policies • The hypothesis of profit maximization and it's alternatives 	Lecture	Students learn about the role of profit in business.

Sr. No	Content	Activity	Learning outcomes
12	<ul style="list-style-type: none"> • Demand for capital • Supply of capital • Capital Rationing • Capital Budgeting, Net Present Value(NPV), Internal Rate of Return(IRR). • Appraising - the profitability of projects 	Lecture	Students should realize the importance of the different methods of capital budgeting as a tool of project management.
13	Presentations by students		Students should realize the importance of the different methods of capital budgeting as a tool of project management.

Text books

1	Managerial Economics in a Global Economy by Dominick Salvatore
2	Managerial Economics by Suma Damodaran
3	Microeconomics for Business by Satya P Das

Reference books

1	Economics by Paul Samuelson and Richard Nordhaus : Indian Adaptation, 19th Edition
2	Managerial Economics by Milton Spencer and Louis Siegelman
3	Managerial Economics: Concepts and Cases by Mote, Paul and Gupta

Assessment

Internal	40
Semester end	60

PROGRAM : MMS

Semester	:	I - Elective			
Title of the Subject / course	:	Effective and Management Communication			
Course Code	:				
Credits	:	4	Duration in Hrs	:	40

Learning Objectives

1	In all social behavior, communication is essential in building and maintaining human relationships.
2	In business, communication is essential for the smooth and efficient conduct of day-to-day transactions/activities.
3	In recent years the importance of communication has greatly increased as a result of the growing complexity of businesses, as also the impact of rapid industrialization, globalization and the advent of modern technologies.
4	English being globally the language of Management, those with good communication skills in English enjoy a distinct advantage in their work and careers.

Prerequisites if any	Decent working knowledge of the English language (including Grammar) is a must, keeping in mind that most business/management transactions in India and internationally are conducted in the English language.
Connections with Subjects in the current or Future courses	English is globally the most widely spoken language and it is the accepted language of the business world. It is the medium of instruction for this course, hence it impacts every subject and future courses.

Module

Sr. No.	Content	Activity	Learning outcomes
1	Introduction and Theory of Communication: nature, function & scope; The 7 Cs of communication	2 sessions (3 hrs)	Historical background and the development of communication; Importance and role of communication in everyday life
2	The communication Process: classification , components and models of communication; Problems in communication (Filters)	2 sessions (3 hrs)	Mechanics behind the communication process, difficulties experienced in communication
3	Channels of communication: Formal v/s Informal, Upward, Downward, Horizontal, Grapevine; Barriers to communication.	2 sessions (3 hrs)	Different types of communication, impedance due to extraneous factors called "barriers"
4	Verbal and Non-verbal communication: Listening, Kinesics, Paralanguage, Proxemics	2 sessions (3 hrs)	Important non-verbal parameters in communication
5	Essentials of effective verbal communication: Voice modulation, Tone, Pitch, Knowledge and self confidence	2 sessions (3 hrs)	How to make your communication effective and attractive

Sr. No.	Content	Activity	Learning outcomes
6	Meetings: Types; purpose. Group Discussions: Do's and Don'ts; Committees: Types, Advantages and disadvantages, effectiveness.	2 sessions (3 hrs)	Communication in groups, guidelines to improve performance/effectiveness in group interactions
7	Public Speaking: Preparation, Attire, Posture and Delivery techniques	2 sessions (3 hrs)	How to become a convincing and forceful public speaker
8	Written communication: Business letters, Types, Essentials, Format, common errors. e-mail: format, language and courtesy, common errors.	2 sessions (3 hrs)	Ways to achieve impressive and meaningful written communication
9	Report Writing: Types of Reports, requirements, format	2 sessions (3 hrs)	Correct and effective Report-writing techniques
10	Communication and Culture: Intercultural sensitivities, Business etiquette when dealing with people from different nationalities.	4 sessions (6 hrs)	Understanding cultural diversity and Business etiquette with foreign clients
12	Impact of modern Technology on Business Communication: the paperless office, use of modern devices	2 sessions (3 hrs)	Methods of effective audio-visual communication
13	Cases, sample communications and exercises, audio-visual presentations	2 sessions (3 hrs)	Experiential learning through audio-visual means

Text books

1	Singh Nirmal, "Business Communication : Principles, Methods & Techniques," Deep & Deep Publications, Delhi.
2	Krishna Mohan & Meera Banerji, "Developing Communication Skills," MacMillan.
3	Murphy, Hildebrandt & Thomas, "Effective Business Communications," McGraw Hill.
4	Taylor & Chandra, "Communication for Business: A Practical Approach," Pearson
5	Mukherjee Hory Sankar, "Business Communication: Connecting at Work", Oxford University Press, 2013.

Reference books

1	Doctor & Doctor, "Business Communication," Sheth Publishers.
2	Raman & Singh, "Business Communication," Oxford University Press.
3	Madhukar R. K., "Business Communication," Vikas Publishing House
4	McKay, Davis and Fanning, "Communication Skills," B. Jain Publishers Pvt Ltd, New Delhi.

Assessment

Internal	40%
Semester end	60%

PROGRAM : MMS

Semester	:	I - Elective
Title of the Subject / course	:	Business Ethics
Course Code	:	
Credits	:	4
Duration in Hrs	:	40

Learning Objectives

1	To have an in-depth knowledge of the issues concerning Morals, Values, Ideologies and Ethics in personal, professional and business lives
2	To prepare the budding managers and entrepreneurs to develop themselves into better corporate citizens
3	To imbibe into students the importance of fair transactions, ethical conduct and conscientious decision making
4	To expect an Integrity-driven work place scenario from students
5	To ensure sustainability as a compulsive tool of driving Organisational Vision and Mission
6	To have a balance between the Theoretical and practical aspects of Ethics in general and Ethics in business in particular.

Prerequisites if any	A thorough understanding of the amalgam of Class Room and Work place driven learning of business studies.
Connections with Subjects in the current or Future courses	1. Perspective Management 2. Ethos in Indian Management 3. Corporate Social Responsibility 4. Organisational Behaviour

Module

Sr. No.	Content	Activity	Learning outcomes
1	<u>Ethics : Types, Characteristics</u> Need, Theories, Merits and Limitations. Moral disintegration in contemporary times and need for it to be controlled.	Discussion, Text Book, Electronic Presentations	Getting to know of the basis and basics of Ethics
2	<u>Role and Features of Business.</u> How Business and Ethics are to be conjoined used integrally to each other. Merits of using Ethics in Business.Chanakya and Gandhi philosophy.	Discussion, Text Book, Electronic Presentations	The compulsive connection between Business and Ethics. How does it help the Business.
3, 4 & 5	<u>Theory of Ethics.</u> Management of Ethics - Ethics analysis [Hosmer model]; Ethical dilemma; Ethics in practice - Ethics for managers; Role and function of Ethical managers- Comparative ethical behaviour of managers; Code of	Discussion, Text Book, Electronic Presentations	Strong knowledge of the theory and written material on Ethics, Integrity and Ideologies

Sr. No.	Content	Activity	Learning outcomes
	ethics; Competitiveness, organizational size, profitability and ethics; Cost of Ethics in Corporate ethics evaluation.		
6	<u>Business and Ecology</u> / Environmental issues in the Indian context and case studies. Green Judicial Activism, Green Tribunal , Economic & Environmental Sustainability	Discussion, Text Book, Electronic Presentations	Importance and respect for Ecological Environment. Green Legislations
7, 8	<u>Compliance and Legal Aspects of Ethics</u> General and Business Ethics in particular. Political and Legal Environment. Indian Constitution and Ethics, Indian Legal framework, Competition Law, Indian Culture and Values, Concept of Karma, Dharma and Good Conduct	Discussion, Text Book, Electronic Presentations, Seminar by Legal Experts / NGOs, Special Session by experts in Business and Law fields.	Knowledge and respect for Law and natural justice in business. Appreciating the role and importance of respecting the tenets of Natural Law in Business.
9, 10	<u>Environment of Ethics</u> Economic Environment. Economic Growth and Business. Relationship between Profitability and Ethics. Role of Chambers of Commerce & Industry in furthering the cause of Ethical aspects of Business. FICCI, CII, IMC etc. Ethics in International Scenario, Ethics and Globalisation, Etiquettes and International mores.	Discussion, Text Book, Electronic Presentations	Role of Government, Trade Bodies, Economy in Business Ethics.
11	<u>Corporate Governance and Ethics</u> Code of Conduct, Citizen's Charter, Employee Welfare, Labour Legislations and Privileges, Collective Bargaining, Fair Wage, Sexual Harassment at Workplace, Vishaka V State of Rajasthan guidelines, Future of Governance in Business.	Discussion, Text Book, Electronic Presentations	
12	Live Case Studies, Projects,		

Sr. No.	Content	Activity	Learning outcomes
& 13	Presentations, Submission by Students in Consultation with Industry and Academic Faculty mentors		

Reference books

1	S. A. Sherlekar, Ethics in Management, Himalaya Publishing House.
2	Chandrashekhar, Ethics
3	Chakraborty, Business Ethics

Text books

1	W. H Shaw, Business Ethics
2	Satheesh Kumar, Corporate Governance
3	Hosmer and Richard, The Ethics of Management

Assessment

Internal	40%
Semester end	60%

Semester	:	I - Elective			
Title of the Subject / course	:	Ecommerce			
Course Code	:				
Credits	:	4	Duration in Hrs	:	40

Learning Objectives	
1	To understand the Introduction to Electronic Commerce: Meaning, nature and scope
2	To understand the Business to Consumer E-commerce Applications
3	To Understand Business to Business E-Commerce and applications
4	To analysis the Electronic Payment Systems and Order Fulfillment
5	To focus on the Security Issues in E-Commerce
6	To understanding the Management Challenges and Opportunities of E- Commerce:
Prerequisites if any	
Basic understanding of E- Commerce	
Connections with Subjects in the current or Future courses	
Will connect conceptual framework to Management Challenges and Opportunities of E-Commerce to the business	

Module

Sr. No.	Content	Activity	Learning outcomes
1	Introduction to Electronic Commerce: Meaning, nature and scope; Channels of e - commerce; Business applications of e -commerce; Global trading environment and adoption of e-commerce. Business Models of E-commerce and Infrastructure; B2B, B2C, B2G and other models of e-commerce; Applications of e-commerce to supply chain management; product and service digitization; Remote servicing, procurement, and online marketing and advertising E-commerce ,resources and infrastructure planning	Lecture	<ol style="list-style-type: none"> To understand basic concepts of online business To know insides of Ecommerce To know how technology helps bridging gaps in business
2	Business to Consumer E-commerce Applications: Cataloging; Order planning and order generation; Cost estimation and pricing; Order	Lecture & cases	

Sr. No.	Content	Activity	Learning outcomes
	receipt and accounting; Order selection and prioritization: Order scheduling, fulfilling and delivery, Order billing and payment Management; Post sales services.		
3	Business to Business E-Commerce: Need and alternative models of B2B e - commerce; Using Public and private computer networks for B2B trading: EDI and paperless trading: characteristic features of EDI service arrangement; Internet based EDI; EDI architecture and standards; Costs of EDI infrastructure; Reasons for slow acceptability of EDI for trading; E-marketing – Traditional web Promotion: Web counters; Web advertisements.	Lecture	
4	Electronic Payment Systems and Order Fulfillment: Types of payment systems - e-cash and currency servers, e-cheques, credit cards, smart cards, electronic purses and debit cards; Operational, credit and legal risks of e - payment, Risk management options for e - payment systems; Order fulfillment for e –commerce.	Lecture and cases	
5	Security Issues in E-Commerce: Security risks of e-commerce-Types and sources of threats; Protecting electronic commerce assets and intellectual property; Firewalls; Client server network security; Data and message security; Security tools; Digital identity and electronic signature; Encryption approach to e-commerce security. Salient provisions for Security and Privacy, ; Legal and Regulatory Environment for e-commerce, cyber laws in India and their limitations Taxation and e -commerce; Management of Risk: Introduction, Introduction to Risk Management, Disaster Recovery Plans, Risk Management Paradigm		

Sr. No.	Content	Activity	Learning outcomes
6	Management Challenges and Opportunities of E- Commerce: New Business Model, Required Changes in Business Processes, Channel Conflicts, Ethical issues in e-commerce.		
7	Case Studies and Presentations.		

Text books

1	Electronic commerce – A managerial perspectives Efraim Turban , David King , Jae lee
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Reference books

1	CIO magazine- www.cio.com
2	Technology Forecast- Price Waterhouse Coopers
3	McKinsey Quarterly- www.mckinseyquarterly.com
4	"XML Web Services Professional Projects" Authors: Geetanjali Arora & Sai Kishore Publisher: Premier Press ISBN: 1931841365
5	"Service-Oriented Architecture: A field Guide to Integrating XML and Web Services" Author: Thomas Erl Publisher: Prentice Hall ISBN: 0-13-142898-5

Assessment

Internal	40%
Semester end	60%

PROGRAM : MMS

Semester	:	I - Elective			
Title of the Subject / course	:	Organizational Behaviour			
Course Code	:				
Credits	:	4	Duration in Hrs	:	40

Learning Objectives

1	To provide students understanding how and why people behave in organizations as they do, either as individuals or in groups and how their behaviours affect their performance and performance of the organization as a whole.
2	to provide understanding how to effectively modify their behaviour through motivation and leadership for enhanced performance. And also to provide understanding about related concepts such as Org. Structure, Design and Culture.
3	To help students to understand human behaviour in organizations and equip them to enhance their performance as well as performance of the people reporting to them.

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

Module

Sr. No.	Content	Activity	Learning outcomes
1	Introduction to OB	Lecture	Understand the nature and scope of organizational behavior at individual, group, organizational and societal levels
2	Personality: Meaning and Determinants of Personality	Lecture	Comprehend the meaning and determinants of personality and the effects of perception, attitude and values on work
3	Perception, Attitude and Value	Lecture	Understand the concepts of group dynamics, team effectiveness , team roles and conflict management
4	Motivation Concepts : Motives	Lecture	Distinguish between the various theories of motivation and their application in organizations
5	Group Behaviour and Group Dynamics	Lecture	Define the concept of leadership and distinguish between a number of different leadership theories
6	Organisational Design: Structure, size, technology	Lecture	Identify the different bases of power; and discuss how individuals and groups use power in organizations
7	Leadership: Concepts and skills of leadership	Lecture	Understand the impact of organizational culture and structure on organizational behavior
8	Organisation Development	Lecture	Define the concept and practice of change management and

Sr. No.	Content	Activity	Learning outcomes
			organizational development; with an analytical insight related to application of interventions strategically.
9	Understanding of the Concept of Defence Mechanism; Types of Defence Mechanism; Role of Defence Mechanism in Personality, Perception & Attitude; Significance & Relevance of Defence Mechanism for Interpersonal Relations and Group Dynamics	Video & Role Play	Enhanced understanding of the behavior of superiors, peers and subordinates especially in problem situations and the ways to deal with them more effectively.
10	Case Studies and Presentations		

Text books

1	Any textbook of Psychology of undergraduate course (only for Defence Mechanism)
2	
3	

Reference books

1	Understanding Organizational Behavior – Uday Pareek
2	Organizational Behavior – Stephen Robbins
3	Organizational Behavior – Fred Luthans
4	Organizational Behavior – L. M. Prasad (Sultan Chand)
5	Organisational Behaviour – Dipak Kumar Bhattacharya – Oxford Publications
6	Organisational Behaviour – Dr Chandra sekhar Dash – International Book House Ltd
7	Organisational Behaviour – Meera Shankar – International Book House Ltd
8	Management & Organisational Behaviour – Laurie Mullins – Pearson Publications
9	Organisational Behaviour, Structure, Process – Gibson – McGraw Hill Publications
10	Organisational Behaviour – McShane – McGraw Hill Publications

Assessment

Internal	40%
Semester end	60%

PROGRAM : MMS

Semester	:	I - Elective			
Title of the Subject / course	:	Introduction to creativity & Innovation Management			
Course Code	:				
Credits	:	4	Duration in Hrs	:	40

Learning Objectives

1	To make students aware of their own creative potential and the various ways that each one can contribute to innovation in an organization context
2	To learn tools and techniques for creativity and Innovation
3	To appreciate the importance and impact of innovation in today's business context
4	To understand the process of innovation
5	To understand the various issues related to managing innovation in an organization context

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

Module

Sr. No.	Content	Activity	Learning outcomes
1	What is creativity and innovation - importance and impact	Lecture/ small in-class exercises	<ul style="list-style-type: none"> Students realize that every one is inherently creative – and they need to nurture this creativity Students understand the difference and relationship between such terms as creativity, invention, innovation etc
2, 3 & 4	Tools for Creativity	Workshop style activities	Students are exposed to various tools and approaches to stimulating creativity and innovation. Some of these could include – Viewing from Multiple (stakeholder perspective), Lateral Thinking, 6 Thinking Hats, Brainstorming, Use of Analogies and metaphor, Problem reframing etc
5	Basic concepts of Innovation, Types of Innovation	Lecture	Students are now familiar with the various concepts and vocabulary related to innovation – such as incremental innovation, 4Ps of innovation, Disruptive innovation, Innovation in products, processes, experiences, business model etc
6	Historical perspective on innovation in products, processes, business etc	Lecture	Students begin to appreciate how innovations have taken place over the past several decades – the historical perspective sensitizes them to the various drivers and factors which led to or deterred these innovation. These could include but not limited to laws, government initiatives in terms of policy and R&D spends, technology

Sr. No.	Content	Activity	Learning outcomes
			available, etc. They also learn about various milestones – and realize that a timeline based study of any industry could help identify triggers/opportunities for innovation –
7,8	Over view of the Innovation process	Lecture/video eg IDEO's Shopping cart video/ small in-class exercise to help students actually experience the innovation process – from observation to ideation, concept development, prototyping etc	<ul style="list-style-type: none"> • Student learns the importance of each stage of the innovation process and how to work through each stage • The stages understood include contextual inquiry/ immersive study, insight development, ideation , concept development, prototyping , validation
9	Innovation processes and practices in Highly Innovative companies	Lecture/Discussion	Students understand how various leading innovative companies such as IDEO, Apple, Samsung, 3M, Google etc innovate and develop a comparative understanding of their approach , tools and techniques and processes for innovation
10	Developing an Innovation culture	Lecture	<ul style="list-style-type: none"> • Students understand the basic concept of culture , the elements of and the unique attributes of a culture for innovation • Students realize the barriers to innovation in an organization context and how these could be overcome
11	Managing an Innovation project	Lecture/ case /examples to highlight challenges faced in managing innovation	Students develop and understanding of the various problems faced in managing an innovation project in an organizational context and how can it be managed effectively as a project
12 and 13	Strategic innovation Management	Lecture	<ul style="list-style-type: none"> • Students realize how Innovation can provide a competitive advantage • Students become familiar with strategic innovation methods/ frameworks used at a strategic level such as Blue Ocean Strategy, Scenario planning , Osterwalder's Business Model Canvas etc • Students realize how innovation can help in creating Intellectual property which can be create entry barriers for competition • Students also become familiar with the

Sr. No.	Content	Activity	Learning outcomes
			challenges of evaluating innovation either for recognition or funding
14	Presentations & Case Studies/		
15	Presentations & Case Studies/		

Text books

1	Innovation management – Besant and Tidd
2	Innovation and Entrepreneurship – Besant and Tidd
3	Ten Rules of Strategic Innovation – Vijay Govindrajana

Reference books

1	Ten Faces of Innovation – Tom Kelly
2	Design Lead Innovation by Prof Sten Ekman et all
3	Edward DeBono – books related to Lateral thinking, 6 thinking hats
4	The Innovator’s Dilema – Clayton Christensen
5	Business Model innovation by Osterwalder
6	The Art of Innovation – Tom Kelly

Assessment

Internal	40%
Semester end	60%

PROGRAM : MMS

Semester	:	I - Elective			
Title of the Subject / course	:	Foreign Language (Other than English) Chinese			
Course Code	:				
Credits	:	4	Duration in Hrs	:	40

Learning Objectives

1	China is the world's fastest growing economy and has become the factory of the world, also the world's supply chain and logistics is heavily focused towards China. China being one of the few countries in the world which has not adopted English it becomes imperative to learn Chinese to enable business dealings with the country.
2	Many multinationals have invested in China, because of the cheap labor and other such comprehensive factors available here we can take the example of Apple which manufactures most of its phones in China. There is hardly any country that does not have business dealings with China. Therefore the advantage of learning this language is huge.
3	The course should be able to enable basic communication in Chinese so that one can understand simple Chinese words and phrases
4	To be able to use Chinese in everyday situations such as greeting a person asking for directions in short to be able to interact in a simple manner.
5	Carry out simple conversations with Chinese people.
6	Read and write simple phrases in pinyin (spelling Chinese words with the western alphabet) Read signs written in Chinese and be able to read simple notices documents and articles written in Chinese
7	Understand the elements of Chinese characters and evaluate the advantages as well as limitations of a pictographic writing system in contrast with western writing systems Understand the construction of Chinese characters recognizing approximately 120 Chinese characters as well as the radicals
8	Reflect on cultural differences and similarities between Indian and Chinese societies, for example with regard to housing and family relationships and gender roles as well as treatment of minorities and the elderly.

Prerequisites if any	none
Connections with Subjects in the current or Future courses	none

Module

Sr. No.	Content	Activity	Learning outcomes
1	<ul style="list-style-type: none"> Course introduction. Chinese pronunciation and the five tones. Chinese sentence structure and grammar. 	1 sessions 3 hours each	Preparatory foundation to be able to progress towards learning the language
2	<ul style="list-style-type: none"> Simplified Chinese characters and Pinyin Romanization system. Greeting and Introducing each other. Meeting family members. The verbs 姓 (xìng), 叫 (jiào), 是 (shì) and 有 (yǒu). 	2 sessions of 3 hours	Able to converse in rudimentary Chinese Example (你好! !How do you do?) Able to make simple inquiry

Sr. No.	Content	Activity	Learning outcomes
	<ul style="list-style-type: none"> The adverbs 不 (bù), 也 (yě), 都 (dōu). The particles 的 (de). Usage of 二 (èr)/两 (liǎng). Questions ending with 吗 (ma) and 呢 (ne), questions pronouns. Measure words. 		(你是哪国人? Where do you come from?)
3	<p>Routine and everyday aspects Dates & Time – taking someone out to eat on his/her birthday and inviting someone to dinner. Hobbies – Talking about hobbies and would you like to play ball? Visiting friends – visiting a friend’s home and at a friend’s house. Asking Directions Direction and Location Words Direction and Location Words Comparative Sentences with 没(有) (méi {yǒu}) 3 那么(nàme) Indicating Degree 4 到(dào) + Place + 去(qù) + Action Going to Chinatown Seeing a Doctor Seeing a Movie Turning Down an Invitation Renting an Apartment Traveling to Beijing Checking In at the Airport Arriving in Beijing</p>	3sessions of 3 hours	Have a high comfort level if visiting China or if entertaining Chinese visitors to India
4	<p>The adverbs还 (hái) and 才 (cái). The particles吧 (ba) and 了 (le). The conjunction 那么 (nàme). The modal verb 想 (xiǎng). The preposition 在 (zài). Numbers (0, 1–100). Dates and time. Word order in Chinese. Alternative questions, affirmative + negative (A-not-A) questions, questions with 好吗 (hǎo ma). 去 (qù) + action. Verb + object as a detachable compound. 一下 (yíxià) and 一点儿 (yídiǎnr) moderating the tone of voice</p>	2 sessions 3 hours	Learn to write simple words
5	<p>covers the following topics: 开学, 宿舍, 在饭馆儿, 买东西, 选课. Adverbs 真 and 难道.</p>	2 session 3 hours	Construct simple sentences

Sr. No.	Content	Activity	Learning outcomes
	<p>Dynamic particle 了.</p> <p>Preposition 至于.</p> <p>The 是...的... construction.</p> <p>除了...以外; 再说; 得很; 那(么).</p> <p>一 + v; 又adj/verb, 又adj/verb.</p> <p>Emphatic 是; 无论..., 都...</p> <p>Conjunction 于是; adj/v+是+adj/v, 可是/但是...再, 又, and 还 compared.</p> <p>要么..., 要么....</p> <p>Also connecting sentences, existential sentences, conjunctions, topic-comment sentence structure, resultative compliments.</p> <p>Words and phrases include 恐怕 (I'm afraid; I think perhaps), 差不多 (about; roughly), 一般 (generally speaking), 不怎么样 (not that great; just so-so), 这(就)要看...(了) (that depends on...), 比如(说) (for example), ...什么的 (...Etc.), (要) 不然 (otherwise), 非...不可 (have to; must), 受不了 (unable to bear), 不过 (but), 这样 (in this way)</p>		
6	having students learn to write traditional or simplified characters progressing to simple paragraphs and essays	2 session 3 hours	Be able to write simple paragraphs or articles
7	<ul style="list-style-type: none"> • Geography, climate, people. • Ethnicities, religion, government. • Chinese culture & Business etiquette. • Cultural differences & sensitivities 	1 session 3 hours	Important to be able to understand and respond to cultural differences and respect them

Text books

1	Integrated Chinese, Level 1, Part 1, Textbook (website http://ic.cheng-tsui.com/)
2	Integrated Chinese, Level 1, Part 2, Textbook
3	Integrated Chinese, Level 1 Part 1 Character Workbook, 3rd Edition (Simplified & Traditional)

Reference books

1	New Practical Chinese Reader 2 Dvd (Only) (English And Chinese Edition)Jan 1, 2005by Liu Xun
2	Practical Audio-Visual Chinese 1 2nd Edition (Book+mp3) (Chinese Edition) Oct 1, 2008by Guo Li Tai WAN Shi Fan Da XueGuo Yu Jiao XueZhongXin
3	Colloquial Chinese: The Complete Course for Beginners (Colloquial Series)2nd Edition ISBN-13: 978-0415434157 ISBN-10: 0415434157

Assessment

Internal	40%
Semester end	60%

PROGRAM: MMS

Semester	:	I - Elective			
Title of the Subject / course	:	Negotiation & Selling Skills			
Course Code	:				
Credits	:	4	Duration in Hrs	:	40

Learning Objectives

1	The module will sensitize the students to the concepts and importance of Negotiations & Selling for all functions of Management.
2	The module is designed to introduce the students to the basic elements of the selling
3	The module will give the students a broad understanding regarding different models used for effective selling and negotiations.
4	It also creates awareness among the students about the basic qualities, traits and skills that they need to imbibe to be an effective management professional.

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

Module

Sr. No.	Content	Activity	Learning outcomes
1	Meaning, Definition & Importance of Negotiation in Management, Types of Negotiation		Developing basic understanding of students related to Negotiation.
2	Understanding Negotiation Framework including Legal Aspects, Negotiation Process, Skills of a Negotiator		Providing deeper insight related to Negotiation framework
3	Negotiation Models (BATNA, Dyad, ZOPA, 9 Grid) & Strategies, Understanding Barriers to Agreement		Familiarizing students with basics of models in negotiation and strategies
4	Introduction to Marketing & Selling Concepts & Traits of a Successful Salesperson	Role Play on Negotiation	Introducing students to understand the difference between Marketing and Selling and giving them useful tips for succeeding in Sales
5	Understanding Successful Selling Process & Models (7 Steps Model)		Introducing students to understand the difference between Marketing and Selling and giving them useful tips for succeeding in Sales
6	Customer Focussed Selling, Art of Persuasion		Creating awareness about importance of customer in selling process

Sr. No.	Content	Activity	Learning outcomes
7	Selling to Various Stakeholders such as Dealers, Suppliers, Vendors, Channel Partners, Superiors, Subordinates, Team- Mates & Peers	Guest Session with industry experts	Familiarizing students with different approaches required For selling different stakeholders
8	Selling to Customers – B2C, B2B, C2C, Products, Services, Intangibles & Projects		Familiarizing students with different approaches required for selling to different segments of customers.
9	Strategic Selling for Start-ups	Guest Session with industry experts	Creating awareness about challenges and opportunities available in Start-ups domains
10	Body Language for Negotiation & Selling	Role Plays on Selling	To enhance effectiveness of a Salesperson by understanding Clues provided by body language.
11	Case Studies and Presentations		

Activity: In addition to classroom teaching, the 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.

Text books

1	The Essentials of Negotiation – Harvard Business School Press
2	Negotiations Selling by Sameer Kulkarni – Excel Books
3	Negotiation & Selling by R. K. Srivastava – Excel Books

Reference books

1	Organizational Behavior by Fred Luthans (9th edition)
2	Managing Conflict & Negotiation by B. D. Singh – Excel Books
3	Getting to Yes by Roger Fisher & William Ury –Random House
4	Negotiation Handbook by P. J. Cleary – Printice Hall of India
5	ABC's of Selling Skills by Charles M. Futrell – McGraw Hill
6	Sales Management Analysis and Decision Making by Thomas Ingram & Raymond LaFarge – Published by DRYDEN
7	How to Handle Conflict & Confrontation by Peg Pickering – Natl Seminars Publications

Assessment

a)	Internal	40%	40 Marks continuous assessment
b)	Semester End Examination	60%	60 Marks theory paper of 3 hours duration

PROGRAM: MMS

Semester	:	I - Elective			
Title of the Subject / course	:	IT Skills for Management and Technology Platform			
Course Code	:				
Credits	:	4	Duration in Hrs	:	40

Learning Objectives

1	To have the basics practical skills of information Technology(i.eHardware - Software , Database, Networking, Communication Technology)with its application and usage.
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Prerequisites if any	Basic understanding of IT Skills for Management and Technology Platform
Connections with Subjects in the current or Future courses	Will connect and have application of information technology and technology platform skills

Module

Sr No.	Content	Activity	Learning outcomes
1	To, understand the conceptual background of Hardware - Software – (Systems Software, Application Software and Packages) Introduction and Fundamentals of operating system- Windows, Unix/Linux. Introduction and knowledge of Internet operations. World Wide Web , Emerging communication technologies	Lecture	
2	Introduction to Software Packages & practical knowledge of Microsoft Word Microsoft Excel – Formulas, Graphs, Basis statistical formulae. Microsoft Power Point – Creating effective presentations Microsoft Access - Introduction to DBMS concepts, creating a database, Basic queries. Tally – Journal Entry, Ledger posting, Preparation of Balance Sheet Emerging technology of office Automation systems Lab Sessions of Document Preparation & Presentation Skills	Lecture & cases	<ol style="list-style-type: none"> 1. To know data analysis and database management with Microsoft Excel 2. To know management of data using Microsoft Access 3. To know how to prepare interactive business presentation
3	Practical hands on experience of Internet and Web Technology	Lecture	

	<p>Internet Technology Understanding Websites Understanding Domain Names & Domain Extensions Web Server & Web hosting Web Designing ,Home page designing Website Content designing, Joomla, query, knowing & Adding Payment Gateways, Web Hosting, Mobile Technology & Business On-line Business Mechanism Hands on experience of Emerging communication technology Lab Sessions</p>		
4	Case Study and Practical Exercises With Lab Sessions	Lecture and cases	

Text books

1	Work-study by ILO
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Reference books

1	Rajaraman, V. (2004). Introduction to Information Technology.PHI.
2	Turban, Rainer and Potter (2003). Introduction to information technology.John Wiley and sons
3	Sinha, P.K., PritiSinha (2002). Foundation of computing.BPB Publications.
4	Ram, B. (2003). Computer Fundamentals. New Age Publication

Assessment

Internal	40%
Semester end	60%

PROGRAM: MMS

Semester	:	I - Elective			
Title of the Subject / course	:	Information Technology for Management			
Course Code	:				
Credits	:	4	Duration in Hrs	:	40

Learning Objectives

1	To understand the significance of information technology, conceptual framework of networking, communication technology, database etc. for individual & business management
2	To understand role, impact and emerging trends of information technology for management and its application at individual, organizational level society and similarly for business alignment.

Prerequisites if any	Basic understanding of Information Technology for management
Connections with Subjects in the current or Future courses	Will connect conceptual framework of Information Technology for Management at individual and organizational level.

Module

Sr. No.	Content	Activity	Learning outcomes
1	Historical perspective of information technology and business.	Lecture	<ol style="list-style-type: none"> 1. Learning of basic concepts and components of IT 2. Learning different application of computer and IT in business 3. Application of It across the industries
2	Functioning of computer hardware and software components, characteristic from user and buyers perspectives.	Lecture & cases	
3	Introduction and conceptual framework of networking & Telecommunication, components of networking, LAN/WAN/MAN, network topologies, and various option of networking for business, various medium of communication, physical and cable less (dial up, leased line, satellite, V-SAT, DSL Lines, fiber optics)	Lecture	
5	Role and emerging trends of information technology Overview of concept such as ERP, SCM, CRM, database management, DBMS Data warehousing, Business intelligent, knowledge Management, E- Commerce, E-Business, M- Commerce, Digital Business, E-governance.	Lecture and cases	
6	Impact of information on business, business alignment across the function and sectors and society	Lecture & Cases	
7	Case study and presentation	Lecture & Cases	

Text books		
1	Information Technology for Management	by Rainer , Porter and Turban.
2	Introduction to information technology	byRajaramman.
3	Information technology for Management	DrChandrahaunschavan& B lal

Reference books		
1	E- Business: road map for success, Ravi Kolkata and Marcia Robinson.	
2	Competitive strategic by Michael Porter	
3	Electronic commerce – A managerial perspectives Efraim Turban , David King , Jae lee	
4	Principles of information Systems by ralph stair & George Reynolds	

Assessment		
Internal	40%	
Semester end	60%	

PROGRAM: MMS

Semester	:	I - Elective			
Title of the Subject / course	:	Personal Grooming / Personal Effectiveness			
Course Code	:				
Credits	:	4	Duration in Hrs	:	40

Learning Objectives

1	Identify personal thinking habits and their impact
2	Understand and address the barriers to personal effectiveness
3	Apply clear and effective communication skills
4	Develop effective time management skills and the ability to cope with stress

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

Module

Sr. No.	Content	Activity	Learning outcomes
1	Know Yourself – Self Discovery		Know yourself (Your Values, Abilities and Goals)
2	Developing a Positive Attitude and Values		Identify influences of their attitudes towards success, achievement, and disappointment both in personal and professional lives
3	Grooming - Corporate Etiquette and Manners		Enhancing corporate and social Image, learning grooming basics and personal hygiene management
4	The Art of Listening		An understanding of the key role listening plays in the ability to solve problems, work effectively with customers, and be a valuable team member.
5	Body Language		Using body language to increase your personal impact
6	The Art of Speaking		Ability to communicate competently in groups and organizations
7	GD and PI Skills		Augment skills related to this important dimension of the selection process in organizations
8	Written Business Communication		Organize and present information for maximum impact and clarity
9	CV. and Resume writing		Understand and write a functional resume , versus a chronological resume, writing cover letters

Sr. No.	Content	Activity	Learning outcomes
10	Working in Groups and Teams		Enhance capabilities to lead and succeed and for that you need to be a good team player
11	Time Management		Identify typical time-wasters and create solutions to overcome them
12	Stress Management		Ability to deal with stress and pressure effectively
13	Career Planning		How to develop a personal development plan

Text and Reference books

1	Super Self: Doubling Your Personal Effectiveness by Charles Given
2	The 3 Pillars of Personal Effectiveness by Troels Richte
3	The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change by Stephen R. Covey
4	Personality Development and Soft skills by Barun Mitra

Internal	40%
Semester end	60%

UNIVERSITY OF MUMBAI , MUMBAI
Masters in Management Studies - Semester II (CBGS)
with effect from Academic Year 2016-17

CORE								
Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits
1	Marketing Management	27	2	40 IA	60 IA	100	3hr	4
2	Financial Management	27	2	40 IA	60 IA	100	3hr	4
3	Operations Research	27	2	40 IA	60 IA	100	3hr	4
4	Business Research Methods	27	2	40 IA	60 IA	100	3hr	4
5	Human Resource Management	27	2	40 IA	60 IA	100	3hr	4

3 ELECTIVES OUT OF 10								
1	Legal & Tax Aspects of Business	27	2	40 IA	60 IA	100	3hr	4
2	Cost & Management Accounting	27	2	40 IA	60 IA	100	3hr	4
3	Business Environment	27	2	40 IA	60 IA	100	3hr	4
4	Ethos in Indian Management	27	2	40 IA	60 IA	100	3hr	4
5	Corporate Social Responsibility	27	2	40 IA	60 IA	100	3hr	4
6	Analysis of Financial Management	27	2	40 IA	60 IA	100	3hr	4
7	Entrepreneurship Management	27	2	40 IA	60 IA	100	3hr	4
8	Management Information Systems	27	2	40 IA	60 IA	100	3hr	4
9	Developing teams & Effective leadership	27	2	40 IA	60 IA	100	3hr	4
10	Intellectual Capital and Patenting	27	2	40 IA	60 IA	100	3hr	4
Total No of Credits								32

UA: University Assessment

IA: Internal Assessment

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

Semester II

Sr. No.	Core	Sr. No.	Electives (Any 3)
1	Marketing Management	1	Legal & Tax Aspects of Business
2	Financial Management	2	Cost & Management Accounting
3	Operations Research	3	Business Environment
4	Business Research Methods	4	Ethos in Indian Management
5	Human Resource Management	5	Corporate Social Responsibility
		6	Analysis of Financial Statements
		7	Entrepreneurship Management
		8	Management Information System
		9	Developing teams & Effective leadership
		10	Intellectual Capital and Patenting

Note:

- 1 All subjects / papers for Semester II will be internally assessed by the institute. The Criteria for the same is given below
 - a) Attendance and Class Room Participation 10 Marks
 - b) Minimum 3 criteria to be picked up from the below given list
 - Mid term Test (Min 1)
 - Group Presentation
 - Role Plays
 - Case Studies
 - Assignments
 - Projects
 - Quiz
- 2 Institute will have the discretion to select minimum 3 (three) subjects or more from given list of 10 subjects. Total 32 credits has to be obtained.

- 3 Any new elective proposed to be introduced by the Institute, apart from electives listed in the new syllabus, need to take prior approval from Board of Management Studies of the University in writing outlining the details of the course with learning objectives, learning outcomes, detailed syllabus, teaching learning plan and course evaluation procedures atleast 6 months in advance before the commencement of the semester.

PROGRAM : MMS

Semester	:	II - Core			
Title of the Subject / course	:	Marketing Management			
Course Code	:				
Credits	:	4	Duration in Hrs	:	40

Learning Objectives

1	This coursework is designed to introduce the student to the basic elements of the marketing management terms, implementation of studied term in the industry and related process.
2	The scope of marketing management is quite broad and the students will be exposed to the marketing concepts that will enable them to acquaint with contemporary marketing practices.
3	This module is to learn the art and science of choosing target markets and getting, keeping and growing customers through creating, delivering, and communicating superior customer value.
4	This module will give the student a very broad understanding of what marketing is all about and the vital role that it plays in every organization, every department and every specialization.
5	The module will help the student to identify and solve many business problems by using a marketing perspective, as a universal concept.

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

Module

Sr. No.	Content	Activity*	Learning outcomes
1	Introduction to Marketing Concept Evolution of Marketing from Production to Sustainability & Customer Orientation		Students will develop basic understanding of concepts in the marketing with respect to historical development of the subject
2	Understanding the Basics: Concept of Need, Want and Demand Concept of Product and Brand Business Environment in India Demand States & Marketing Tasks Company Orientation towards the Market Place		Making students familiar with the Fundamental concepts and vocabulary or practices from business perspective in the Organization.
3	Marketing Environment : Marketing Environment and Evaluation of Market Opportunities like Services, Rural & International		Understanding of the Marketing environment to help students to compare various opportunities available in various sectors.
4	Market Research & Marketing Information Systems and Demand		To familiarize students with various concepts related to

Sr. No.	Content	Activity*	Learning outcomes
	Forecasting and Market Potential Analysis		market research and its utility.
5	Consumer Buying Process & Organizational Buying Behaviour		Helping students to focus on Important issues related to success in consumer buying behavioural process vis a vis organizational buying behaviour process.
6	Pillars of Marketing - Market Segmentation, Target Marketing, Positioning & Differentiation		Imparting knowledge of various important marketing concepts.
7	Marketing Mix and Product Decisions – Product Life Cycle, & Brand		Various practices related to The important aspects of marketing in decision Making
8	New Product Development Process		Understanding mechanism of developing a new product related process
9	Pricing Decisions		To understand the pricing dynamics being practiced by the organizations in different Sectors
10	Distribution Decisions – Logistics & Channel Decisions (Retail, E-commerce, etc.)		Understanding of operational issues in order to support marketing-process
11	Promotion Decisions – Integrated Marketing Communications Concept: Advertising, Sales Promotions, Public Relations, Direct Marketing; Communication Tools		To familiarize students with various concepts related to Communication Design Process in effective marketing practices
12	Personal Selling & Sales Management		To understand the important aspects direct marketing in the Changing circumstance with the help of latest development
13	Overview of Marketing Strategies: BCG, Ansoff, GE, Shell Model, Porter Generic Model, 5 Forces Model, PLC, 7s Model of Marketing, A Little Model, Value Chain Model		To make students understand basics of various models and their application in their field of work
14	Case Studies and Presentations		

*Activity: In addition to classroom teaching, the 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.

Text books

1	Marketing Management (A South Asian Perspective) by Philip Kotler, Kevin Lane Keller, Abraham Koshy & Mithileshwar Jha, Pearson Education
2	Marketing Management by R. Varshney, S. Chand
3	Marketing Management by Rajan Saxsena, Tata McGraw Hill

Reference books

1	Basic Marketing by Jr., William Perreault, Joseph Cannon and E. Jerome McCarthy
2	Marketing Management – Planning, Implementation and Control by V.S. Ramswamy and S. Namakumari, McMillian
3	Business Marketing Management by M. Hutt, Cengage Learning

Assessment

a)	Internal	40%	40 Marks continuous assessment
b)	Semester End Examination	60%	60 Marks theory paper of 3 hours duration

PROGRAM: MMS

Semester	:	II - Core			
Title of the Subject / course	:	Financial Management			
Course Code	:				
Credits	:	4	Duration in Hrs.	:	40

Learning Objective

1	To gain in-depth knowledge of corporate finance and understand the functions of finance management.
2	Students should learn to analyze corporate financial statements and other parts of the annual report.

Prerequisites if any	Knowledge of financial accounting
Connections with Subjects in the current or Future courses	This will work as the basic subject for the elective subjects coming in the second year

Module

Sr. No.	Content	Activity	Learning outcomes
1	Objective of financial management Functions and decisions of financial management Indian Financial system - Functions of the financial system; Financial Assets; Financial markets; Financial intermediaries; Regulatory system	Lecture and theoretical discussion	Understanding the basic concepts of corporate finance and Indian financial system
2	Financial performance analysis using Ratio Analysis	Lecture, exercises and assignment	Ability to analyse the financial statements of companies using ratios
3	Working Capital Management - Estimation and Financing Inventory Management Receivables Management Cash Management	Lecture, exercises and case discussion	Ability to calculate the working capital requirements; analyse working capital policies and understanding operating and cash cycle
4	Financial Planning and Forecasting Meaning and importance of financial planning Approaches to financial planning Preparation of Pro-forma Income Statement and Balance Sheet Computation of external financing requirements	Lecture and exercises	Ability to prepare pro-forma financial statements and calculate the EFR
5	Investment (Project) identification, feasibility analysis with sensitivities, constraints and long term cash flow projection Capital Budgeting and Investment Decision Analysis	Lecture, exercises and case discussion	Ability to use various evaluation techniques like NPV, IRR, PI, payback period etc. for evaluating capital expenditure decision
6	Sources of Finance - Short Term and Long Term	Theoretical discussion	Understanding the features and characteristics of various financing options
7	Theory of capital structure: Net income approach; Net operating income approach; MM approach; Traditional approach	Lecture and exercises	Understanding different capital structure theories and the impact of D/E ratio on EPS

Sr. No.	Content	Activity	Learning outcomes
8	Capital Structure Planning and Designing capital structure based on EBIT and EPS/MPS approach Factors affecting capital structure	Lecture and exercises	Ability to design the optimal capital structure
9	Capital Structure Planning and Leverage Analysis: Operating, financial and total Capital Structure Planning and cost of capital	Lecture and exercises	Ability to calculate DOL, DFL and DCL
10	Dividend Policy: Factors affecting dividend policy decision; Dividend decision models; Walter model; Gordon model; MM approach	Lecture and exercises	Understanding the impact of dividend payout ratio and retention ratio on company's financial position

Text Books

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

Reference Books

1	Financial Management – I. M. Pandey
2	Principles of Corporate Finance – Myers and Brealey
3	Fundamentals of Financial Management – James Van Horne
4	Financial Management: theory and practice – Brigham Eugene F; Ehrhardt, Michael C.

Assessment

Internal	40%
Semester end	60%

PROGRAM : MMS

Semester	:	II - Core			
Title of the Subject / course	:	Operations Research			
Course Code	:	For Office use			
Credits	:	4	Duration in Hrs	:	40hrs

Learning Objectives

1	To know optimizing techniques
2	To understand its use in decision making in business
3	To Identify and develop operational research model from realsystem
4	To appreciate the mathematical basis for business decision making

Prerequisites if any	Statistics for management, Operations and production management, economics
Connections with Subjects in the current or Future courses	Project Management, Quantitative Techniques,

Module

Sr. No.	Content	Activity	Learning outcomes
1	Linear Programming- Formulation, Solution by graph, Simplex, Duality, post optimality and Sensitivity Analysis	Use of Solver/ similar software for decision making, cases in various scenarios of management	Understand application in business. Data Envelopment Analysis as extension of LPP model
2	Transportation problem with special cases	Use of Solver/ similar software for decision making, cases in various scenarios of management	Understand special cases of LPP and apply in appropriate situation
3	Assignment Problem with special cases	Use of Solver/ similar software for decision making, cases in various scenarios of management	Understand special case of LPP and apply in appropriate situation
4	Game theory- Zerosum games	Use of Solver/ similar software for decision making, cases in various scenarios of management	Understand Competitive environment of business
5	Decision Theory- Under Risk, Uncertainty, decision tree	Use of Solver/ similar software for decision making, cases in various scenarios of management	Understand project management techniques
6	Waiting lines model- (M M 1):(FIFO ∞ ∞) with cost implication	Use of Solver/ similar software for decision making, cases in various scenarios of management	Understand queue model as a measure of performance of system
7	Simulation- queue system, inventory and demand simulation	Create models in Microsoft Excel	In want of assumptions of the model a working system can be created

Text books

1	Operation Research – AN introduction- HamdyTaha, 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- Hilier, Liberman, Tata McGraw Hill
3	An introduction to Management Science – Anderson Sweeney Williams, Cengage Learning

Assessment

Internal	40%
Semester end	60%

PROGRAM : MMS

Semester	:	II
Title of the Subject / course	:	Business Research Methods
Course Code	:	
Credits	:	4
Duration in Hrs	:	40

Learning Objectives

1	To understand the importance of research and various methods that researcher used to investigate problems
2	Applying Modern Analytical tools for Business Management Decisions
3	To derive strategies from the research
4	To understand the challenges in collecting the data collection and analysis
5	To interpret the data to make meaningful decisions.

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

Module

Sr. No.	Content	Activity	Learning outcomes
1	Introduction to Research	Lecture	Meaning of research; Types of research- Exploratory research, Conclusive research; The process of research; Research applications in social and business sciences; Features of a Good research study.
2	Research Problem and Formulation of Research Hypotheses	Lecture	Defining the Research problem; Management Decision Problem vs Management Research Problem; Problem identification process; Components of the research problem; Formulating the research hypothesis- Types of Research hypothesis; Writing a research proposal- Contents of a research proposal and types of research proposals.
3	Research Design	Lecture	Meaning of Research Designs; Nature and Classification of Research Designs; Exploratory Research Designs: Secondary Resource analysis, Case study Method, Expert opinion survey, Focus group discussions; Descriptive Research Designs: Cross-sectional studies and Longitudinal studies; Experimental Designs, Errors affecting Research Design
4	Primary and Secondary Data	Field Work	Classification of Data; Secondary Data: Uses, Advantages, Disadvantages, Types and sources; Primary Data Collection: Observation method, Focus Group Discussion, Personal Interview method

Sr. No.	Content	Activity	Learning outcomes
5	Attitude Measurement and Scaling	Lecture	Types of Measurement Scales; Attitude; Classification of Scales: Single item vs Multiple Item scale, Comparative vs Non-Comparative scales, Measurement Error, Criteria for Good Measurement
6	Questionnaire Design	Lecture	Questionnaire method; Types of Questionnaires; Process of Questionnaire Designing; Advantages and Disadvantages of Questionnaire Method
7	Sampling and Data Processing	Case Study and SPSS / Excel	Sampling concepts- Sample vs Census, Sampling vs Non Sampling error; Sampling Design- Probability and Non Probability Sampling design; Determination of Sample size- Sample size for estimating population mean, Determination of sample size for estimating the population proportion Data Editing- Field Editing, Centralized in house editing; Coding- Coding Closed ended structured Questions, Coding open ended structured Questions; Classification and Tabulation of Data.
8	Univariate and Bivariate Analysis of Data	SPSS Lab / Excel	Descriptive vs Inferential Analysis, Descriptive Analysis of Univariate data- Analysis of Nominal scale data with only one possible response, Analysis of Nominal scale data with multiple category responses, Analysis of Ordinal Scaled Questions, Measures of Central Tendency, Measures of Dispersion; Descriptive Analysis of Bivariate data
9	Testing of Hypotheses	Analyzing Primary Data	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 population; Tests for Difference between two population means; Tests concerning population proportion- the case of single population; Tests for difference between two population proportions.
10	Chi-square Analysis	Analyzing Primary Data	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
11	Analysis of Variance	Lecture and Analyzing Primary Data	Completely randomized design in a one-way ANOVA; Randomized block design in two way ANOVA; Factorial design
12	Research Report Writing and Ethics in research	Lecture	Types of research reports – Brief reports and Detailed reports; Report writing: Structure of the research report- Preliminary section, Main report, Interpretations of Results and

Sr. No.	Content	Activity	Learning outcomes
			Suggested Recommendations; Report writing: Formulation rules for writing the report: Guidelines for presenting tabular data, Guidelines for visual Representations. Meaning of Research Ethics; Clients Ethical code; Researchers Ethical code; Ethical Codes related to respondents; Responsibility of ethics in research
13	Presentation / Report	PowerPoint	

Text books

1	Business Research Methods – Cooper Schindler
2	Research Methodology Methods & Techniques – C.R.Kothari
3	Statistics for Management – Richard L Levin

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	Saunders: 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

Assessment

Internal	40%
Semester end	60%

PROGRAM : MMS

Semester	:	II - Core		
Title of the Subject / course	:	Human Resource Management		
Course Code	:			
Credits	:	4	Duration in Hrs	: 40

Learning Objectives

1	To prepare a student for a career in industry and services.
2	To facilitate learning in modern concepts, techniques and practices in the management of human resources
3	To expose the student to different functional areas of Human Resource Management to enhance the effectiveness.

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

Module

Sr. No.	Content	Activity	Learning outcomes
1	Human Resource Management	Lecture	Apply the theoretical and practical aspects of human resource management to formulate strategies that will enable organizations to achieve both operational and strategic goals related to the organization's human capital.
2	Organization of Personnel Functions	Lecture	Understand the scope of HRM and its relationship to other social sciences
3	Manpower Planning	Lecture	Study the personnel function with respect to its organization , polices and responsibilities in an organization
4	Motivating Employees –	Lecture	Understand the importance and the process of man power planning, the process of job analysis, compare and contrast methods used for selection and placement of human resources.
5	Performance Appraisal Systems	Lecture	Understand the application of the theories of motivation , explaining the difference between internal and external equity in terms of monetary and non-monetary rewards and recognition
6	Training & Development –	Lecture	Discuss the importance and process of performance management, organizational strategic planning and succession planning.
7	Organisation Development –	Lecture	Describe the steps required to analyze needs , develop and evaluate an employee training and development programs in organizations

Sr. No.	Content	Activity	Learning outcomes
8	Management of Organizational Change	Lecture	Define the concept and practice of change management and organizational development; with an analytical insight related to application of OD interventions strategically
9	HRD Strategies for Long Term Planning & Growth	Lecture	
10	Case Studies and Presentations		

Text books

1	Human Resource Management – P.SubbaRao
2	

Reference books

1	Personnel Management – C.B. Mammoria
2	Dessler: Human Resource Management(Prentice Hall India)
3	Personnel/Human Resource Management: DeCenzo& Robbins (Prentice Hall India)
4	D. K. Bhattacharya: Human Resource Management (Excel)
5	VSP Rao – Human Resource Management(Excel)
6	Dessler: Human Resource Management(Prentice Hall India)
7	Personnel/Human Resource Management: DeCenzo& Robbins (Prentice Hall India)
8	Gomez: Managing Human Resource (Prentice Hall India)
9	Human Resource Management – Dr P Jyothi and Dr D.N Venkatesh – Oxford Publications

Assessment

Internal	40%
Semester end	60%

PROGRAM: MMS

Semester	:	II - Elective			
Title of the Subject / course	:	Legal Aspects of Business & Taxation 100 Marks			
Course Code	:				
Credits	:	4	Duration in Hrs.	:	40

Learning Objective

1	To learn about the important provisions of some of the important business laws
2	To get exposure to important provisions of Indian Income Tax Act and Indirect Taxes

Prerequisites if any	None
Connections with Subjects in the current or Future courses	Students in all the specialisations must have a minimum knowledge of important business laws. The applications of law will be in many subjects they will study in the second year

Module

Sr. No.	Content	Activity	Learning outcomes
1	The Indian Contract Act, 1872	Lecture and case law discussion	Understanding the law and concepts of parties to the contract, consideration and other legal concepts related to a Contract
2	The Sales of Goods Act, 1930	Lecture and case law discussion	Understanding the meaning of sale of goods and the rights and duties of vendor and consumer under the Act.
3	The Negotiable Instruments Act, 1881	Lecture and case law discussion	Understanding various negotiable instruments available under the Act.
4	The Consumer Protection Act, 1986	Lecture and case law discussion	Understanding the rights and duties of consumers under the Consumer Protection Act
5	The Companies Act, 2013	Lecture and case law discussion	Understanding the requirements of forming a company under different categories and the importance of MOA, AOA and Prospectus.
6	Introduction to IPR Laws a) The Copy Right Act, 1957 b) The Patents Act, 1970 c) The Trade Marks Act, 1999	Lecture and case law discussion	Understanding the meaning and definition of intellectual property, types of intellectual property and the safeguards available through law against violation of intellectual property rights.
7	Indian Income-tax Act, The Finance Act	Lecture	Understanding the framework of Indian Income Tax Act with concepts of tax slabs, TDS, etc.
8	Computation of Total Income and Determination of Tax Liability – individuals and Companies	Conceptual discussion and practical problem solving	Ability to compute the income tax and tax liability of various assesses based on different cases.

Sr. No.	Content	Activity	Learning outcomes
9	Indirect Taxes – Central Excise Act	Lecture and case laws	Getting clarity on concepts of Indirect taxes, manufacturing, excisable goods, classification of goods, valuation of goods and CENVAT
10	Indirect Taxes – Customs Act	Lecture and case laws	Understanding the scope and coverage of Customs Act. Students should be clear about the types of customs duties and the classification and valuation of goods.
11	Indirect Taxes – Maharashtra Value Added Tax	Lecture and case laws	Understanding the difference between MVAT and State Sales tax and the tax slabs and exemptions in the Act.
12	Indirect Taxes – Service Tax	Lecture and case laws	Understanding the applicability of service tax and the tax slabs applicable.

Text Books

1	Legal Aspects of Business – AkhileshwarPathak
2	Students Guide to Income Tax – Monica singhania and VinodSinghania
3	Students Guide to Indirect Tax Laws – Monica Singhania and VinodSinghania

Reference Books

1	Legal Aspects of Business – David Albuquerque
2	Business Law for Managers – S.K. Tuteja
3	Business Law – N.D. Kapoor

Assessment

Internal	40%
Semester end	60%

PROGRAM: MMS

Semester	:	II – Elective			
Title of the Subject / course	:	Cost and Management Accounting 100 Marks			
Course Code	:				
Credits	:	4	Duration in Hrs.	:	40

Learning Objective

1	To understand the basic cost concepts and techniques of analyzing cost to have better management control and decision making
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Prerequisites if any	
Connections with Subjects in the current or Future courses	This subject would provide basic understanding of cost and cost accounting which would help students in some of the advance subjects in all the disciplines in the second year

Module

Sr. No	Content	Activity	Learning outcomes
1	Introduction to Cost and Management Accounting Distinction and relationship among financial accounting, cost accounting and management accounting Role of Cost in decision making Analysis and classification of cost	Theoretical discussion	Understanding the concepts related to Financial, Cost and Management Accounting
2	Elements of cost - Materials, Labour and Overheads Allocation and apportionment of overheads	Discussion and Exercises	Understanding the difference between direct and indirect cost as well as apportionment and allocation of cost
3	Preparation of Cost Sheet	Exercises	Ability to prepare the cost sheet
4	Introduction to different costing techniques; Methods of costing – with special reference to job costing, process costing, services costing	Theoretical discussion and exercises	Understanding the computation methods of cost under various costing methods
5	Marginal Costing and Cost-Volume-Profit Analysis, Marginal costing versus absorption costing, Computation of breakeven point, margin of safety and P/V Ratio Differential Costing and Incremental Costing	Theoretical discussion and problem solving	Ability to make decisions using marginal cost concept and calculate BEP and Margin of safety
6	Budgeting and Budgetary Control Concept of budget, budgeting and budgetary control, Types of budget	Discussion and exercises	Ability to prepare various types of budgets and analyze the functional as well as the master budgets
7	Standard Costing and Variance Analysis	Discussion and exercises	Ability to set a benchmark and calculate and analyze variances
8	Responsibility Accounting and Transfer Pricing	Theoretical discussion	Understanding various responsibility centres and different transfer pricing methods for setting interdepartmental price

Sr. No	Content	Activity	Learning outcomes
9	Activity Based Costing & Activity Based Management	Discussion and exercises	Understanding the concepts and application of activity based costing
10	Target Costing	Discussion and exercises	Ability to calculate the selling price based on pre-determined targets
11	Lifecycle Costing	Discussion and exercises	Ability to calculate the cost of a product as it moves through the various phases of its life cycle
12	Environmental Costing	Discussion and exercises	Ability to trace the direct costs and allocate indirect costs to present information on social and environmental costs and benefits
13	Service Costing	Discussion and exercises	Ability to set up a cost sheet for service industry.

Text Books

1	Cost Accounting for Managerial Emphasis – Horngren, Datar, Foster
2	Management Accounting – Robert Kaplan, Anthony A. Atkinson
3	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 SeemaSrivastava
5	Management and Cost Accounting – Colin Drury

Assessment

Internal	40%
Semester end	60%

PROGRAMME :MMS

Semester	:	II
Title of the Subject / course	:	Business Environment
Course Code	:	
Credits	:	4
Duration in Hrs	:	40

Learning Objectives

1	To sensitize the students to the multi-faceted environment of business.
2	to enable them to appreciate the finer nuances of the environment, and,
3	to improve their ability to operate effectively in the contemporary globalized world as managers or entrepreneurs

Prerequisites if any	Nil
Connections with Subjects in the current or Future courses	1: It would also deal with macroeconomic issues, and, thus become an essential sequel to Managerial Economics dealing with microeconomics in Semester I, and, 2: it would be an essential pre-requisite to the University paper on Strategic Management in Semester III.

Module

Sr. No	Content	Activity	Learning outcomes
1	Business environment - definition, nature and scope, distinction between internal and external environment of business, limitations of environmental analysis.	Lecture	The students should be able to decipher, analyse and understand the environment of business.
2	Socio-cultural environment of business: elements of culture, the impact of culture on business, multiculturalism	Lecture and a case study	The students should be able to decipher, analyse and understand the environment of business.
3	Political environment of business: The State and its branches, political ideals including liberty, equality, fraternity and tolerance. The politics of coalition governments	Lecture and a case study	The students should be able to decipher, analyse and understand the environment of business.
4	Regulatory environment of business, including the need for effective regulation and governance as well as the ingredients of a good system of regulation	Lecture	The students should be able to decipher, analyse and understand the environment of business.
5	Regulatory environment of business, including the need for effective regulation and governance as well as the ingredients of a good system of regulation	Lecture	The students should be able to decipher, analyse and understand the environment of business.

6	Ecological issues and sustainable development	-- Do --	The students should be able to decipher, analyse and understand the environment of business.
7	National Income: Growth and development. Interconnectivity between macroeconomic variables & Business Cycles. The concept of Inclusive growth Subsidies, JAM (Jandhan, Aadhar and Mobile) and the "Make in India Campaign".	Lecture	Students should be able to understand the need for various campaigns and also the impact of changes in the various macroeconomic variables on economy as well as on business.
8	Money and Banking: including money supply, demand for money, credit creation.	Lecture	Students should be able to understand the need for various campaigns and also the impact of changes in the various macroeconomic variables on economy as well as on business
9	Central Banking and Monetary Policy: instruments of credit control, objectives of monetary policy. Inflation: the concept , demand pull, cost push inflation. Inflation & monetary policy	Lecture	Students should be able to understand the various instruments of credit control, and its impact on economy and business.
10	Budget, budgetary deficit, fiscal deficit and fiscal policy: aims, objectives and efficacy.	Lecture and a case study	Students will develop understanding about the Union Budget and its impact on the various sectors
11	The LPG model (Liberalisation, Privatization and Globalisation) : genesis, features, problems and prospects	Lecture	Students should develop an understanding of the opportunities & challenges of the policies relating to LPG with reference to business.
12	Balance of Payments. International trade blocks, IMF, IBRD, WTO.	Lecture	Students should develop a holistic understanding of the external sector as well as multilateral organization.
13	Presentations by students		Students should develop a holistic understanding of the external sector as well as multilateral organization

Text books

1	Economics by Paul Samuelson and Richard Nordhaus: Indian Adaptation, 19th edition
2	Indian Economy by Mishra and Puri
3	Macroeconomics for Management students by A. Nag

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

Assessment

Internal	40%
Semester end	60%

PROGRAM : MMS

Semester	:	II - Elective			
Title of the Subject / course	:	Ethos in Indian Management			
Course Code	:				
Credits	:	4	Duration in Hrs	:	40

Learning Objectives

1	To sensitize students to Indian culture and value systems and the impact of this on management thinking and action
2	To increase the level of awareness of the thought leadership emanating from India and understand its relevance in modern times
3	To bring to focus importance of ethical and responsible behavior on the part of young managers

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

Module

Sr. No.	Content	Activity	Learning outcomes
1	What is Indian Ethos ?	Prior study and group discussions	To understand the distinctive characteristics of the Indian ethos
2	Values	Deriving values from ancient scriptures	To understand the role of human values and professional values in our decisions and everyday life and business
3	Management of Self	Learning from ancient philosophies and spiritual wisdom	To have an awareness of ways for Anger management and Stress Management. To know the concepts of 'Total Quality of the Mind'.
4	Religion	To study the basic principles of different religions and their similarities. Case studies of modern day practices for diversity.	To know the basic tenets and historical roots of the religions followed by people in India. To know the meeting points/commonalities between religions. To appreciate diversity and pluralism in organizations and society
5	The concept of Dharma The concept of Karma	Study the traditional understanding of the concepts. Modern business Case studies revolving around these concepts	To know the meaning of corporate dharma and corporate karma. To understand the significance of Ethics as part of the Indian ethos.
6	Kautilya's Principles	Study the principles and find their modern relevance and application	To understand the relevance of Kautilya's principles in terms of the role of the leader in today's times

Sr. No.	Content	Activity	Learning outcomes
7	Leadership	Study the leadership and management preachings from the epics of Ramayana and Mahabharata	To understand the responsibilities of leadership
8	Social Responsibility, Sustainable Development Giving, Trusteeship concept of Mahatma Gandhi	Research on the traditional importance of 'Social Responsibility' Case studies on Sustainable Development	To understand the essence of the Trusteeship concept of Mahatma Gandhi. To understand modern day practices of sustainable development around the world.
9	The Constitution of India – Preamble of the Constitution, Fundamental Duties mentioned in Chapter IV A - Article 51 A	Discussion on current affairs / episodes and approach towards them	To understand and internalize the concepts and meanings of the core message in the Preamble and in the Fundamental Duties laid in the Constitution. To objectively and progressively analyze current issues, challenges and solutions affecting today's Indian society and Indian industry.

Text books

1	Management and the Indian Ethos by G. D. Sharma
2	Ethics, Indian Ethos and Management by S. Balachandran, K. C. R. Raja, B. K. Nair
3	Indian Ethos for Modern Management by G. R. Krishna
4	Indian Ethos and Values for Managers by N. M. Khandelwal

Reference books

1	Towards the optimal organizations (Indian Culture and Management) by Rayen Gupta
2	The seven spiritual Laws of Success by Deepak Chopra
3	Gandhi, CEO: 14 Principles to Guide & Inspire Modern Leaders by Alan Axelrod
4	My Experiments with Truth by M. K. Gandhi
5	The India Way by Peter Cappelli, Harbir Singh, Jitendra Singh and Michael Useem
6	Blending the best of the East and the West in Management education by SubhirChowdhury
7	India's contribution to Management: Pravir Malik (Sri Aurobinds Institute of Research in Social Sciences, pondicherry)
8	Vedic management by Krishna Saigal
9	Philosophies of Gandhi, Tagore and Kabir
10	Speeches by great Indians from history
11	Poems written by Rumi

Assessment

Internal	40%
Semester end	60%

PROGRAM : MMS

Semester	:	II - Elective			
Title of the Subject / course	:	Corporate Social Responsibility			
Course Code	:				
Credits	:	4	Duration in Hrs	:	40

Learning Objectives

1	A fundamental assumption of Ethics & Social Responsibility is that organizations exist in uncertain, changing environment and continually confront new challenges and problems. Managers must find solutions to these concerns if organizations are to survive, prosper and perform effectively.
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Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning outcomes
1.	Corporate Social Responsibility (CSR) – Meaning and Scope	Case Study	1. To have a good understanding of the different ways in which CSR can be managed effectively and integrated throughout an organization and acquire the practical skills to develop, manage and measure the impact of a CSR strategy. 2. Understand the ways in which CSR interventions can be planned, implemented, monitored and evaluated in an organization 3. Create an integrated approach to embed CSR within the core business and culture of an organization 4. Comprehend the ways in which CSR can make meaningful contribution to a sustainable culture within an organization
2.	CSR Models	Case Study	
3.	CSR and Business Ethics	Case Study	
4.	Role of Institutions in CSR	Case Study	
5.	Environmental Aspect of CSR: Environmental Issues for India and the world(Global Warming, Waste Disposal & Pollution) and CSR Efforts of Indian Companies for mitigation of these problems	Case Study	
6.	CSR and Corporate Sustainability: Introduction to Sustainability; Sustainability and its Challenges	Case Study	
7.	Global CSR	Case Study	
8.	Understanding Framework for Rating CSR: Global Reporting Initiatives, ISO 26000	Case Study	
9.	Project on CSR	Case Study	

Text books

1	MadhumitaChatterji, <i>Corporate Social Responsibility</i> , Oxford University Press.
2	Krishnamoorthy : <i>Environmental Management</i> (Prentice – Hall India)

Reference books

1.	Michael Blowfield and Alan Murray, <i>Corporate Responsibility</i> , Oxford University Press.
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Assessment

Internal	40%
Semester end	60%

PROGRAM: MMS

Semester	:	II - Elective			
Title of the Subject / course	:	Analysis of Financial Statements			
Course Code	:				
Credits	:	4	Duration in Hrs.	:	40

Learning Objective

1	To understand the advanced tools used in financial statement analysis and financial reporting. Students should learn to do in-depth analysis of the performance of a company
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Prerequisites if any	Financial Accounting and Financial Management
Connections with Subjects in the current or Future courses	This subject will form the base for many advanced subjects in finance in the second year

Module

Sr. No.	Content	Activity	Learning outcomes
1	Economy-Industry-Company Analysis Top-down and bottom up approach Different macro-economic variable Inflation rate Interest rates Commodities exchange rates and their impact on equity markets	Theoretical discussion	Understanding the macro factors affecting company's performance
2	Cash Flow Analysis Measuring operating / financing and investing cash flows Cash flows and life cycle state of a company Cash flows and financial flexibility (linkages to dividend policy and over retention of profits)	Theoretical discussion and problem solving	Ability to measure the financial health of a company using cash flow analysis
3	Assessing Business Performance Operational efficiency ratios (gross profit, net profit margins and various turnover ratios) Liquidity ratios – current ratio, acid test ratio Profitability ratios, valuation ratios EPS/ROE/ROCE/Total shareholder returns, linkages between ROE & ROCE & optimal capital structure and determinants of PE multiple, price to book value, EV/EBDITA multiple. EVA, MVA	Theoretical discussion and problem solving	Ability to measure the financial health of a company using on ratio analysis

Sr. No.	Content	Activity	Learning outcomes
4	Industry Specific Ratios Analysis of Performance of a FMCG company Analysis of performance of an IT company Analysis of performance of a banks under CAMEL framework	Industry specific assignments and discussion	Ability to do the ratio analysis to measure the financial health of companies in specific industry sectors
5	Free Cash flows to Equity / Firm Capitalization leasing expense and R&D expenditure, correct treatment for amortization expense and deferred taxes Measuring correct ROE & ROC after adjusting for inter-corporate investments. Implication of the above mentioned adjustments on fundamental valuations / company and PE or Price / Book Value or EBDITA multiple.	Theoretical discussion and exercises	Understanding the mechanism of calculating cash flow and specific ratios after considering some special items in financial statements
6	Forecasting FCFE / FCFF and Security Valuation	Problem solving and discussion	Ability to calculate the intrinsic value of the firm using FCFF and FCFE models
7	Valuation of a Company Discounted cash flows Terminal value Equity value multiples		Understanding the concepts of company valuation based on DCF approach
8	Financial Modeling Key financial statements Working capital schedule Depreciation schedule, amortization schedule Long-term items schedule Building income statement, shooting, completing the financial models.	Lecture and exercises	Ability to create an integrated model for valuing a company based on different variables using MS-Excel
9	Valuation in Practice Valuation of a company in manufacturing sector Valuation of a company in service sector Valuation of a start-up company Valuation of e-commerce company Valuation of a conglomerate company	Company specific discussion and assignments	Understanding valuation concepts and techniques for different categories of companies
10	Pricing of Stock – Guiding for investment decision	Lecturing and exercises	Ability to calculate the intrinsic value and target market price of stock based on various models.

Text Books

1	Principles of Corporate Finance – Myers and Brealey
2	Financial Management – M. Y. Khan and P. K. Jain
3	Financial Management – Prasanna Chandra

Reference Books

1	Fundamentals of Financial Management – James Van Horne
2	Financial Management and Policy Managerial Finance – E. F. Brigham & J. F. Houston

Assessment

Internal	40%
Semester end	60%

PROGRAM : MMS

Semester	:	I – Elective			
Title of the Subject / course	:	Entrepreneurship Management			
Course Code	:				
Credits	:	4	Duration in Hrs	:	40

Learning Objectives

1	To acquaint the students with both the theory and practice of Entrepreneurship,
2	to expose the students to the finer nuances of the subject, and,
3	to re-orient the outlook of students towards new business ventures and start ups and also to help them to look at these as a possible career option.

Prerequisites if any	Nil
Connections with Subjects in the current or Future courses	1) Entrepreneurship Management would both supplement and complement the knowledge gained after doing papers like Business Environment in the second semester, and, 2) 2) it would also pave the way for studying papers like Strategic Management (Semester III) and Project Management (Semester IV).

Module

Sr. No.	Content	Activity	Learning outcomes
1	(A) Entrepreneurial Perspective : • Concept of entrepreneur, entrepreneurship and enterprise, advantages of entrepreneurship • Nature and development of entrepreneur and entrepreneurship	Lecture	To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.
2	• opportunity -based entrepreneurship • social entrepreneurship • entrepreneurship by Dalits • technopreneurship	Lecture	To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.
3	Gender bias and women entrepreneurs	Lecture and a case study	To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.
4	Entrepreneurs, managers and intrapreneurs : similarities and differences	Lecture	To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.
5	Innovation, creativity and entrepreneurship	Lecture and a case study	To gain an understanding of entrepreneurship, as well as to

Sr. No.	Content	Activity	Learning outcomes
			realise and harness the potential of new ventures and start ups.
6	(B) The Entrepreneurial Environment: <ul style="list-style-type: none"> • Analysis of business opportunities in both the domestic and global economies, including the analysis of PEST factors 	Lecture	To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.
7	<ul style="list-style-type: none"> • Quick-start routes to establish a business (franchising, ancillarising and asquisitioning) • Support organisations for an entrepreneur and their role 	Lecture	To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.
8	<ul style="list-style-type: none"> • Legal framework for starting a business in India • The Make in India Campaign, the Digital India Campaign and the opportunities for start ups in India 	Lecture	To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.
9	(C) The Enterprise Launching : <ul style="list-style-type: none"> • Product / Project identification • Preparing a Business Plan 	Lecture and a case study	To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.
10	<ul style="list-style-type: none"> • Business financing, including venture capital finance and private equity 	Lecture	To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.
11	<ul style="list-style-type: none"> • Managing early growth of business • New venture expansion - strategies and issues 	Lecture and a case study	To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.
12	<ul style="list-style-type: none"> • International variations in entrepreneurship (including cultural and political differences) • Indian Family Business: genesis, features, issues and challenges 	-- Do --	To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.
13	Presentations by students		To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.

Text books

1	Entrepreneurship Management by P N Singh and J C Saboo.
2	Entrepreneurship by Rajeev Roy
3	Entrepreneurship by Robert Hisrich, Michael Peters and Dean Shepperd

Reference books

1	Beyond Entrepreneurship by James C Collins and William C Lazier
2	Dynamics of Entrepreneurial Development by Vasant Desai
3	Entrepreneurship Development in India by B Ghosh

Assessment

Internal	40%
Semester end	60%

PROGRAM: MMS

Semester	:	II – Elective			
Title of the Subject / course	:	Management Information System			
Course Code	:				
Credits	:	4	Duration in Hrs.	:	40

Learning Objectives	
1	To understand the basic concept data and information , Framework / structure and role of Information and Information Systems for business
2	Determining Information Needs for an individual & Organization for decision making process.
3	To understand the requirement & analysis of MIS across the functions of the Management and Sectors of the industry and business
4	To emphasis the Information System Development Process and Security /Privacy of MIS
Prerequisites if any	
	Need & understanding of Management Information System
Connections with Subjects in the current or Future courses	
	Will connect conceptual framework to Determining Information Needs for an Organization/Individual managers for decision making process

Module			
S.no.	Content	Activity	Learning outcomes
1	Basic Information concepts and definitions Framework and role of Information and Information Systems(IS) in an organization, system concept Characteristics of Information and Organization with respect to organization form, structure , philosophy, hierarchy etc	Lecture	1. Role of Information system in various organization 2. Sector wise application of Information System 3. Role of Information System in analyzing as well as decision making process 4. To understand the application of MIS across the function and different industrial sector
2	Types of Information System (IS)- Transaction Processing System for Operational Control, Management Information System for Management Control, Decision Support System and , Executive Information Systems for Strategic Management, Knowledge Base Information System (Artificial Intelligent/ Expert System)	Lecture & cases	
3	Determining Information Needs for an Organization/Individual Manager, Overview of use of data and	Lecture	

	Information , analysis of information, Value of information for decision making and decision making processes etc		
4	MIS across the functions of the Management and Sectors i.e Marketing Information Systems Manufacturing Information Systems Human Resource Information Systems Financial Information Systems Information System Required across the Sectors.	Lecture and cases	
5	Strategic roles of IS Use of Information for Customer Bonding and Business Alliance Breaking Business Barriers –Business Processes Reengineering Improving Business Quality – Creating Virtual Company – Using Internet Strategically Building Knowledge and Creating Company – Challenges of Strategic of IS – Enterprise –wide systems and E- Business Applications for business & competitive advantages		
6	Managing information systems Enterprise Management Information Resource Management Technology Management IS planning methodologies – Critical Success factors Business Systems Planning – Computer Aided Planning Tools.		
7	Information System Development and Security Information System development Process and Models Sensitize students to the need for information security, Concepts such as confidentiality, Integrity and Availability, Types of threats and risk, overview of some of the manual, procedural and automated controls in real life IT environments. Computer Crime –Privacy Issues		
8	Case Studies and Presentations		

Text books	
1.	Management Information System- Managing the Digital Firm , by Laudon and Laudon
2.	Principal of Information System , by Ralph M. Stair and Georg Raynold

Reference books	
1.	O'Brien, James A Management Information Systems, Tata McGraw Hill, New Delhi,
2.	Marvin Gore, Elements of Systems Analysis & Design, ,Galgota Publications.
3.	MIS a Conceptual Framework by Davis and Olson
4.	Analysis and Design of Information Systems by James Senn
5.	Case Studies : Case on ABC Industrial Gases – Author : Prof PradeepPense
6.	Jessup &Valacich: Information Systems Today (Prentice Hall India)
7.	Management Information Systems – M.Jaiswal&M.Mittal – Oxford Publications.

Assessment	
Internal	40%
Semester end	60%

PROGRAM: MMS

Semester	:	II
Title of the Subject / course	:	Developing Teams and Effective Leadership
Course Code	:	
Credits	:	4
Duration in Hrs	:	40

Learning Objectives

1	Developing and managing a team
2	Understand how to adapt your leadership style to effectively lead and influence others
3	Strategies for coping with team challenges
4	Define your leadership philosophy and learn how to communicate it
5	Earning trust and building relationships
6	Leading virtual teams

Prerequisites if any	Base knowledge of Management and HRM
Connections with Subjects in the current or Future courses	Organizational Behaviour and Leadership Theories

Module

Sr. No.	Content	Activity	Learning outcomes
1	Team Building	Role play	Types of Teams and Team Building Stages
2	Role of leader in team development	Role play	Manage your team, your boss, and your colleagues more effectively
3	Art of using negotiations, power and influence	Case studies	Influencing others from a position of authority
4	Stress Management and Time Management	Case studies	Effective management of time and strategies to handle stress
5	Leading Virtual Teams	Videos, Case studies	Strategies for leading a virtual team

Text books

1	Management - Hellriegel, Slocum and Jackson
2	Leadership Theories - Composite
3	

Reference books

1	Leadership – Warren Bennis
2	Organizational Behaviour – Ashwathapa
3	Personnel management – ArunMonappa

Assessment

Internal	40% - Tests, Assignments
Semester end	60% - Exam

PROGRAM : MMS

Semester	:	II - Elective			
Title of the Subject / course	:	Intellectual Capital and Patenting			
Course Code	:				
Credits	:	4	Duration in Hrs	:	40

Learning Objectives

1	To ensure the fact that students of Business and Managerial Studies are aware of the concept and respect of Intellect and Intellectually driven properties.
2	To know and study about the concept and types of Intellectual Property Rights.
3	To understand and appreciate the need to honour and not infringe upon the Intellectual Property Right of others.
4	To inculcate in the minds of the young managers, entrepreneurs and professionals, the processes and patterns that are emerging in the field of Intellectual Property.
5	To encourage the business fraternity to develop new products, ideas, constructs and properties on a continual basis.
6	To study, understand and acknowledge the trends across the globe in areas of Patenting and Intellectual Property Rights especially in the areas where India is a major player viz. Information Technology, Media, Automobiles and Education.

Prerequisites if any	Suited better for students who have studies Sciences or Law till their Graduation level but it certainly isn't a limiting factor.
Connections with Subjects in the current or Future courses	<ol style="list-style-type: none"> 1. Understanding Innovation 2. Management for Technology 3. Business Intelligence 4. Information Technology Governance and Compliance 5. Business-to-Business

Module

Sr. No.	Content	Activity	Learning outcomes
1	Introduction to the concept of Intellect, Intellectual Property, Right, Duties and Intellectual Property Rights.	Class Room Discussions, Media Presentations	To appreciate the meaning of Intellectual Property
2, 3	Understanding of Philosophical and Legal Concept of Intellectual Property, Its importance, characteristics, features, impact.	Class Room Discussions, Case Studies, Media Presentations.	Understanding of the philosophical, ideological and Legal framework as used in the context of Intellectual Property.
4	The Economics behind Intellectual Property and Intellectual Property Rights.	Class Room Discussions, Case Studies, Media Presentations.	The relationship between Business and Intellectual Property Right and to appreciate the fact that the outlay incurred on protection of Intellectual Property isn't a Cost but an Investment for the Business
5, 6,	Types of Intellectual	Class Room	Understanding the actual scope and

Sr. No.	Content	Activity	Learning outcomes
7, 8	Property, namely, Trade Marks, Geographical Indications, Copyright, Industrial Design. Their respective definitions, characteristics, importance, scope, registration, infringement and protection. Indian Laws related to IPR.	Discussions, Case Studies, Media Presentations, real life case laws, judicial interpretations. Seminars, talks by legal experts should be encouraged at this stage to understand the statutory compulsions of Intellectual Property Rights.	extent of Intellectual Property. Their connection with Business and the need to protect them to ensure a congenial Business environment.
9, 10,11	Patent : Definition, Importance, Development, Type, Features and Essentials. Process of Registration, infringements : types, Protection. Licensing process : Software Licensing, General Licensing, Compulsory Licensing. Indian Laws related to Patent.	Class Room Discussions, Case Studies, Media Presentations, real life case laws, judicial interpretations. Seminars, talks by legal experts should be encouraged at this stage to understand the statutory compulsions of Intellectual Property Rights. Also, have representatives of Organisations, R & D experts who have developed worked on Patents in particular and Intellectual Property Rights sphere in general.	Understanding the actual scope and extent of Intellectual Property. Their connection with Business and the need to protect them to ensure a congenial Business environment.
12	International Protocols, Conventions, Trends and Scenario of Intellectual Property Rights. TRIPS, GATT etc.	Class Room Discussions, Case Studies, Media Presentations.	Appreciating and Understanding the Global view of IPR
13	IP Management, Concept of IP Management, Intellectual Property and Marketing, IP asset valuation	Class Room Discussions, Case Studies, Media Presentations.	Management and Intellectual Property. Monetisation and Evaluating IP.

Text books

1	Indian Patents Act, Indian Copyright Act, Indian Trademarks Act, Indian Designs Act.
2	TRIPS Agreement
3	Cornish : Intellectual Property.

Reference books

1	Nair and Kumar : Intellectual Property Rights.
2	Narayanan : Patent Law
3	Saxena : Trade Related Issues of Intellectual Property Rights and Indian Patents Act.

Assessment

Internal	40%
Semester end	60%

**MMS Revised Guidelines under Credit Based Semester and Grading System:
(10 point grading system)**

EXAMINATION / ASSESSMENT AND GRADING

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 either in a group or individually. The modes of evaluation and distribution of weightage for each of the assessments is given in the syllabus manual of the programme. Normally weightage of Internal Assessment and End Semester Examination is 40 and 60 percentage respectively.

Mode of Assessment/Evaluation

Mode of Evaluation for Theory Course:-

The various modes of assessment used for rating learners' performance in a theory course include

1. Internal Assessment and End Semester Examination. 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.
2. 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. It is normally of 3 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.

Mode of Evaluation of Projects

If the performance of a student is to be evaluated through Project work for any course since for a subject like "Creativity & Innovation" the Internal Examination OR End Term Examination (written) may not be suitable method of evaluation then the project evaluation to be done as per the following guidelines keeping the ratio of Internal and End term Examination intact to 40 and 60 respectively.

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 (atleast once a week) with the mentor/guide. Project group 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 students fail to complete the project successfully and submit 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.

For Example, if a faculty wants to evaluate the learners' performance through a project for 100 marks. He can devise the marks allocation as 40 marks for “the conceptual understanding of the Topic, Introduction and methodology he wishes to adopt and 60 marks for the actual data collected, usage of methodology he thought of , preparation and presentation of the report with conclusions and presentation to the panelists.

Another example is a subject, “Developing Teams and Effective Leadership”. These skills should be learnt by doing rather than by learning theory and writing examination. Therefore, an institute offering this subject may evolve a suitable method of evaluation and break it into internal and end semester evaluation.

Grading of Performance

Letter Grade and Grade Point Allocation

The Revised Credit and Grading System will be effective from the academic year 2016-2017 for the Faculty of Management of University of Mumbai. In every Course, based on the combined performance in all assessments, in a particular Semester as per the curriculum/syllabus, the student is awarded a letter grade. These letter grades not only indicate a qualitative assessment of the learner's performance but also carry a quantitative (numeric) equivalent called the Grade Point. The letter grades and their equivalent grade point applicable for **MMS** program are given below:

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.

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	

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 C_1, C_2, C_3, C_4 and C_5 and learners grade points in these courses are G_1, G_2, G_3, G_4 and G_5 respectively, then learners' SGPA is equal to:

$$\text{SGPA} = \frac{C_1G_1 + C_2G_2 + C_3G_3 + C_4G_4 + C_5G_5}{C_1 + C_2 + C_3 + C_4 + C_5}$$

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:

$$\text{SGPA} = \frac{C_1G_1 + C_2G_2 + C_3G_3 + C_4*\text{ZERO} + C_5G_5}{C_1 + C_2 + C_3 + C_4 + C_5}$$

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 is calculated at the end of every semester to two decimal places and is indicated in semester grade report cards. 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.

Example: Up to semester r a learner has registered for n courses, among which s/he has “**F**” grade in i^{th} course. The semester grade report at the end of semester r therefore will contain a CGPA calculated as:

$$CGPA = \frac{C_1G_1 + C_2G_2 + C_3G_3 + \dots C_i * ZERO + \dots + C_nG_n}{C_1 + C_2 + C_3 \dots + C_i + \dots + C_n}$$

Even if a learner has **failed** in a course **more than once**, the course will figure **only once** in the **numerator** as well as the **denominator**. At the end of semester $r+1$ s/he has appeared for examination for k number of courses including the i^{th} **backlog course** and has cleared all the courses including the **backlog course**, the CGPI at the end of this semester is calculated as,

$$CGPA = \frac{C_1G_1 + C_2G_2 + C_3G_3 + \dots C_i * G_i + \dots + C_nG_n}{C_1 + C_2 + C_3 \dots + C_i + \dots + C_n}$$

There will also be a **final CGPA** calculated which considers **all the credits earned** by the learner specified for a particular programme.

Illustration of Computation of SGPA and CGPA

Computation of SGPA and CGPA

i. 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

$$SGPA (S_i) = \Sigma(C_i \times G_i) / \Sigma C_i$$

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.

ii. 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 programme, 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.

iii. 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	

Example to illustrate the computation of SGPA and CGPA

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	68	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	66	B+	7	4	28	
Sub-4	80	O	10	4	40	
Credits Earned				16	120	
Remarks: Successful					Grade: B+	Range65-69.99

Semester III

Subject	Marks	Grade	Grade Point (Gi)	Credits (Ci)	Ci*Gi	SGPA
Sub-1	62	B	6	4	24	SGPA = 128/16 = 8.00
Sub-2	68	B+	7	4	28	
Sub-3	85	O	10	4	40	
Sub-4	78	A+	9	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	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		

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.

3.6 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 Programme**) if a learner secures **at least 50% marks separately in each head of passing** as mentioned above.

Report Card will contain only Grades and no numerical marks.

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 3.4 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 he/she 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 he/she 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 some work by the concerned teacher. The work assigned can be of the form of a course project/ assignment problems/ test/ tutorials etc. 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)

1. Under the newly introduced credit based grading system of MMS programme, 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 do 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 programme.
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 programme. 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.
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 programme.
6. 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 programme.
7. 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 programme. He/She 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.

8. 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.
9. 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 he/she 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 EXAMINATIONS

The MMS degree programme under the new credit based grading system 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.

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	<p>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.</p>	Lecture and cases	
5	<p>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.</p>	Lecture and cases	
6	<p>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</p>	Lecture & Cases	
7	<p>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)</p>		
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
	<p>leaders Training teams for process improvements</p>		
6	<p>Benchmarking Origins of benchmarking – Xerox approach Definition of benchmarking</p>		
7	<p>Internal benchmarking Benchmarking against the best in the unit Benchmarking against the best in the group</p>		
8	<p>External benchmarking Benchmarking the best in the industry Benchmarking the best in any industry</p>		
9	<p>Re-engineering and Information technology Flowcharting information flows Using IT to speed up processes</p>		
10	<p>Organizing for re-engineering Obtaining top management commitment Creating cross-functional teams Supporting teams with resources</p>		
11	<p>Re-engineering – focus phase Identification of key processes Identification of key people and getting their support Identification of benefits possible and resources required</p>		
12	<p>Re-engineering – design phase Selection of processes to be re-engineered Setting time frames, targets</p>		
13	<p>Re-engineering – implementation phase Communicating the benefits for the organization Communicating the benefits for the individuals Monitoring progress Consolidating the gains</p>		

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	<p>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.</p>	Lecture and discussion.	Understanding of importance of currency
7	<p>International Commercial Documents Invoices,Export Documents,Import Documents. Transportation Documents,Electronic Data Interchange.</p>	Lecture and discussion.	Understanding of various international commercial documents
8	<p>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.</p>	Lecture and discussion.	Understanding of Importance of Insurance.
9	<p>International Ocean Transportation Types of Service, Size of vessels,Types of Vessels. Flag,Conferences,Liability Conventions, Non-Vessel-Operating Common Carriers.</p>	Lecture and discussion.	Understanding of Ocean Transportation
10	<p>International Air Transportation Types of Aircrafts, International Regulations.</p>	Lecture and discussion.	Understanding of Air transportation
11	<p>International Land and Multi-Modal Transportation Truck Transportation, Rail Transportation. Intermodal Transportation. Freight Forwarders, Project Cargo, Alternative Means of Transportation.</p>	Lecture and discussion.	Understanding of multimodal Transportation
12	<p>Packaging for Export Introduction. Packaging Objectives,Ocean Cargo.Air Transport. Road and Rail Transport, Security. Hazardous Cargo, Refrigerated Goods. Domestic Packaging Issues.</p>	Lecture and discussion.	Understanding of Packing used in Import-Export
13	<p>Customs Clearance Duty,Non-Tariff Barriers.Customs Clearing Process. Foreign Trade Zones.</p>	Lecture and discussion.	Understanding of custom clearance process
14	<p>International Logistics Infrastructure Transportation Infrastructure,Communication Infrastructure,Utilities Infrastructure.</p>	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.Propriensity 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 propriensity 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</p> <p>Definitions and meanings of Corporate Social Responsibility, Business at the bottom of the pyramid, International frameworks of CSR</p>	<p>Case Study/Role Play/Group Discussions</p>	<p>Basic Concepts of CSR and its relevance to the organization</p>
2	<p>History and evolution of CSR (International and Indian)</p> <p>History and evolution of CSR (International Generic)</p> <p>History and Evolution of CSR (Indian History - Detailed) – from philanthropy to public-private-people partnerships</p> <p>Evolution of Indian CSR framework (Pre Companies Act 2013)</p>	<p>Case Study/Role Play/Group Discussions</p>	<p>History and evolution of CSR in the international arena as well as Indian context</p>
3	<p>Issues in Indian Economy and Social Development </p>	<p>Case Study/Role Play/Group</p>	<p>Knowledge about key economic and social</p>

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

***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.

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

***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	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%