



THIAGARAJAR SCHOOL OF MANAGEMENT (AUTONOMOUS)

**Accredited by NAAC with 'A' Grade
PambanSwamy Nagar, Thirupparankundram,
Madurai - 625005**



MASTER OF BUSINESS ADMINISTRATION

Two-Year AICTE Approved Full-Time Residential Programme

ACADEMIC REGULATIONS FROM

11-July-2022

MBA 2022-2024 BATCH

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Thiagarajar School of Management (Autonomous)

Madurai

Board of Studies – MBA

Agenda

A meeting of MBA Board of Studies is proposed to be conducted online on **11-July-2022** (Monday) at 11:30 am.
The agenda for the meeting is given below:

1. Overview by Dr. Murali Sambasivan, Director.
2. MBA Programme structure presentation by Dr. M. Balaji, Chairperson -MBA.
3. To review and approve the MBA programme structure, the scheme of examinations and related matters for the batch of 2021-23.
4. To review and approve the MBA programme structure, the scheme of examinations and related matters for the batch of 2022-2024.
5. Any other matter with the permission of the Chair.

Chairperson-MBA



Thirupparankundram, Madurai 625 005, Tamil Nadu.

(Autonomous college affiliated to Madurai Kamaraj University)

OUR VISION

A leading academic institution of choice amongst management students and faculty and employers alike, respected for grooming ethical managerial and entrepreneurial leadership through high quality teaching, training and research.

OUR MISSION

- *To promote wide application of professional management principles, practices and attitudes in the management of economic and social institutions, primarily through teaching, training, research and consultancy.*
- *To groom young men and women into technically proficient, managerially competent, and socially purposeful professionals deeply committed to upholding and practising highest standards of probity.*
- *To help transform entrepreneurial ideas into scalable and sustainable economic and social institutions.*
- *To promote responsible leadership by seamlessly weaving ethical values, social dimensions and long-term sustainability into all aspects of our activities and academic programmes.*

OUR MOTTO

Learn to Learn

TSM's Programme Educational Objectives (PEOs) are as given below:

1. To develop industry ready graduates
2. To prepare TSM graduates for effective leadership
3. To inculcate the habit to think and act ethically
4. To cultivate in TSM graduates application-oriented learning along with integrated, multi/cross-functional perspective.
5. To impart a strong sense of inclusiveness and sustainability in TSM' graduate's work ethic.



Program Outcomes:

1. Apply knowledge of management theories and practices to solve business problems
2. Foster Analytical and critical thinking abilities for data-based decision making
3. Ability to develop value-based leadership ability
4. Ability to understand, analyse and communicate global, economic, legal, and ethical aspects of business.
5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

Introduction to MBA Programme

TSM offers a 2 year PGDM programme and a 2 year MBA programme preparing young men and women for rewarding career in any walk of economic or social activity that calls for application of management and/or information technology tools and inputs. TSM seeks to develop young men and women into technically proficient, managerially competent, ethically sensitive and socially responsible professionals.

Regulations for MBA Degree Programme

TSM-MBA Program is divided into 6 trimesters over 2 years, with a summer internship at the end of first year. TSM seeks to constantly review the design, content and delivery of various courses for their continued relevance and need for updating in the context of changing business environment and management practices. As noted, there is a growing emphasis on project work and case studies as part of the regular courses at the School. While working on projects sponsored by organizations, students get the opportunity to interact with practicing managers and gain insights into real-world problems.

Conditions For Admission

Candidates for admission to the programme leading to the Degree of Master of Business Administration (MBA) during the 2022-23 session should have passed any Degree examination or any other examination of any recognized University or authority for the time being accepted by Madurai Kamaraj University (MKU) as equivalent thereto and subject to amendments as may be made by the MKU from time to time.

Duration Of The Programme

- (i) Minimum duration: The program leading to the Degree of Master of Business Administration (MBA) will extend over a period of 2 years comprising of 6 trimesters with 3 trimesters per academic year.
- (ii) Maximum duration: The candidate shall complete all the passing requirements of the MBA Degree program within a maximum period of 4 years (12 trimesters), the period being reckoned from the commencement of the trimester to which the candidate was first admitted.

TSM MBA Programme

TSM MBA programme is a general management programme, with opportunities for functional specialisation. TSM has set a quality policy that emphasizes on developing young management graduates who, besides meeting the immediate needs and expectations of the Industry, would also evolve into empowered individuals with an urge for constant and continuous learning and bias for action. The Programme is spread over 6 trimesters equally spread over the 2 years, with each trimester of approximately 12 weeks duration.



MBA Programme: I Year

The first year seeks to build the foundation through a rigorous set of core courses on all major functions such as Marketing, Finance, Operations and Human Resources Management and disciplines such as Economics and Organizational Behaviour. A broad perspective of the industrial environment is presented and a sound foundation is laid for advanced and more specialized learning in the second year. The scheduling of various courses through the 3 trimesters is done balancing academic logic and the learning difficulties from the student perspective.

At the end of the first year, students are required to undergo internship of 6-8 weeks duration in an organization working on a project relating to any functional area. The objective is to help students gain insights into the actual working of an organization, its structure, systems and processes and apply some of the tools and techniques learned in solving real world problems in an organizational setting.

MBA Programme: II Year

TSM endeavors to offer a bouquet of electives currently permitting specialization in the areas of Finance, Marketing, Operations, Analytics and Human Resources Management. The elective courses focus on applications of tools and techniques in a variety of managerial situations and seek to offer sharper insights and broader perspectives in the areas of specialization.

Structure of Programme

The overall structure of the MBA Programme is:

- Orientation Programme (prior to the beginning of Trimester 1)
- Trimesters 1 to 6
- Summer internship project
- Value Added Courses



COURSE STRUCTURE AND SCHEME OF ASSESSMENT MBA (2022-2024) BATCH

(Minimum Total Credits Requirement for Completion: 109.0)

COURSE CODE	Title of the Paper	Sessions	Credits	Marks allotted		
				CA	ET	Total
TRIMESTER 1						
22MT11	Organizational Behaviour - I	24	3	60	40	100
22MT12	Managerial Economics	24	3	60	40	100
22MT13	Data Analysis for Management – I	24	3	60	40	100
22MT14	Financial Accounting and Reporting	24	3	60	40	100
22MT15	Marketing Management – I	24	3	60	40	100
22MT16	Managerial Communication – I	16	2	100	-	100
22MVA11	Value Added Course*	8	1	100	-	100
Total		144	17			
TRIMESTER 2						
22MT21	Organizational Behaviour – II	16	2	60	40	100
22MT22	Economic Policies for Managers	24	3	60	40	100
22MT23	Data Analysis for Management – II	16	2	60	40	100
22MT24	Marketing Management –II	24	3	60	40	100
22MT25	Managerial Cost Accounting	16	2	60	40	100
22MT26	Operations Management	24	3	60	40	100
22MT27	Corporate Finance – I	16	2	60	40	100
22MT28	Managerial Communication-II	16	2	100	-	100
22MVA21	Value Added Course*	8	1	100	-	100
Total		160	19			
TRIMESTER 3						
22MT31	Corporate Finance-II	24	3	60	40	100
22MT32	Strategic Management	24	3	60	40	100
22MT33	Decision Making with Optimization Techniques	16	2	60	40	100
22MT34	Human Resource Management	24	3	60	40	100
22MT35	Legal Aspects of Business	24	3	60	40	100
22MT36	Business Research Methodology	24	3	60	40	100
22MT37	Advanced Business Analytics	24	3	60	40	100
22MT38	Business, Government and Society	24	3	60	40	100
22MV31	Comprehensive Viva -voce	-	2	100	-	100
22MVA31	Value Added Course* (Rural Development Immersion Programme)	7-8 days	1	100	-	100
Total		184	25			
TRIMESTER 4						
	5 electives to be chosen	120	15	60	40	100
22MT41	Business Ethics and Corporate Governance	24	3	60	40	100
22MI41	Summer Internship/Project (8 weeks Duration) (Internal)	-	Pass /Fail	100	-	100
22MVA41	Value Added Course*	8	1	100	-	100
Total		152	18			
TRIMESTER 5						
	5 electives to be chosen	120	15	60	40	100
22MV51	Comprehensive Viva-Voce (Internal)	-	3	100	-	100
22MVA51	Value Added Course*	8	1	100	-	100
Total		128	18			
TRIMESTER 6						
	4 electives to be chosen	96	12	60	40	100
22MVA61	Value Added Course*	8	1	100	-	100
Total		104	12			
Grand Total		872	109			

**Note: Value Added Course Credits is not considered for Calculating CGPA.*



**MBA (2022-24) Batch
INDICATIVE LIST OF ELECTIVES**

IV Trimester	V Trimester	VI Trimester
FINANCE AREA		
Advanced Financial Analysis	Company And Business Valuation	Computational Finance
Financial Analytics*	Corporate Funding and Financing Decisions	Fixed Income Securities
Financial Markets & Institutions	Financial Derivatives	Strategic Financial Decision Making
Financial Risk Management	The New Age Banking- Management Strategies	Financial Modelling Through Spreadsheet
Insurance Management	Strategic Cost Management*	
Security Analysis and Portfolio Management	Fintech: Foundations & Applications	
MARKETING AREA		
Consumer Behavior	Services Marketing	B2B Marketing
Sales and Distribution Management	Marketing of Financial Products and Services	Retail Marketing
Customer Relationship Management	Digital and Social Media Marketing	Marketing at the Bottom of the Pyramid
Strategic Brand Management	Agri-business Marketing	Contemporary Issues in Marketing
Advanced Marketing Analytics*		
OPERATIONS AREA		
Project Management	International Logistics Management	Industrial Safety Management Systems
Lean Six Sigma & Business Excellence	Strategic Cost Management *	Strategic Sourcing
Supply Chain Management	Fundamentals of Operations Analytics*	Continuous Improvement
	Environment & Sustainability Development	
HUMAN RESOURCE AREA		
Labour Legislation and Administration	Applied People Analytics*	Emotional Intelligence and Leadership
Managing Organizational Transformation	Political Behavior in Organizations	Interpersonal Effectiveness
Talent Management	Learning and Development	Positive Psychological Capital
SYSTEMS & BUSINESS ANALYTICS AREA		
Data Visualization for Decision Making	Big Data in Management	Block Chain Technologies
Financial Analytics*	Artificial Intelligence and Machine Learning	Deep Learning and Neural Network
Advanced Marketing Analytics*	Applied People Analytics*	
	Fundamentals of Operations Analytics*	
GENERAL MANAGEMENT & PUBLIC POLICY AREA		
	New Venture Management: From Start-up to Scale-Up	Public Policy and Management
		Course of Independent Study
CORE PAPER		
Business Ethics and Corporate Governance		

*Courses common in more than one area.



Value-added courses:

Value-added courses are those courses designed to enhance the standard of students beyond those levels specified in academic curriculum. Value-added courses are inter-disciplinary and prepare students for the all-round development to meet industry demands as well as develop their own interests and aptitudes.

Value Added Course is not mandatory to qualify for any programme and the credits earned through the Value-Added Courses shall be over and above the total credit requirement prescribed in the curriculum for the award of the degree.

A student will be permitted to register only one Value Added Course in a Trimester.

The duration of value-added course is 8 sessions and carries 1 credit.

Indicative List of Value-Added Courses:

1. Excel for Managers
2. Corporate Readiness Toolkit
3. Rural & Development Immersion Programme
4. Art and Science of Healthy Living
5. Design Thinking
6. Tax laws for managers

Certifications

#	Title	Certified By
1	Business English Certification (BEC)	Cambridge
2	Any Two MOOCs	Swayam/NPTEL

Total No of Credits:

Trimester	Total Credits
I	17
II	19
III	25
IV	18
V	18
VI	12
Total	109

Note: Value Added Course Credits is not considered for Calculating CGPA.



Attendance Requirement:

There will be a minimum of 75% attendance requirement to write the end-term examination.

Attendance Percentage in a Course	Marks to be added/subtracted in the CA
≥95%	5
91-94	3
86-90	2
85	0
75-84	-2
<75%	REDO THE COURSE

Continuous Assessment

There will be continuous assessment of a student's performance throughout the trimester and grades will be awarded by the faculty concerned or by the appropriate committees appointed for the purpose on the basis on following:

Evaluation components	Range of Marks
Mid term	25-30
Term paper/Project/Assignments/Quiz/Seminars*	25-30
Attendance	5
Total Continuous Assessment	60
End term (Exam for 100 Marks)	40
Total Marks	100

** Course Faculty may choose the combination of components and its weightage*

Evaluation components may vary for elective courses.

Course Evaluation:

60% - Continuous Assessment and 40% - End-Term Examination.

Passing Minimum is 50% in the aggregate of continuous assessment and end-term examination.

End-Term Examinations:

- Physical Hall ticket is not required for the end-term examinations. However, Identity card is mandatory. Students can also access their e-hall tickets available in the ERP portal as approved by CoE office.
- No-Dues form is required only for III and VI Trimester. Students will be permitted to write the III/VI trimester end-term examinations only after settling the dues.



Announcement of Results:

- CA marks for a course to be sent to Programme Office within the deadline as mentioned by the Programme Office.
- The Programme Office will send the consolidated CA marks for all the courses to the CoE office.
- CoE office will call for an instructors meeting to discuss the results.
- CoE office will arrange a transparency session in which students can see their evaluated answer scripts. Any discrepancies to be sorted out during the session itself.
- Principal will convene a Programme Executive Committee (PEC) meeting to discuss and approve the total marks and grades (both end-term and CA marks),
- A Faculty Council meeting will be convened by the CoE to discuss and approve the marks, after which the results will be published.
- Marks and Grades will be announced to the students only after the approval by the PEC and the Faculty Council.
- Course grading method will be Absolute Method of Grading.
Grades will be as under for the students who have passed in the course.

Total Marks	Grade Point	Grade
≥96	10.0	S+
91-95	9.5	S
86-90	9.0	A+
81-85	8.5	A
76-80	8.0	A-
71-75	7.5	B+
66-70	7.0	B
61-65	6.5	B-
56-60	6.0	C+
51-55	5.5	C
50	5.0	C-
Aggregate < 50 or End-Term < 50%	0.0	F
Absent	0.0	I



Supplementary Examination:

- If a student has failed in the course, he/she can take ONE supplementary examination with reduction in one grade.
- Students unable to take regular end-term examinations due to serious health issues or similar exigencies will be allowed to take supplementary examination with the prior approval of the Programme Chair, CoE and Principal.
- If the student has again failed in the supplementary examination, then the student may take regular end-term examination in the following year (up to 2 examinations) or alternatively be required to REDO the course if he/she hasn't scored a minimum of 50% in continuous assessment.
- While there is no exam fees for first supplementary, the subsequent supplementary examinations would involve a fee of Rs.3000/- per exam. For course redo, the tuition fees will be Rs. 20,000/- (inclusive of supplementary examination fees).

CGPA Calculation:

Cumulative Grade Point Average = $\frac{\sum(\text{Credits} \times \text{Grade Points})}{\sum \text{Credits}}$

Note: Value Added Course Credits is not considered for Calculating CGPA.

Classification

Minimum of 5 CGPA is required for the completion and award of MBA degree.

CGPA Range	Class
8.5 and above	First Class with Distinction
6.0 - 8.4	First Class
5.0 – 5.9	Second Class
4.9 and below	Incomplete



Syllabus for I Year



TRIMESTER – 1



TRIMESTER 1
ORGANIZATIONAL BEHAVIOUR - I

Course Code: 22MT11

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

This course provides an overview of topics and concepts in the field of Organizational Behavior (OB). Emphasis is on developing a theoretical grasp of issues and problems and an understanding of practical implications of various theories of human behavior at work. The goal of this course is to help you develop a conceptual understanding of OB theories and to provide you with skills to put those ideas and theories into practice. Key techniques and processes designed to improve organizational efficiency and effectiveness are fully examined from the perspective of management, workers, and society at large.

Course Content:

Module I

Introduction: Definition of OB — disciplines that contribute to the OB field, Challenges and Opportunities for OB – Organizational behaviour models

Module II

Attitudes, Characteristics – Components – Formation – Measurement- Values

Emotions and moods – Affective Events Theory – Emotional Labour - Emotional Intelligence

Module III

Personality - Meaning of Personality – MBTI - Personality attributes that influence OB – Personality Theories – Values – Personality and values in the workplace

Module IV

Perception - Importance – Factors influencing perception – Interpersonal perception- Impression Management - Learning – The learning process – Learning theories – Organizational behaviour modification.

Module V

Motivation - Definition of Motivation, Theories of motivation– Motivation and job design –Job enrichment and job enlargement - Work life balance – Stress Management

Textbook:

Robbins, S.P., Judge, T.A., & Vohra, N. Organizational Behavior, 18th Edition, New Delhi: Prentice Hall of India, 2019.

Reference Books:

1. Robbins, S.P., & Judge, T.A. Organizational Behavior, 17th Edition (Global), Boston: Pearson Education Limited, 2017.
2. Nelson, D.L., Quick, J.C. & Khandelwal, P. ORGB: A South-Asian Perspective, 2nd Edition. Cengage Learning India Pvt. Ltd, 2016.



**TRIMESTER 1
MANAGERIAL ECONOMICS**

Course code: 22MT12

Credit: 3.0

Total No. of Sessions: 24

Course Objectives:

- * Introduce basic micro-economic concepts such as theories of demand, supply, pricing, costs and market structure.
- * Build a conceptual foundation for courses in the functional areas of management such as marketing and finance for understanding the behaviour of consumers, firms and markets.

Course Content:

Module I: Foundation of Economics

What is economics-Three key economic questions- Basic postulates- Economic terms and concepts-Economic and noneconomic goals of firm- The circular flow of economic activity

Module II: Demand, Supply, and Market Equilibrium

Theory of demand and supply - Elasticity of demand (Price, income, cross and advertisement)- Elasticity of supply- The theory of consumer choice-Demand forecasting techniques

Module III: Theory of Production and Cost

Estimation of production function-Short run and long run production function- Terms in costs- Short run and long run cost function- learning curve- Economies of scale and scope

Module IV: Pricing and output decisions in Various Market Structure

Perfect competition-Monopoly-Monopolistic Competition-Oligopoly- Break-Even Analysis

Module V: Pricing Practices, Game theory and Asymmetric Information

Cartel arrangements- Price leadership-Price discrimination- Nonmarginal, multiproduct and transfer pricing-Game theory- Markets with Asymmetric information

Text Book:

1. Dominick Salvatore, *Managerial Economics: Principles and Worldwide Applications*, 6th Edition, Oxford Higher Education, 16th Ed.,

Reference Books:

1. Tim Harford, *The Undercover Economist*, Abacus, 2006.
2. Paul G Keat, Philip K Y Young and Sreejata Banerjee, *Managerial Economics: Economic Tools For Today's Decision Makers*, 6th Edition, Pearson Education Inc., 2011
3. Robert S. Pindyck, Daniel L. Rubinfeld and Prem L. Mehta, *Microeconomics*, 7th Edition, Pearson Education Inc., 2009.
4. William A. McEachern and A. Indira, *Micro ECON: A South Asian Perspective*, Cengage, 2010 (or latest)
5. Suma Damodaran, *Managerial Economics*, Oxford University Press



TRIMESTER 1
DATA ANALYSIS FOR MANAGEMENT – I

Course Code: 22MT13

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

- * To provide the student with understanding of basic techniques of statistics analysis and their applications in business.
- * To familiarize about the use and application of common statistical tools and analysis in the context of common business problems.
- * Familiarising the use of Application software like MS-Excel for Statistical data Analysis

Course Content:

Module I: Techniques of Data Arrangement, Frequency distribution, graphing frequency distribution, Different types of tabulations – Polygon, Ogive, Histogram, Bar chart, Pie diagram, Box plot, stem & leaf display. Application of MS-Excel for Tables and Charts.

Module II: Measures of Central Tendency – AM, GM, weighted AM, Median, Mode, different formulas, comparison, Measures of Dispersion – Range, QD, MD, SD, Coefficient of variation – Application in Business situations.

Module III: Probability Applications in Management – Probability – Three types of probability – conditional probability – Bayes' Theorem, Random Variable – Mathematical Expectations, Binomial, Poisson and Normal Distributions-Tests for Normalcy of a distribution-Application of MS-Excel for Probability Distribution (Using Add-in of MS-Excel PHStat).

Module IV: Sampling – Types of Sampling, Sample Size, Parameter and Statistic- Standard Error – Estimation – Point Estimation, Interval Estimation-Sampling Distribution-Central Limit Theorem.

Module V: Testing of Hypothesis – Hypothesis – Null and Alternate Hypothesis-Types of Errors- Power of a test-Confidence Interval Method and Testing of Significance Method-p-Value and Exact Level of Significance-Tests for Large samples – Means, Proportions, Standard deviations , Tests for small sample- student t test – F test - Testing of Significance for Two samples-Large and Small Samples - Application of MS-Excel for Testing of Significance.

Text Book:

Data Analysis for Management Compiled by Dr. Goutam Sutar and Dr. Balaji M especially for TSM Madurai through McGraw-Hill-CREATE, ISBN: 9781307624243, 2020.

Reference Books:

1. Ken Black, Business Statistics for Contemporary Decision Making, Wiley-India Edition, New Delhi, 4/e, 2007.
2. Arnold O. Allen, Probability, Statistics & Queuing Theory with Computer Science Applications, Academic Press Inc., 2/e, 2008
3. G.C. Beri, Business Statistics, Mc-Graw Hill Publishing Co. Ltd., New Delhi, Fourth Reprint, 2007.



TRIMESTER 1
FINANCIAL ACCOUNTING AND REPORTING
Credits: 3.0

Course Code: 22MT14

Total No. of Sessions: 24

Course Objectives:

The course seeks to

- * To familiarize the students with financial statements and its principles to develop their skills in reading Annual Report and interpreting the same.
- * To acquaint them in brief with accounting mechanics, process and system to develop their application skill and decision making.

Course Content:

Module I: Financial Accounting – Principles & Concepts

Accounting Fundamentals – Asset, Liability, Income, Expenses & Equity – Principles of Accounting – Accounting Concepts – Users of Accounting information

Module II: Preparation of Financial Statements

Preparation of financial statements – the accounting equation approach, Balance Sheet, Multi-Step Income Statement, Statement of Stockholders' Equity, Cash Flow Statement, Accounting Package (Tally).

Module III: Accounting Policies for significant elements of Financial Statements

Accounting Policies – Tangible assets and Depreciation, Intangible Assets, Investments, Inventory Valuation, Receivables Cash & Cash equivalents, Stockholder's equity, Liabilities

Module IV: Financial Statement Analysis

Ratio Analysis, Profitability, Liquidity, Solvency, Efficiency ratios, Horizontal and Vertical Analysis.

Module V: Corporate Financial Statements

Understanding Company Annual reports, Proforma Financial Statements of various industries.

Text Book:

1. Godwin, Alderman and Sanyal, Financial Accounting 2nd edition, Cengage Learning India Pvt. Ltd., ISBN-13: 978-81-315-2024-6, ISBN-10: 81-315-2024-3.

Reference Books:

1. S.K.Bhattacharyya, John Dearden, " Accounting For Management Texts & Cases"- Vikas
2. Ambrish Gupta, "Financial Accounting for Management", Pearson Education, 3/e



TRIMESTER 1
MARKETING MANAGEMENT - I

Course code: 22MT15

Credits: 3.0

Total No. of Sessions: 24

“Marketing is too important to be left only to the marketing department”- David Packard

Course Objectives:

Marketing is at the center of an operating business. Marketing can be thought of *as a set of guiding principles for interacting and engaging with multiple stakeholders such as your customers, competitors, collaborators, and the environment*. Marketing is both an art and science dealing with marketplace exchanges of goods and services and creating value for customers that will benefit the organization topline and sustain other stakeholders.

This Marketing Management course is designed to serve as an introduction to the theory and practice of marketing. This course will empower learners to think and operate like a marketing professional by understanding the core concepts of Marketing. This course specifically introduces and enables the learner to:

1. Assess marketing opportunities by studying various players and factors
2. Develop strategies to operationalize organizational marketing objectives.
3. Learn and practice segmentation, targeting and positioning strategies to service consumer demands.

At the center of this learning is to acknowledge and practice the mantra that “my consumer is my profitability” and devise and refine marketing efforts around the consumer.

Course Content:

Module I: Marketing Foundations: STP

Marketing management – what is marketing strategy? | Scope of marketing plans | Understanding consumers to map and deliver value | Segments, Targeting & Positioning |

Module II: Marketing Philosophy

Marketing and the impact on business and environment | Consumerism & Consumer protection | Green marketing vs Green Washing | Sustainability and the role of marketing – *sustainability marketing myopia* | Marketing accountability

Module III: Marketing strategy

Crafting a MarkStrat to execute marketing efforts | The role of a CMO | Analyses of the marketplace: various tools | Branding

Module IV: Market Insights

Role of research in marketing | How good research impacts the 4 Ps of marketing | Tools to capture consumer opinions | Data science good practices – marketing perspective



Module V: Consumer Behaviour

Consumer is the king, still and always will be | Consumer purchase process- decision-making process | Consumer attitudes | Consumer culture

Module VI: Digital marketing | Role of Technology in Marketing

Digital world vs Offline | Digital disruptions and consumption evolution | Digital metrics foundations that make decision making impactful

Textbooks

Marketing Management | 16th Edition | Kotler, Keller, Chernev, Sheth and Shainesh

Reference Books [Available in TSM library] Kellogg on Marketing | Second Ed. | Alice M. Tybout



TRIMESTER I
MANAGERIAL COMMUNICATION – I
Credits: 2.0

Course Code: 22MT16

Total No. of Sessions: 16

Course Objectives:

This course provides wide-ranging opportunities for supervised practice of an individual's managerial communication skills and renders feedback to enhance their managerial communication skills. Managerial Communication-I paves the way to acquire the basics of oral communication skills such as Presentation Skill, Group Communications, and all types of business correspondence. This course teaches the learners to adapt, lead and exhibit their communication skills in their life situations and in business world.

Course Content:

By the end of this course the students will be able to:

1. **Understand** the context and deliver context-specific responses.
2. **Identify** the various the managerial oral communication skills and other relevant skills.
3. **Cultivate** greater sense of social responsibility and create suitable situations to apply their thoughts and concepts.
4. **Demonstrate** and act strategically in any given situation with suitable oral communication strategies.
5. **Use appropriately relevant** oral communication skills in various managerial contexts and situations.

Module –I: Trends in Professional Communication (3 days)

Role of effective corporate communication — Communication Networks--Communication Barriers- Employee engagement, Respecting diversity – Dos & Do nots of language usage – Technology based communication & the challenges.

Module II: Non-Verbal & Cross-Cultural (3 days)

Introduction & significance of non-verbal communication in organization, Forms of non-verbal communication, Conscious & Sub-conscious non-verbal communication.

Module – III: Persuasive Interpersonal Communication (4 days)

Collaborative oral communication - Working in teams – Persuasion: Meaning, Importance, Ways of Persuasion., Assertive communication, Solution-oriented group Discussions, Ways of winning interviews.

Business Etiquette in workplace, social networking. Types of listening, Barriers to effective listening, how to build effective listening habits?

Module IV: Oral Strategic Communication (3 days)

Communication across functional areas (HR, Marketing, Sales), Designing and delivering Business presentations, Meetings, Forming argument, public speaking, AIDA (master formula),



Module V: Oral Risk Communication (3 days)

Corporate Citizenship & Social Responsibility, Crisis /Risk Communication planning, Media release in crisis situations, Ethics in Business Communication, Ethical dilemmas in corporate contexts, Strategic approaches to Corporate Ethics, Risk assessment and Conflict management, Negotiation skills.

Textbook

1. Raman, Meenakshi., Singh, Prakash. (2022). *Business Communication* (2nd Ed., 14th impression). Oxford University Press.

Books for Reference:

1. Bovee, Courtland L., Thill, John V., Raina, Roshan Lal. (2020). *Business Communication Today*. (5th reprint). Pearson.
2. Mukerjee, Hory Sankar. (2019). *Business Communication : Connecting at Work*. (5th impression). Oxford University Press.
3. Koneru, Aruna. (2017). *Speak to Lead* (2nd ed.). Oxford University Press.
4. HBR's 10 Must Reads. *On Communication*. (2013). Harvard Business review Press
5. Lesikar, R.V., & Flatley. M.E. (2005). *Basic Business Communication Skills for Empowering the Internet Generation*. Tata McGraw Hill Publishing Company Ltd: New Delhi.

Video Links

1. <https://youtu.be/JYOsqiYQXYM>
2. <https://youtu.be/EzGH3hZuJVk>
3. https://youtu.be/bLjPX1_E78E
4. <https://youtu.be/n1zNwA61Y7g>
5. <https://youtu.be/o6JGi2voyDM>
6. <https://youtu.be/848MrvCOnfk>
7. https://www.youtube.com/watch?v=6ncScXk_P2M
8. <https://www.youtube.com/watch?v=TD9xEuj54Dw>
9. https://www.youtube.com/watch?v=qS_VWG3JEZg
10. <https://www.youtube.com/watch?v=cFdCzN7RYbw&t=4s>
11. <https://www.youtube.com/watch?v=Eo8tsUxdqKo>
12. <https://www.youtube.com/watch?v=3kIMM9BkW5o>
13. <https://www.youtube.com/watch?v=hxSiWPVIdk8>



TRIMESTER - 2



TRIMESTER 2
ORGANIZATIONAL BEHAVIOUR - II

Course Code: 22MT21

Credits: 2.0

Total No. of Sessions: 16

Course Objectives:

Understanding organizational behaviour (OB) has never been more important for managers. Business environment has become highly volatile, uncertain, complex and ambiguous. To add to this complexity, global competition and diverse workforce requires employees to become more flexible and cope with rapid change. The study of OB offers meaningful insights toward solutions. This course provides an overview of concepts in the field of OB with special emphasis on models and theories of human behavior at work. In this course, a great deal of time will be on talking about how to work in teams, manage conflict, and provide feedback. The classes bring in more personal involvement of the students and the instructor because managing change relies heavily on personal skills as well as acknowledging the humanity of the people going through the change within the group or teams.

COURSE CONTENT:

Module I: Foundations of Group Behaviour & Work teams – Groups: Nature of Groups, Types of groups, Group Characteristics - Tuckman's Stages of Group Development - Group Decision Making – Interacting Group, Brainstorming, The Nominal Group Technique – The Electronic Meeting – From Groups to Teams: Teams, Types, Groups Vs Teams – Teaming – Team Effectiveness

Module II: Interpersonal Communication & Leadership – Communication Process - Power of Non-verbals – Barriers to Effective Communication - Communication across Cultures — Leadership: Definition, Leaders Vs Managers – Leadership Theories: Ohio Studies, Michigan Studies, Fiedler's Contingency Theory, Situational Leadership, Path-Goal Theory, Leader-Member Exchange, Transactional Vs Transformational Leaders

Module III: Conflict – Definition, Causes of Conflict, Types of Conflict, Outcomes - The Conflict Process – Five Stage Approach - Thomas – Kilmann Model Conflict Management Model – Managing Team Conflicts – Negotiation: Distributive Vs Integrative - The Negotiation Process – Third-Party Negotiations or Alternative Dispute Resolution (ADR) – Arbitration, Mediation, Conciliation

Module IV: Power and Politics: Definition and Meaning of Power, Power Vs authority Vs Influence, Bases of Power, Nine Power Tactics, Cultural Preferences of Power - How Power Affects People – Organizational Politics: Factors Contributing to Political Behaviour in Organizations

Module V: Organizational Culture and Change – Culture: Definition, Characteristics, Functions, How Cultures are Formed – Creating Positive Culture - Types of Culture based on Competing Values Framework (CVF) – Organizational Change: Forces of Change, Resistance to Change, Overcoming Resistance to Change, Approaches to Organizational Change: Lewin's Model, Kotter's Model, Action Research and Organizational Development.

Textbook:

Robbins, S.P., Judge, T.A., & Vohra, N. Organizational Behavior, 18th Edition, New Delhi: Prentice Hall of India, 2019.

Reference Books:

1. Robbins, S.P., & Judge, T.A. Organizational Behavior, 17th Edition (Global), Boston: Pearson Education Limited, 2017.
2. Nelson, D.L., Quick, J.C. & Khandelwal, P. ORGB: A South-Asian Perspective, 2nd Edition. Cengage Learning India Pvt. Ltd, 2016.



TRIMESTER 2
ECONOMIC POLICIES FOR MANAGERS

Course Code: 22MT22

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

Macroeconomics bases itself on the assumption that students who are first introduced to the economic perception behind a concept are encouraged to think independently and deeply about the rigor that underlies the intuition. Understanding macroeconomics shall make a B- School graduate participate in the economy and will be able to relate and reason the influence of economic policies in business and day to day life. This course deals with the measurement, fluctuations, and growth in economic aggregates like national income, employment, and the price level in a coherent and logical approach. It shall also take the students through latest economic developments in macroeconomics, including the emergence of the recent global financial crisis, economic survey and monetary policy. After undergoing this course, the student will be able to:

- * Learn full gamut of macroeconomic variables, their appropriate grouping into target, indicators and policy variables.
- * Get a feel of the data on monetary magnitudes, fiscal variables, exchange rates and international transactions across select major countries.
- * Understand general concept of consumption, investment and saving; their effects and the rationale behind them.
- * Appreciate the contributions of macroeconomic theory and policy, which are evident in the measurement of macroeconomic variables, explanation of economic fluctuations and the policy prescriptions for promoting sustainable and inclusive economic growth.

Course Content:

Module I: Key Concepts of Macroeconomics

The arts and science of economic analysis- The economy's production possibilities- Economic systems-Economic decision makers-Origin and growth of Macroeconomics- Circular flow models of economy-Measurement of National Income- Economic fluctuations and growth-Issues and concerns of Macroeconomics

Module II: Macroeconomic Aggregates

Unemployment and inflation- Aggregate expenditure (Consumption, Investment, Government, Exports)-Aggregate expenditure and aggregate demand- Aggregate supply - The multiplier

Module III: Fiscal policy and macroeconomic goals

Meaning, scope and evolution of fiscal policy-Fiscal instruments-The union budget process- Impact of the budget-The national debt- Fiscal policy in India-Economic development under the Five-year plans (review of fiveyear plan till 2014, NITI Aayog)

Module IV: Monetary policy and macroeconomic goals

The evolution of money-Financial institutions in India- Money aggregates- Role of commercial banks – Evolution, functions & instruments of a Central Bank- Monetary theory and policy (Demand & supply of money, interest rates, Philip's curve, IS-LM frame work)

Module V: Open-Economy Macroeconomics

Balance of payments- Foreign exchange rates and markets-Exchange rate system-Development of international monetary system- Application of macro variables in Business Cycle

Text Book :

1. William A. McEachern and A. Indira, *Macro ECON: A South Asian Perspective*, Cengage, 2010 .

Reference Books:

1. G S Gupta, *Macroeconomics: Theory and Applications*, 4th Edition (latest edition), McGraw-Hill Education (India) Private Ltd, 2014
2. Paul A Samuelson and William D. Nordhaus, *Macroeconomics*, 19th Edition (latest edition), Tata McGraw-Hill Publishing Company Limited New Delhi, 2012



TRIMESTER 2
DATA ANALYSIS FOR MANAGEMENT - II
Credits: 2.0

Course Code: 22MT23

Total No. of Sessions: 16

Course Objectives:

- * Deals with advanced tools of statistics for business applications,
- * Stresses the importance of applying advanced statistical analysis to the solution of common business problems.
- * Application of Software (MS-Excel) in advanced data analysis

Course Content:

Module I: Design of Experiments-Analysis of Variance –One-way ANOVA, Two-way ANOVA –Applications, randomized block design and Factorization. Tools: Applications through software packages.

Module II: Analysis of categorical data-Chi-Squared Test –Goodness of fit test, Contingency test-Chi-square test of independence.

Module III: Regression Analysis –simple linear regression, covariance and correlation coefficient, Measuring autocorrelation, Application in inferential statistics. Tools: Applications through software packages.

Module IV: Multiple regression Models-Determination of coefficient of multiple determination R^2 , adjusted R^2 , residual analysis for the multiple regression model, Collinearity. Tools: Applications through software packages.

Module V: Time Series Analysis and forecasting –Components of time series, smoothing techniques, trend and seasonal effects, forecasting models. Index numbers applications.

Textbook:

Data Analysis for Management Compiled by Dr. Goutam Sutar and Dr. Balaji M especially for TSM Madurai through McGraw-Hill-CREATE, ISBN: 9781307624243, 2020.

Reference books

1. Statistics for Business and Economics, Anderson-Sweeney-Williams, Cengage Publications, 12/e.
2. Applied Business Statistics: Making Better Business Decisions by Ken Black, Wiley India, 7th Edition .



TRIMESTER 2
MARKETING MANAGEMENT - II

Course Code: 22MT24

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

Marketing precisely involves decisions regarding the design of product, price, place (distribution) and promotion (consumer awareness generation), otherwise known as marketing mix. The course focusses on developing strategies related to all the areas of Marketing. It builds on students understanding of the core theories and concepts related to Marketing Management-I and enables them to apply those concepts in solving real-life managerial decision making.

After completion of the course participants will be able to;

- * Comprehend a company's marketing strategy related to the 4 Ps;
- * Develop a disciplined approach to the analysis of marketing problems and diagnosis thereof.
- * Gain experience in tools for building sustainable marketing practice, implementation and control.

COURSE CONTENT:

Module I: Creating Value- I

Product strategy- Product characteristics, classifications, product levels, product differentiation, product mix decisions- Designing and managing services- Nature and characteristics of services

Module II: Creating Value- II

Pricing decisions- Understanding pricing, consumer psychology and pricing, Setting the price, adapting the price, Yield management, Initiating and responding to price changes, Ethics of pricing

Module III: Communicating Value

Marketing communications- Marketing communication mix, communication process, developing effective communications, advertising, sales promotion- consumer and trade promotion, Digital and social media marketing, personal selling and other direct marketing tools

Module IV: Delivering Value

Channel Decisions- Role of marketing channels, channel functions and flows, Channel management decisions, channel conflicts- Managing retail, types of retailers, private labels, new developments in retailing, e-commerce, m-commerce, omnichannel retailing

Module V: Sustaining Value

Impact of technology (AI & ML) in marketing mix decisions - Customer relationship management (CRM), socially responsible marketing, corporate social responsibility (CSR), marketing implementation and control

Text Book:

1. Kotler, Keller, Marketing Management, Pearson, 15th Edition

Reference Books:

1. Lamb, Hair, Sharma, Mc Daniel, MKTG- A South Asian perspective, Cengage Learning, 2018



TRIMESTER 2
MANAGERIAL COST ACCOUNTING
Credits: 2.0

Course code: 22MT25

Total No. of Sessions: 16

Course Objectives:

- * To enable the students to apply and analyze the concepts and principles of Cost Accounting.
- * To sharpen the decision making ability based on various costing techniques.
- * To familiarize the students about the various methods for Variance Analysis.

Course Content:

Module I: Cost Volume Profit Analysis and Profit Planning

Behaviour of cost – Variable and Fixed costs, Cost-Volume-Profit Analysis, What-if decisions using CVP; PV ratio; Break Even Analysis, Target profit Analysis, Margin of Safety, Cost structure and Operating Leverage

Module II: Relevant Costs for Decision Making

Special orders, Outsourcing / Make or Buy decisions, Decision to drop a product or a service, Resource Utilisation Decisions, Theory of Constraints, Joint Product & By Product Analysis, Decision making at split-off point, Further Processing Decision

Module III: Overhead Allocation

Elements of Cost, Allocation & Apportionment of Overheads, Overheads Absorption Rate, Preparation of Cost Sheet for Product & Service Industries, Valuation of Inventories, Introduction to Activity Based Costing

Module IV: Budgeting & Control

Sales Budget, Production Budget, Procurement Budget, Labour budget, Overhead & expenses budget, Cash budget, Budgeted Financial Statements

Module V: Standard Costing and Variance Analysis

Standard Costs, Sales Variance, Direct Material variance, Direct Labour variance, Variable Manufacturing Cost Variance, Variable Overhead variance, Fixed Overhead Variance, Interpreting Variance analysis

Text Book:

1. MCCT – MANAGERIAL COST ACCOUNTING – FOUR LETTER BOOKS SERIES – CENGAGE LEARNING – 2 Edition

Reference Book:

1. Managerial Accounting – James Jiambalvo- Wiley Student edition
2. Managerial Accounting – Ronald W Hilton – Mcgraw hill publication



TRIMESTER 2
OPERATIONS MANAGEMENT
Credits: 3.0

Total No. of Sessions: 24

Course Code: 22MT26

Course Objectives:

The intent of this course is to give participants an understanding of an integrated and structured approach to organizational planning and decision-making. Thus, the course is oriented towards applications of different management science tools in the design, operation, and improvement of the systems that create the firm's products and services. Different applications will be discussed in class, and the benefits resulting from use of the structured approach to problem solving will be emphasized

- * To understand the fundamental concepts of operations management and its significance in business.
- * Familiarize about the functions of OM including inventory, operations planning and control, quality management and contemporary approaches to managing the business operations.
- * To demonstrate through the application of case studies and simulation games, the significance of systematic approach in addressing business problems.

Course Content:

Module I:

Objectives of operations Management - Functions of Operations Management – Systems Perspective of Operations Management – Priorities & Challenges of Operations Management - Forecasting - Use of forecasting in operation planning - Techniques of forecasting - Regression analysis, Time series, Moving average, exponential smoothing - Accuracy of forecasts.

Module II:

Plant location concepts - Factors affecting location decisions and techniques - Plant layout concepts - Types of layouts and their characteristics – Performance measures for layout design - Material handling principles and practices – Stages in the product development process.

Module III:

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

Module IV:

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

Module V:

Concept of Quality - TQM Concepts – Quality Management Tools - Design of Quality Assurance System - Statistical Process Control – Setting up a process control system – Acceptance sampling - O.C. Curve, AQL, AOQL Concepts – Introduction to ISO Standards. Service Operations Management: Nature of Services, Operations Strategies for Services, Types of Service Operations, Scheduling Challenges in Services.

Textbook:

1. Norman Gaither and Greg Frazier, "Operations Management", Cengage Publishers, Ninth Edition, 2015.
2. Heizer J and Render B, "Production and Operations Management: (Strategies and Tactics)", Prentice Hall New Jersey, 12th Edition, 2017.



Reference Books:

1. Mahadevan B, "Operations Management – Theory & Practice", Pearson Education, Third Edition, 2015.
2. Dr. Ravishankar, "Industrial Engineering & Management", Galgotia Publishers, 2007.
3. Lee J. Krajewski and Larry P. Ritzman, "Operations Management-Strategy and Analysis", 6th ed. Pearson Education, 2005
4. Chase R B, Aquilano N J and Jacobs F R, "Operations Management for Competitive Advantage", 11th ed., Tata McGraw Hill, New Delhi, 2006.
5. Ravi Anupindi, Sunil Chopra, SD Deshmukh, JAV Miegham, E.Zemel, "Managing Business Process Flows", 3rd edition, Pearson Education.



TRIMESTER 2
CORPORATE FINANCE - I

Course code: 22MT27

Credits: 2.0

Total No. of Sessions: 16

Course Objectives:

- * To make the students to understand the concepts and techniques related to corporate finance.
- * To help the students to understand the Time value of money
- * To introduce Financial markets & its operations

Course Content:

Module I: World of Corporate Finance

Corporate finance introduction – Financial management decisions-Forms of business organization- Goals of financial management-Agency problems - Role of financial manager.

Module II: Financial Analysis and Planning

Financial Statements: Balance Sheet, Income Statement, Statement of Cash flows; Financial Statement Analysis: Liquidity ratios, Asset Management ratios, Debt management ratios, Profitability ratios, Market value ratios –Trend Analysis-The DuPont Analysis.

Module III: Risk and Return: Measuring Returns

Basis for time value of money – Future value and compounding- Present value and discounting- Future and present value of multiple cash flows-Valuing level cash flows: Annuities and Growing Annuity- Perpetuities and Growing perpetuity - Effect of compounding-Effective annual rates and Annual percentage rates- Continuous compounding- Amortization of Loans- Arithmetic averages and compound annual returns.

Module IV: Risk and Return: Mean Variance Analysis

Measuring Risk - Portfolio risk – Unsystematic Versus Systematic Risk- Beta Estimation — Markowitz theory – Relationship between the risk and the rates of return: The Capital Asset Pricing Model - Arbitrage Pricing Theory.

Module V: Financial Markets, Institutions and Instruments

Financial institutions –Money market- Capital market: Primary market, Secondary market - Public issue - Right Issue - Private placement Financial Intermediaries – Regulatory financial infrastructure - Securities and Exchange Board of India (SEBI) – Money market instruments – Mutual Funds- Bond and Equity Valuation.

Text Books:

1. Principles of Corporate Finance, Richard A. Brealey, Stewart C. Myers, Franklin Allen & PitabasMohanty: 11th Edition (SIE).
2. Corporate Finance, by Stephen A. Ross, Randolph W. Westerfield, Jeffrey Jaffe, 11th Edition, (The McGraw-Hill Publisher).



TRIMESTER 2
MANAGERIAL COMMUNICATION – II

Course code: 22MT28

Credits: 2.0

Total No. of Sessions: 16

Course Objectives:

Managerial communication II would help the students to enhance their written communication skills to apply in their day-to-day life situations, especially in the corporate workspace. The content is well designed to cater to the needs of the students and communicate well in all spheres.

Course Content:

By the end of this course the students will be able to:

1. **Understand** theoretically and practically the various forms of written communication.
2. **Express** their ideas clearly, confidently and coherently through written communication in relevant contexts.
3. **Master** the business writing skills as successful and competent professionals.
4. **Develop** creative thinking and apply their exposure in various forms of business writing.
5. **Use** various business strategies in writing with a sense of social responsibility and networking.

Module - I: Persuasive Business Writing Styles (4 Sessions)

Introduction to Managerial & professional communication, Understanding Communication process, Need for Ethical communication, Understanding Contexts & steps, collaborative writing, Ways of creating Persuasions, Types of rhetoric, Vocabulary building, Tone, Do's and Do not's of language usage, Understanding Communication barriers.

Module – II: Interpersonal & Assertive Writing (3 Sessions)

Different styles of business writing—business letters, E-mails, memos, meeting minutes, business report, articles, business reviews, appreciation, defenses, lodging complaints, Feedback etiquette--Ways of stating a strong argument, —Necessity of meaningful disagreement—Delivering positive/negative & neutral news

Module – III: Goal driven Communication (3 Sessions)

Methods of Critical thinking, Resume writing, how to write analytical reports, business proposals—Stakeholder's engagement in CSR enterprises, Giving & receiving Feedback.

Module – IV: Strategic Writing (3 Sessions)

Critical thinking & writing in context of escalation issues, ethical dilemmas and conflict resolution writing.

Module – V: Digital & Social Media Interactions (3 Sessions)

Understanding digital Revolution, Different components of Digital revolution, Crafting messages for Electronic Media-Drafting advertisements, blogs, vlogs, Podcasts, Webcasts, Webinars, Promotional videos and online and digital content. Cautionary measures against risks of social media negativity.



Textbook

1. Meyer, Carolyn & Dev, N. Bhingri. (2021, 4th edition). *Communicating for Results*. Oxford.

Reference Books

1. Bovee, Courtland L., Thill, John V., Raina, Roshan Lal. (2020). *Business Communication Today*. (5th reprint). Pearson.
2. Raman, Meenakshi., Singh, Prakash. (2021). *Business Communication* (2nd Ed., 14th impression). Oxford University Press.
3. Mukerjee, Hory Sankar. (2019). *Business Communication : Connecting at Work*. (5th impression). Oxford University Press.
4. Karamchandani, Anil. (2015). *21 Office Situations: How to Deal with Them?* A K Books.
5. HBR's 10 Must Reads. *On Communication*. (2013). Harvard Business review Press.
6. Lesikar, R.V., & Flatley. M.E. (2005). *Basic Business Communication Skills for Empowering the Internet Generation*. Tata McGraw Hill Publishing Company Ltd: New Delhi.



TRIMESTER - 3



TRIMESTER - 3
CORPORATE FINANCE - II
Credits: 3.0

Course Code: 22MT31

Total No. of Sessions: 24

Course Objectives:

- * To help the students to understand the financial decisions made in a corporation.
- * To illustrate with calculation of cost of capital and evaluation of capital structure
- * To understand working capital cycle and return on investment by stockholders in business

Course Content:

Module I: Investment Decisions

Investment criteria –Accounting Rate of return – Pay Back Period - Net present value –Internal Rate of Return – Profitability Index - capital rationing - Capital investment process; Assessment of Risks: Sensitivity analysis –Monte Carlo simulation – Real options and Decision trees.

Module II: Securities Valuation and Cost of Capital

Cost of capital – Cost of equity – Cost of Debt –Cost of Preference Shares – Cost of Retained Earnings- Securities Valuation: Equity and Bond Valuation- Discounted Dividend Model Approach-Project risk – valuation by certainty equivalents - weighted average cost of capital – Adjusted present value.

Module III: Financing Decisions/Capital Structure

Capital structure: Debt Policy and long term financing – Net Income Approach –Net Operating Income Approach – Traditional Approach - Modigliani and Miller Approach –Pecking order theory- Taxation and Capital Structure- PBIT- EPS Analysis - ROI-ROE Analysis – Leverage Analysis – Capital Structure Planning.

Module IV: Management of Working Capital

Working Capital- Meaning, Need, Determinants - Working Capital Cycle - Estimation of working capital need – Working capital investment and financing policies – Cash management – Marketable securities management - Accounts Receivables management – Inventory management and financing.

Module V: Dividend Decisions and other Payouts

Dividend policy and stock value: Factors influencing dividend policy –Dividend policy models: Traditional position-Miller and Modigliani position; Bonus Shares, Stock Splits, Bonus Shares,-Stock Repurchases-Financial Strategy for growth – Financial Distress – Corporate Restructuring.

Module VI: Special Topics in Finance

Financial Derivatives: Types of Financial Derivatives- Forwards-Futures- Options; Overview of International Finance: Foreign Exchange Markets and Exchange Rates-Purchasing Power Parity-Interest Rate Parity-Exchange rate Risk; Mergers & Acquisitions and Valuation.

Text Books:

1. Principles of Corporate Finance, Richard A. Brealey, Stewart C. Myers, Franklin Allen & PitabasMohanty: 11th Edition (SIE).
2. Corporate Finance, by Stephen A. Ross, Randolph W. Westerfield, Jeffrey Jaffe, 11th Edition, (The McGraw-Hill Publisher).



TRIMESTER 3
STRATEGIC MANAGEMENT
Credits: 3.0

Course Code: 22MT32
Course Objectives:

Total No. of Sessions: 24

The learning objectives of the course are to:

- * Help develop an integrated view of all functional areas of management
- * Familiarize the learners about some of the well-known frameworks in analyzing industry structure and components.
- * Provide an understanding of the determinants of and processes in the formulation and implementation of competitive and corporate strategy

Course Content:

Module I:

Strategic management and the concept of strategy –Process- Vision, mission and corporate strategy - Evaluating a Company's External Environment – PESTLE Analysis -Structural analysis of industry and Porter's 5-forces framework

Module II:

I/O model , Evaluating a Company's Resources and Capabilities- Resource based View (RBV)- VRIO framework- Generic competitive strategies and value chain analysis- Business Level Strategy- cost leadership - differentiation - Strategic group analysis - Approach to strategy formulation: SWOT analysis,

Module III:

IFE/EFE Matrix, SPACE Matrix , Grand Strategy, Corporate growth strategies-expansion- Vertical and Horizontal Integration; Diversification – Related and Unrelated -Organic Growth Vs. M & A Vs. Alliances- Blue Ocean Strategy

Module IV:

Managing diversified portfolio: BCG and other framework – Corporate restructuring - Strategy implementation: Building an Organization Capable of Good Strategy Execution - Importance of structure and systems

Module V:

Corporate Culture and Leadership - Ethical choice and value systems in strategic choice-Strategies for international business - Strategic analysis and review of specific sectors and companies (selection based on topical relevance and contemporary interest)

Text Book:

1. Hitt, Ireland, Hoskisson & Manikutty (2011, Strategic Management-A South Asian Perspective 9th Edition, Cengage Learning

Reference Books:

1. Pierce and Robinson, Strategic Management, Tata-McGraw-Hill Publishing Company Limited, 10/e, 2008
2. Charles W. L. Hil, Gareth R. Jones, Strategic Management An Integrated Approach, 9/e, Cengage Learning , 2012
3. Michael E Porter, Competitive strategy: Techniques for Analyzing Industries and Competitors, Free Press, 1/e, 1998
4. Robert M. Grant, Contemporary Strategy Analysis, 8/e,Wiley



TRIMESTER 3
DECISION MAKING WITH OPTIMIZATION TECHNIQUES

Course Code: 22MT33

Credits: 2.0

Total No. of Sessions: 16

The course seeks to:

- * Provide an introduction to analytical methods for managerial decisions,
- * Stress the importance of applying analytical methods to common business problems,
- * Develop skills in identifying typical problems; formulating, solving, and interpreting using appropriate models.

Course Content:

Module I: Introduction to Operations Research -Application of Operations Research Techniques – Linear Programming Formulation – Solution to LP Problems: Graphical Method

Module II: Linear Programming Problems – Solution by Simplex method, Big M Method, Sensitivity Analysis – Applications using Excel Solver

Module III: Duality – Economic Interpretation of Duality

Module IV: Transportation and Assignment Models –Transportation problem –North-West Corner rule, Least Cost Method, VAM, MODI Method, Hungarian Method –Travelling Salesman Problem

Text Book:

1. Managerial Decision Modeling with Spreadsheets, Third Edition, Nagraj Balakrishnan, Barry Render, Ralph M Stair, Pearson
2. Bernard W Taylor, Introduction to Management Science, Pearson, 12/e.

Reference Books:

1. Hamdy A Taha, Operations Research, Prentice Hall of India, New Delhi, 8/e, 2006.
2. SD Sharma, Operations Research, KedarnathRamnath, 15/e, 2006.
3. J.K. Sharma , Operations Research: Theory and Applications , MacMillan Publishers India, 4/e, 2009.
4. Harvey M. Wagner, Principles of Operations Research, Prentice Hall of India, New Delhi, 2/e, 2007.
5. F. Hillier & G. Liberman, An Introduction to Operations Research, Tata McGraw Hill, New Delhi, 8/e, 2007.



TRIMESTER 3
HUMAN RESOURCE MANAGEMENT
Credits: 3.0

Course Code: 22MT34

Total No. of Sessions: 24

Course Objectives:

This course seeks to demonstrate an understanding into how HRM theory and practice has emerged to play a key role in shaping organizational life. It will enable students to understand how HRM strategy and practices are developed and applied in organizations to drive business performance and help them to analyze and critically evaluate the role and effectiveness of key HRM practices

Course Content:

Module I: Introduction: What is HRM – History and Evolution of HRM – Goals of HRM - Staff vs Line Function – Strategic Human Resource Management – Sustainable Human Resource Management – Role of HR – HR Compass – Challenges of HRM

Module II: Job Analysis: Methods, Description, Specification – Human Resource planning: Forecasting Needs, Forecasting Supply – Recruitment: Factors (internal and external), Sources (internal and external) – Selection: Steps, Criteria, Techniques – Interviews: Mistakes, Designing effective interviews – Selection Decision

Module III: Training & Development: Orientation, Onboarding – Learning, Training, Development and Education – Training Process: ADDIE – Performance Appraisal: Why, Goals, Process, Tools – BSC, Managing Appraisal Interviews

Module IV: Career Management - Traditional and New Views of Career Stages– Management of Turnover/Retention – Employee Lifecycle Career Management – Managing Dismissals/Terminations – Exit Process – Compensation: Developing Compensation Strategy, Purpose, Components – Determinants of Compensation Strategy – What to Pay: Job Evaluation, Pay for Knowledge/Skill - Wage and Salary Administration – Incentives and Performance-based Rewards – Benefits

Module V: Industrial Relations – Overview of Indian Industrial Relations: FA, IDA, PBA, PGA, WCA, PWA, Standing Order, EPF Act, MWA, ESIA, ERA, MBA, CLA – Trends in Union – Collective Bargaining Process – Resolving Impasses – Disputes and Grievances

Textbook:

1. Human Resource Management – by Gary Dessler, Sixteenth 16e Edition, 2020
2. HR - Human Resource Management - By Denisi, Griffin & Sarkar, Cengage Learning, Third Edition, 2016

Reference Books:

1. Aswathappa, Human Resource Management, Tata McGraw Hill, 2010
2. Tripathi, Principles Personnel Management, Tata McGraw Hill, 2001
3. Wendell French, Human Resources Management, Boston Houghtonmifflin, 2003
4. Edwin B.Flippo, Personnel Management, Tata McGraw Hill, 1984
5. C.B.Memoria, Personnel Management, Himalaya Publications, 2003
- 6.P. Subba Rao, Human Resource Management, Texts and Cases, Himalaya Publishing House (p) Ltd.,



TRIMESTER 3

LEGAL ASPECTS OF BUSINESS

Course Code: 22MT35

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

- * To understand and assimilate legal concepts while doing business or while going for employment in an organization
- * To emphasize the important Legal Aspects in Business Decision Making across various departments in an organization

Course Content:

Module I: Basics of Law & overview of various Property Laws

Meaning of law, its significance and relevance to modern civilized society; sources of law. Basics of Intellectual Property Laws & laws relating to immovable property. Practical aspects of encumbrance certificates, stamping & registration of documents.

Module II: Law relating to Contract & Sale of Goods

Contract - meaning; essentials of a valid contract; nature of contract; performance of contract; termination and discharge of contract; indemnity and guarantee; bailment and pledge; law of agency. Essentials of a contract of sales; sale distinguished from agreement to sell, bailment, contract for work and labour and hire-purchase; conditions and warranties; transfer of title by non-owners; doctrine of caveat emptor; performance of the contract of sale; unpaid seller - his rights against the goods and the buyer; Foreign Trade & Inco terms.

Module III: Elements of Corporate, Securities & Foreign exchange Laws

Why a company, Meaning and nature of company; promotion and incorporation of a company; Memorandum of Association, Articles of Association, Private Companies, Prospectus & Allotment, Other Matters Relating to Shares or Debentures, Startups & Venture Capital Investments, Registration of Charges, Management and Administration - Live Meetings & practical aspects of MCA portal, Interpretation of Annual Reports, Legal aspects of Initial Public Offer, Various Regulators in India, Foreign Exchange laws, Securities laws & Insolvency laws in India.

Module IV: Law relating to Competition & Consumer Protection

Competition law for commercial dealing in goods & services without anti-competitive practices and abuse of dominance; Competition aspects of mergers, amalgamations, acquisitions & takeovers. Consumer protection laws for personal consumption of goods & services without unfair trade practices; Online redressal of consumer disputes before various Consumer Forums.

Module V: Law relating to Negotiable Instruments & Digital banking

Definition of a negotiable instrument; instruments negotiable by law and by custom; types of negotiable instruments; parties to a negotiable instrument - duties, rights, liabilities and discharge; material alteration; crossing of cheques; payment and collection of cheques and demand drafts; Positive pay system for cheques; Legal remedies for bounce of cheque; Law relating to online transfer systems, latest technologies on RBI & SEBI Sandbox.

Text Book:

Legal Aspects of Business (5e), 2021, Ravinder Kumar, Cengage publication

Reference Books:

1. Legal Aspects of Business – Akhileswar Pathak –McGraw Hill.
2. Elements of Mercantile law –N.D. Kapoor – Sultan Chand & Sons.
3. Company law –N.D. Kapoor - Sultan Chand & Sons.
4. A Text book of Company law –Dr. A.K. Singhal - Vayu education of India.
5. Business Law for Managers – Anurag K Agarwal



TRIMESTER 3
BUSINESS RESEARCH METHODOLOGY

Course Code: 22MT36

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

The objectives of the course are to:

- * Develop the research skills of the students in investigating the business problems with a view to arrive at objective findings, interpretation of data and conclusions of their investigation in the form of systematic reports.

Course Content:

Module I: Foundations

Research Approaches - Significance of Research - Research Process - Defining the Research Problem - Research Design - Features of a Good Design – Types of Research Designs

Module II: Sampling

Census and Sample Survey - Steps in Sampling Design - Characteristics of a Good Sample Design - Different Types of Sampling - Probability Sampling-Non Probability Sampling - Sample Size and its Determination - External Validity

Module III: Collection of Data Measurement and Scaling

Collection of Primary Data - Observation Method - Interview Method -Collection of Data through Questionnaires - Collection of Data through Schedules - Case Study Method - Collection of Secondary Data, Measurement in Research - Sources of Error in Measurement - Construct Validity-Reliability- Levels of Measurement - Survey Research-Scaling-General Issues in Scaling-Thurstone Scaling-Likert Scaling-Guttman Scaling

Module IV: Analysis of Data and Testing of Hypotheses

Basic Concepts Concerning Testing of Hypotheses - Procedure for Hypothesis Testing -Chi-square as a Test for Comparing Variance - Chi-square as a Non-parametric Test -Analysis of Variance (ANOVA) - Important of Nonparametric or Distribution-free Test

Module V: Multivariate Analysis

Processing of data with computer package-SPSS, Application of Correlation and regression, Factor Analysis, Cluster Analysis, MANOVA. Introduction to multi criteria decision making.

Module VI: Interpretation and Report Writing

Meaning of Interpretation - Precaution in Interpretation - Significance of Report Writing -Different Steps in Writing Report - Layout of the Research Report - Types of Reports -Mechanics of Writing a Research Report - Computer Applications

Text Book:

1. Business research methods, 8/e by William Zikmund, Barry Babin, Jon Carr, Atanu Adhikari, Mitch Griffin, 2016, Cengage publisher

Reference Books:

1. Business research methods, 12/e, Cooper and Schindler, 2019, Tata mcgraw hill
2. Research Methods for business: A skill building approach, 7/e by Uma Sekaran and Roger Bougie, 2016, Wiley publishing.



TRIMESTER 3
APPLIED BUSINESS ANALYTICS
Credits: 3.0

Course Code: 22MT37

Total No. of Sessions: 24

Course objectives:

By the end of this course students will be able to:

- * Understand the various methods data analytics and its business implications.
- * Business Problem solving using R and Python.
- * Embrace the fundamentals of R and Python Programming Language

Course Content:

Module I: Getting Started and Basics of R, R as a calculator, Vectors and matrices, Getting help and loading packages, Data entry and exporting data, R as a programming language, Grouping, loops and conditional execution, Functions.

Module II: Exploratory Data Analysis with R, Summary statistics, Probability and Distribution, Inferential Statistics : Use R to perform one-sample tests: t-test, Wilcoxon signed-rank test, Use R to perform two-sample tests: t-test and Wilcoxon test, paired t-test, Use R to perform one-way analysis of variance and Kruskal-Wallis test and Interpret the results

Module III: Concepts of correlation and simple linear regression, Perform correlation and regression analysis using R, Interpret results from correlation and regression, Perform residual analysis to check the assumptions of regression.

Module IV: Fundamentals of Python programming language, Anaconda Navigator- getting started with Jupyter Notebook- Basics of spyder- understanding the basics of Numpy- Pandas- Matplotlib- seaborn libraries in Python - Descriptive statistics- Frequency distribution- simple data visualization using Python.

Module V: Business Problem Solving using R and Python programming Languages.

Text Book:

1. U. Dineshkumar, Business Analytics-The science of Data-Driven Decision Making, Wiley, 2022
2. Winston Chang, The R Graphics Cookbook, 2020
3. Paul Teetor, The R Cookbook, 2019
4. The R Book, Michael J. Crawley, Wiley Publications, 4th Edition, 2016

Reference Books:

1. Garrett Golemund and Hadley Wickham, R for Data Science, 2017
2. Norman Matloff, The Art of R Programming: A Tour of Statistical Software Design, 2011



TRIMESTER 3
BUSINESS, GOVERNMENT AND SOCIETY

Course Code: 22MT38

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

The subject of "Business, government and society" is a unique course that decodes the various inter-linkages both within and between the businesses, governments and societies. Keeping this in mind this course is designed to benefit the student in a way that he/she develops a holistic view of the business ecosystem. Since the government and society is very much a part of any business ecosystem the knowledge of the interconnectedness between the three really helps the student in integrating the different strands of any given business problem.

Course Content:

Module I: Indian Business Environment

1. Indian Business Environment - History
2. License Quota Permit Raj
3. Corruption
4. Political Environment
5. Economic Environment
6. Regulatory environment
7. Ease of Doing Business Index

Module II: Governance System and Policy formulation

1. Our constitutional history
2. Fundamental Rights
3. Parliamentary System
4. Bills & Amendments
5. PMO and major ministries
6. Policy making & NITI Aayog
7. Major Schemes

Module III: Societal Issues and Economic Development

1. Social Systems
2. Environmental Issues

Module IV: Asian Political and Economic Landscape

- 1 The Growth of China
- 2 Success story through SEZs
- 3 ASEAN countries
- 4 India's relations with Asian countries

Module V: European landscape & the World

1. Evolution of European Union
2. EU today
3. Eurozone Crisis & Brexit
4. Global bodies like IMF, WB, WTO, etc.

This in total is a 3 credit internal course and is spread out in two trimesters in a 2 credit and 1 credit ratio, so that Modules IV and Module V will be taught in the next trimester and evaluation pattern will also be spread out in both



trimesters and the final evaluation grades will be assigned only at the successful completion of the course in both trimesters. Therefore this course plan only highlights the 2 credit component of the BGS Course.

Reference Books :

1. Our Constitution – Subhash C. Kashyap – National Book Trust
2. Our Parliament - Subhash C. Kashyap – National Book Trust
3. Indian Economy – Dutt and Sundaram, Latest Edition
4. www.niti.gov.in
5. www.weforum.org
6. www.india.gov.in
7. www.asean.org
8. www.europa.eu
9. www.imf.org
10. www.worldbank.org
11. www.wto.org
12. www.english.gov.cn
13. www.weforum.org
14. www.mea.gov.in

All leading newspapers and current affairs magazines



Syllabus for II Year



ELECTIVE – FINANCE



TRIMESTER 4
ADVANCED FINANCIAL ANALYSIS
Credits: 3.0

Course Code: 22MF41

Total No. of sessions: 24

Course Objectives:

- * To make the students understand Financial Statements and the relation between information.
- * To calculate various ratios to evaluate the performance of a Company over a period of time and with its competitors and with Industry standards

Course Content:

Module I: Financial Reporting Framework

Introduction to overview of financial statement analysis – Basis of financial statement analysis; Preview of financial statement analysis; Flow of Financial information; An overview of Financial Reporting Standards; IFRS, GAAP and Indian GAAP requirements; Reporting Environment; Contents of Annual Reports; Analysis of Director's Report & auditor's report; Analysis of Accounting Policies

Module II: Analysing Assets, Liabilities & Operations

Analyzing Assets: Plant Assets and Natural Resources; Aging of assets; Intangible Assets; Inter-corporate Investments; Business Combinations; Derivative Securities; Current Assets; Inventories; Investments and Accounting Treatments

Analyzing Liabilities: Liabilities & Provisions; Leases; Post retirement Benefits; Contingencies and Commitments; Off Balance Sheet Financing; Shareholders' Equity.

Analyzing Operations: Income Measurement; Non-Recurring Items; Revenue and Gain Recognition; Deferred Charge; Supplementary Employee Benefits; Interest Costs; Extra ordinary & Exceptional items

Practical problems on Ratios and Its interpretation with respect to above each analysis

Module III: Analysing Cash Flows & Working Capital

Cash Flow Analysis: Statement of Cash Flows, Implications of Cash Flows, Specialized Cash Flow Ratios

Working Capital Analysis: Working Capital Cycle Analysis; Efficiency Ratios; Negative Working Capital

Module IV: Analysing Efficiency & Profitability

Return on Capital Invested & Profit analysis: ROCE Vs. ROA; Short term efficiency & long term growth; Return on Net Operating Assets & Return on Total Assets; Return on Equity & Return on Capital Employed; Dupont Analysis; Book Value Vs. Market Value;

Analysis of Non Operating revenue; Analysis of Profitability from cash flow statement; Cash Profit Vs. Book Profit;

Module V: Analysing Financing Decisions

Capital Structure Analysis: Leveraged Vs. Unlevered firm; Short Term Vs. Long Term source of financing; Conversion of Debt to Equity; Investment by VCs and Private Placements

Dividend Decision Analysis: Dividend Vs. Bonus Decision; Stock Split Vs. Stock Consolidation; Buy Back of Shares;

Effect of Mergers & Acquisitions: Settlement of Consideration; Integration of Net Assets; Accounting for Goodwill; Valuation of the Intangible Assets

Text Book:

1. K.R. Subramanyam, Financial Statement Analysis, McGraw-Hill Education, 11/e,2020.

Reference Books:

1. Business Analysis and Valuation Using Financial Statements – Krishna G Palepu, Paul M Healy, 5th Edition, Cengage Learning
2. Financial Statement Analysis and Security Valuation – Stephen H Penman, 4th edition, Mc Graw Hill



TRIMESTER 4
FINANCIAL ANALYTICS
Credits: 3.0

Course Code: 22MFB42

Total No. of sessions: 24

Course Objectives:

- * To enable the students to learn about the applications of various analytical methods in business finance
- * To focus on identifying and measuring market risk and credit risk

Course Content:

Module I:

Financial Analytics: Concept, Evolution and Applications

Financial Forecasting: Concept, Types, ML Techniques for Forecasting and Applications in Finance

Module II:

Data pre-processing: Collection, Integration, Cleaning, Summarization, Transformation, Visualization, Handling Missing values and Outliers;

Machine Learning Methods: Classification; modeling; users

Logistics Regression: Introduction, Applications, Classifier Performance Measures;

Principal Component Analysis: Introduction, Purpose Application;

Tree-based Algorithms: Regression Tree Vs. Classification Tree; Splitting Point

Module III:

Introduction to Credit Risk and Credit Risk Analytics, Importance, Basel Regulations, Types, Factors Affecting Credit Risk: Probability of Default, Loss Given Default, Exposure at Default, Expected Loss, Financial Modeling of Credit Risk Factors

Module IV:

Introduction to Market Risk, Importance, Types: Currency Risk, Interest Rate Risk, Country Risk, Commodity Risk; Evaluation of Market Risk using Machine learning methods and Value at Risk (VaR)

Text Book

The course is predominantly case-based involving detailed analysis of cases in a variety of industries and situations. The cases and readings from Harvard Business Press (HBP) will be distributed to the students in the course pack.

Reference Books

1. Financial Risk Manager Handbook by Phillippe Jorion GARP, Wiley, 5th Edition or latest
2. Forecasting Methods and Applications by Spyros Makridakis, Steven C Wheelwright and Rob J Hyndman, Wiley, 3rd Edition or latest



TRIMESTER 4
FINANCIAL MARKETS & INSTITUTIONS

Course Code: 22MF43

Credits: 3.0

Total No. of sessions: 24

Course Objectives:

- * To familiarise the students with different aspects of financial markets, financial institutions, financial intermediaries involved and their roles
- * To help the students develop the critical-thinking skills needed to respond to the challenging situations.

Course Content:

Module I: Financial System & Institutions overview

Financial Markets – Financial Institutions – Function & Structure of Financial Markets – Types and Regulation of Financial Intermediaries – Developmental Financial Institutions, Banks, etc CRR, SLR, trends in banking industry. Role of regulatory authorities

Module II: Equity & Debt Market

Overview of Primary Equity Markets - Secondary Market and its Operations – Stock Exchanges – Buying & Selling of Shares – Quotations & Indices – Stock Market Regulations, Depositories. International capital markets - instruments Overview of Debt Market – Types of Bonds – Corporate Bonds & NCDs – Bond markets– Investing in Bonds – Bond Market Regulations

Module III: Money markets, Mutual funds

Purpose of Money market – Participants – Instruments – Valuation - Intermediaries

Commercial paper, CD, Repo, reverse repo, Treasury bills

Mutual Funds – Benefits – Fund Structure – Investment Objective – Classes – Fee Structure – Regulation of Mutual Funds

Module IV : Foreign Exchange & Commodity Markets

Overview – Role & Importance – International Financial System – Functioning of Forex Markets – Forex Regulations, FEMA, Currency convertibility, currency forwards, futures and options, trading in FX markets. Commodity Markets – Fundamentals – Base & Precious metals – Energy & Agriculture – Regulations

Text Book

The course is predominantly case-based involving detailed analysis of cases in a variety of industries and situations. The cases and readings from Harvard Business Press (HBP) will be distributed to the students in the course pack.

Reference books

- 1) "Financial Markets and Institutions" by Mishkin & Eakins, 8th edition, Pearson
- 2) "Financial Markets and Institutions: An Introduction to the Risk Management Approach" by Anthony Saunders and Marcia Millon Cornett, 3rd edition, McGraw Hill
- 3) "Indian Financial system", Bharti Pathak, Pearson education.



TRIMESTER 4
FINANCIAL RISK MANAGEMENT

Course Code: 22MF44

Credits: 3.0

Total No. of sessions: 24

Course Objectives:

- * To provide Conceptual Understanding on different types of Risks and Practice oriented real-world examples on Financial Risk Management.
- * To inculcate Intensive Quantitative Orientation and Problem Solving.
- * To apply the Risk Management Concepts for business operation.

Course Content:

Module I: Financial Risk Manual

Principles of Risk Management; Quantitative Risk Analysis; Fundamentals of probability & statistics in Risk Assessment; Monte Carlo Methods; Modeling Risk Factors; Linear & Non Linear Risk Models
Concept of Hedging; Asset Liability Management; Reporting of Risk

Module II: Exchange Rate Risk

Basic Concepts, Exchange Rate Markets, Types of Exposures, Exchange Rate Hedging; Exchange Rate Derivatives; Forward & Option Contract; Future as a Hedging Tool; Operation of Arbitrage; Forex Currency Swaps

Module III: Interest Rate Risk

Fixed Income Instruments; Risk Premium; Risk & Inflation; Term Structure; Duration; VaR of Fixed Income; Interest Rate Derivatives; Interest Rate Swaps; Forward Rate Agreements; Cap, Floor & Collar; Structured Bonds

Module IV: Commodity Risk

Methods of measuring commodity risk; Risk management strategies; risk management for producers; risk management for buyers; Other price risk management practices

Module V: Other Financial Risk

Liquidity Risk: Probabilistic measurement of liquidity – Concepts & Methods; Dynamic modelling of liquidity; Liquidity portfolios; Term structure of liquidity
Credit Risk: Portfolio Selection Theory; framework of Credit Risk management models; Credit Risk Pricing Model; Market Risk Pricing Model; Exposure Model; Capital & Regulation

Textbook

The course is predominantly case-based involving detailed analysis of cases in a variety of industries and situations. The cases and readings from Harvard Business Press (HBP) will be distributed to the students in the course pack.

Reference Books

- 1) Risk Management & Financial Institutions, John C Hull, Wiley
- 2) Financial Risk Management: Identification, Measurement & Management, Francisco Javier
- 3) Quantitative Financial Risk Management, Michael Bernard, Miller, Wiley
- 4) Financial Risk Manager Handbook (Part I/II), 6/e, Philippe Jorion, Wiley
- 5) Elements of Financial Risk Management (2/e), Peter F Christoffersen, Academic Press
- 6) Professional Handbook of Financial Risk Management – Lore M Borodovsky



TRIMESTER 4
INSURANCE MANAGEMENT

Course Code: 22MF45

Credits: 3.0

Total No. of sessions: 24

Course Objectives:

- * To enable the students to understand principles of insurance and its usefulness in business, along with its regulatory framework.
- * To develop an understanding of what risk is, how it can be measured and transferred.

Course Content:

Module I: Insurance & Risk Management

Meaning of Insurance – The Evolution and Growth of Insurance – Types of Insurance – Fundamentals and principles of Insurance – Techniques of managing risk. Insurance Market - Organization and Management of Insurance Companies – Certificates of Insurance – IRDAI and Regulatory Framework for Insurance in India.

Module II: Insurance Policies and Underwriting

Marine Cargo and Hull Underwriting, INCOTERMS 2020- Fire Insurance, Motor Insurance, Health Insurance and Mediclaim policies, Personal Accident Insurance, Liability Insurance, Burglary Insurance, Rural and Agricultural Insurance

Module III: Insurance Actuarial Services

Compound Interest – Accumulated Value – Present Value- Varying rates of interest – Annuity – Types of Annuities – Deferred Annuity – Evaluation of present values and accumulated values- case study. Life Tables - Probabilities of Survival and Death- Complete Expectation of Life - Numerical problems

Module IV: Life Assurance Plan

Assurance Benefits – Pure Endowment Assurance – Endowment Assurance – Temporary Assurance or Term Assurance – Interrelationship – Whole Life Assurance – Double Endowment Assurance – Commutation Functions – computation of Actuarial Present Values for assurance plans - Case study.

Module V: Net premium for assurance plans and Settlement of Claims

Natural premium –level annual premium and net annual premium – Estimation of net premium for assurance plans based on commutation functions – Claim procedure – Claim settlement Documents – Third Party Administrators and in-house claim settlement.

Text Book

- 1) Principles of Risk Management and Insurance (12/e), George E. Rejda and Michael J. McNamara, Pearson Education: New Jersey.
- 2) General Insurance - Principles and Practice, K.C. Mishra and G.E. Thomas, Cengage Learning: New Delhi.
- 3) Foundation of Actuarial Science, Mumbai – IC 28, Insurance Institute of India

Reference Books

- 1) Insurance Institute of India – IC 11- Practice of General Insurance
- 2) Insurance Institute of India , Mumbai – IC 45- General Insurance Underwriting
- 3) Bowers, Gerber, Hickman, Jones and Nesbitt, Actuarial Mathematics, Society of Actuaries: USA.
- 4) Mathematical Basis of Life Assurance – IC 81, Insurance Institute of India.
- 5) Schaum's Outline of Mathematics of Finance, Second Edition, McGraw Hill.
- 6) Dickson, D.C.M., Herby, M.R., and Waters, H.R., Actuarial Mathematics for Life Contingent Risks, Cambridge University Press: New York.



TRIMESTER 4
SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Code: 22MF46

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

- * To acquaint the students with the working of security market and principles of security analysis.
- * To develop the skills required for portfolio management so as to be able to judge the competitive position of firms in capital market and review the related business decisions.
- * To analyse and assess different methods for security selection and use the methods of Portfolio Performance Evaluation.

Course Content:

Module I: Introduction to Investment

Nature of investing, Asset Classes and Financial Instruments – Investment Process: Market Players - Types of Markets - Trading Mechanisms.

Module II: Risk and Return

Return Concepts: Holding period return, Realised and Expected, Other return estimation approaches. – Risk and Return: Risk and Elements of risk, measurement of Risk: Variance, S.D. and Sharpe Ratio etc. Security Market Indices and Efficient Market Hypothesis: Efficient Market Hypothesis, Forms of Market Efficiency.

Module III: Portfolio Theory and Practice

Asset Allocation – Asset Allocation: Risky vs. Riskless, CML, SML - Optimal Risky Portfolios: Efficient Diversification and Asset Selection: Two and Multiple Risky Assets - Portfolio Optimisation: Markowitz Portfolio Optimisation Model - Optimisation of Risky Portfolios

Module IV: Equilibrium in Capital Markets

The Capital Asset Pricing Model: The CAPM and Single-Index Market - Arbitrage Pricing Theory: APT and Portfolio Optimisation; Fama-French Three Factor Model - Multifactor Models of risk and return and Random Walk Theory: Factor models of security returns.

Module V: Securities Analysis

Market Analysis and Industry Analysis: Business Cycles and industry sectors, Sensitivity to the Business cycles, Industry structure and performance. - Fundamental Analysis: Equity & Bond Valuation: Company analysis, Accounting aspects of earnings. - Financial Statement Analysis - Technical Analysis: Price chart patterns, Elliot wave theory, Market Indicators. - Assumption, Advantages, Challenges, Types of Charts, Technical Trading Rules and Indicators

Module VI: Portfolio Management

Portfolio Performance Evaluation: Theory of Portfolio Management, Average rates of returns and Time weighted returns. - Portfolio Performance Evaluation Measures: M2 Measure, Sharpe ratio, Jensen ratio and Treynor ratio - International Diversification: Investment risk in International markets and Diversification of risk. - Hedge Funds: Hedge Fund Strategies, Portable Alpha and Style Analysis. - Active Portfolio Management: Treynor-Black and Black-Letterman Model.

Text Book:

- 1) Investment Analysis and Portfolio Management, Reilly F.K., and Brown K.C., Cengage Learning

Reference Books:

- 1) Investments and Portfolio Management, Bodie Z, Kane A, Marcus A.J., McGraw Hill.
- 2) Investment Management, Bernstein P.L. and Damodaran A., Wiley



TRIMESTER 5
COMPANY AND BUSINESS VALUATION

Course Code: 22MF51

Credits: 3.0

Total No. of sessions: 24

Course Objectives:

- * "What valuation": Value, valuation and what they involve.
- * "Why valuation": The need for and circumstances under which valuation is done and is required.
- * "How valuation": The different models used for valuation such as DCF (cash flow-based), multiple-based etc. The focus will be predominantly be on DCF valuation and its variants. The discussions would also include valuation issues in specific situations/industries
- * "How not": What can go wrong in applying valuation models and how to avoid/mitigate the common pitfalls.

Course Content:

Module I: Introduction

Valuation - Why Value; Valuation Concepts and Methods – An Overview

Module II: Discounted Cash Flow (DCF) Valuation Models

Revisiting NPV: The foundation of valuation; Discounted Cash Flow (DCF) Valuation-Free Cash Flow (FCF) Model; Estimating WACC and Terminal Value; Issues in DCF Valuation; DFC Variant: Capital Cash Flow (CCF), Equity Cash Flows (ECF) and Adjusted Present Value (APV); Dividend Discount Model; Residual Income Model

Module III: Multiple-based Valuation and Other Valuation Issues

Relative Valuation, Valuation of Multi-business Companies and Valuation in M&A Context; Valuation of Privately-held Companies; Valuation in Private Equity Context; Valuation of Public Issue; Valuation of Start-ups.

Module IV: Valuation Issues in Specific Industries/Situation

Valuation of Banks and Financial Services Firms; Valuation of Renewable Energy Firms; Leveraged Buyout modeling.

Text Book:

The course is predominantly case-based involving detailed analysis of cases in a variety of industries and situations. The cases and readings from Harvard Business Press (HBP) will be distributed to the students in the course pack.

Reference Books:

- 1) Damodaran on Valuation, Second Edition, Aswath Damodaran, John Wiley & Sons
- 2) Valuation - Measuring and Managing the value of companies Sixth Edition by Tim Koller, Marc Goedhart and David Wessels (referred as KGW), John Wiley & Sons



TRIMESTER 5
CORPORATE FUNDING AND FINANCING DECISIONS

Course Code: 22MF52

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

- * To prepare the students to understand the various options available for raising of funds both in the domestic and international market.
- * To enable the students to understand the various regulations, documentation, governance, risk and control aspects.

Course Content:

Module I: Finance Decision

Review of Corporate Finance Decision - Sources of Funds- Structure of Equity vs Debt - Working Capital Management - Norms, Options - Project Finance - Documentation - Leveraging decision - Industry characteristics - Asset Light vs Asset heavy

Module II: Long Term & Short Term Funding

Raising of Equity - IPO and FPO - Raising of other Domestic instruments for Working Capital - Raising of Domestic instruments for Project Finance - Funding options based on Life Cycle of Companies - Start up, Angel funding, Venture Capital, Infrastructure - Impact on Financing structure wrt - Regulated vs Unregulated industries

Module III: International Funding

Effects of use of Long Term Funds raised for Short Terms needs - Issues in Diversion - Impact of Financial Ratios in Funding Decisions - Opportunities of Raising Funds in the International Market - ADR, GDR, Sec 144, Bonds (Non US markets) - Impact of Financial Restructuring of the Borrowings

Module IV: Legal & Accounting aspects

Domestic and International - Impact of Covenants , Pari pasu in borrowings - Legal Provisions in Companies Act, SEBI, Listing agreement LODR, AA , MA w.r.t Borrowings - Making of a Loan Proposal to the bank - Group Work - Insolvency and Bankruptcy Code - Legal Provisions

Module V: Insolvency and Bankruptcy Code

Legal Provisions - IBBI, NCLT, NCLAT , RP - Legal provisions and Procedure

Text book:

The course is predominantly case-based involving detailed analysis of cases in a variety of industries and situations.



**TRIMESTER 5
FINANCIAL DERIVATIVES**

Course Code: 22MF53

Credits: 3.0

Total No. of sessions: 24

Course Objectives:

- * To understand and apply the Concepts, Theories and Models of Derivative Instruments
- * To calculate the value of derivative instruments

Course Content:

Module I: Derivative world

Introduction to derivatives, underlying product details, Types of derivatives and comparison between them, Forwards/ Futures/ Options, Participants in the derivatives market (Hedgers, Speculators, and Arbitrageurs), contract specifications.

Module II: Lexicons

Spot price, futures price, contract cycle, expiry date, settlement date, basis, mark to market, Contract specification in NSE, Tick size. The market for forward and futures- Marking to market and margins - Valuing forward contracts and the forward price- Determination of futures price and Hedging with futures contract, Arbitrage using Index futures - Forward Rate Agreement. Interest Rate Futures-Choice of Delivery-Treasury related futures-Duration based hedging.

Module III: Commodity markets

Market operations; Participants; Traded Vs. Non Traded Commodities; Commodity Indices; Exchange Traded Products; Structured products; Forward price Curves; Principles of Commodity Valuation; Commodity Swap & Options; Measurement of Option Risk Management

Module IV: Option contracts

Specifications-Put and Call- Pay Offs-Clearing Mechanism- Regulation- Options Moneyness, Intrinsic value and time value, Option Pay-off, Break- Even Price, Determination of Premium-Arbitrage Restriction on Option Pricing - Put-Call Parity - Option Valuation: Stock Price Behavior Model-Markov Property-Weiner Process. Option Pricing Model: Black Scholes Pricing Model, One Step Binomial and Two Step Binomial Trees, Delta-Risk Neutral Valuation.

Module V: Hybrid Options

Options on Stock Indices and Currencies-Pricing of Options on Indices and Currencies. Future Options. Estimating Volatility. Credit Risk-Credit Derivatives-Credit Default Swaps. Exotic Options. The interest Rate Derivatives- Bond Options- Quantos. Swaptions. Future Direction of Derivatives.

Module VI: Option Greeks

Option Greeks: Delta hedging, Theta, Gamma, Vega and Rho - Option Trading Strategies: Bull Spread, Bear Spread, Butterfly Spread, Calendar Spread, Straddle and Strangle.

Text book:

The course is predominantly case-based involving detailed analysis of cases in a variety of industries and situations. The cases and readings from Harvard Business Press (HBP) will be distributed to the students in the course pack.

Reference Books

- 1) Hull, John C. & Basu, S., Options, Futures, and Other Derivatives, 10th Edition, Pearson Education
- 2) Wilmott, Paul, Derivatives: The Theory and Practice of Financial Engineering, John Wiley & Sons
- 3) Kolb, W. R and Overdahl J, A, Futures, Options, and Swaps, 5th Edition, Wiley India Private Limited.



TRIMESTER 5
THE NEW AGE BANKING-MANAGEMENT STRATEGIES

Course Code: 22MF54

Credits: 3.0

Total No. of sessions: 24

Course Objectives:

- * To go beyond conventional banking competency & skills to create awareness and knowledge on running the business of banking
- * To aid with insights into various business and operating models, industry trends and outlook, changing influence of technology, customer experience enrichment.
- * To prepare participants to handle and manage banking business in an extremely competitive and dynamic market place and enrich and broaden their knowledge of the global banking environment.

Course Content:

Module I - The Yesterday, Today & Tomorrow of Banking

What it was, what it is and what it will be - across multiple parameters in Retail banking, SME/ Corporate Banking and Investment Banking. Global Outlook and Trends - Retail and wholesale Banking, Future of Banking and Bank of the Future

Module II – Digital Financial Services

Unleashing the Power of Digital in Financial Services, Digital re-imagination, revolution and transformation, Omni-channel environment

Module III – Technology in Banking

Technology & Customer Experience Enrichment / Management Introduction to Business / Functional Architecture, Front-office, mid-office, FinTech world, Distance Banking, Privacy, Security & Confidentiality, Operational Risks / Mitigation / management, customer preference management

Module IV – Regulations

Regulatory & Compliance in the Global Financial sector, Global Regulations covering all important geographies, financial crimes and global collaboration of Regulatory entities, GRC (Governance Regulation and Compliance) put to Practice. Successful Banks across the Globe - Business models, Operating models, Evolution of banking models, Profitability & Balance sheet management etc.

Text Book:

The course is predominantly case-based involving detailed analysis of cases in a variety of industries and situations.

Reference books:

- 1) Web site - Retail Banking 2020 Evolution or Revolution? – PwC
- 2) Book - Digital Bank - authored by Chris Skinner
- 3) Book - authored by Brett King
- 4) Book - authored by Kannan Subramanian R & Dr Chitra Selvaraj
- 5) Web site: The Outsourcing handbook - A guide to outsourcing
- 6) Through the looking glass- Are IT and ITeS SMEs geared for the next growth wave? - NASSCOM publication
- 7) Bank of the Future - A Point of View by R Krishnan



TRIMESTER 5
STRATEGIC COST MANAGEMENT

Course Code: 22MF055

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

- * To Enable the students to Understand the technique of Decision making in Uncertainties
- * To familiarize the students with Pricing Decisions
- * To make the students acquaint themselves with cost based decision making

Course Content:

Module I: Decision Making using CVP Analysis and Relevant Costing:

Review of Costing Terms and Concepts. Uncertainty and CVP Analysis. Decision Making under conditions of Risk and Uncertainty: Cost Behaviour, Product Mix, Bottlenecks.

Changing competitive environment, Relevant Cost in Costing Decision, Decision under Constraints, Decision for Short Term, Decision under Scarce Resource, Facilities Location decisions, Product design considerations

Module II: Activity Based Costing:

Full Cost Pricing, Assigning Service Department Costs, Measuring Costs of using service departments. Nature and Problems of Reciprocal Services. Differential Pricing Techniques. Activity Based Costing, Value Chain Analysis.

Module III: Pricing Decisions & Cost Management

Role of cost information in pricing decision. Long term Vs. Short term pricing. Short term product mix Vs. Long term product mix decisions. Weighing Customers, Competitors and Costs

Understanding Customer perceived value. Competitor price analysis. Implementing Target pricing. Value chain analysis. Value engineering, cost incurrence and locked in cost.

Module IV: Integration of cost systems with shop-floor systems

Cost Control/ Waste Control, Cost Reduction, Back flush Costing, Kaizen Costing, Total Quality Management & Total Productive Maintenance (TPM), JIT Accounting

Module V: Cost based Decision Making

Performance budgeting; Balance Score Card, Throughput Accounting and Theory of Constraints, Cellular Manufacturing/ One-Piece Flow Production Systems, Target Costing, Life Cycle Costing, Customer life cycle costing

Text Book:

The course is predominantly case-based involving detailed analysis of cases in a variety of industries and situations. The cases and readings from Harvard Business Press (HBP) will be distributed to the students in the course pack.

Reference Book:

1. Horngren's Cost Accounting – Srikant M Datar, Madhav V. Rajan, Pearson 16/e
2. Advanced Management Accounting – Robert S.Kaplan, Anthony A.Atkinson, Pearson 3/e
3. Management & Cost Accounting – Drury Colin, Cengage Learning, 11/e
4. Cost and Effect – Kaplan, Cooper – HBS Press

Case Studies:

1. Classic Pen Company
2. Dakota Office Products
3. Birch Paper Company



TRIMESTER 5
FIN TECH: FOUNDATIONS & APPLICATIONS

Course Code: 22MF56

Credits: 3.0

Total No. of sessions: 24

Course Objectives:

- * To make students understand the current issues in the financial infrastructure and familiarize the students with the concepts of Fintech
- * To expose students with the existing issues surrounding the application of Fintech, especially related to regulations and the data privacy

Course Content:

Module I – Fintech – Overview & existing landscape

The existing financial ecosystem; Introduction to Fintech: Overview, size and landscape; Potential and opportunities for Fintech firms; Energy Trading

Module II – Payment System: History & Current trends

Evolution of digital payments; Unified Payment Interface; Participants in UPI; UPI Transaction procedure; Factor Authentication; Payment banks

Module III – Alternative Financing Models

Alternative Finance Market; Crowd funding; Digital Banks; Peer 2 Peer lending; Buy Now Pay Later

Module IV – Fintech Solutions for Financial Industry

Blockchain; Cryptoassets; Big Data Analytics; Internet of Things; Artificial Intelligence; Robotic Process Automation; Low code capabilities & Integration

Module V – Other Technology Solutions

Regulatory Technology (Regtech); Monitoring, reporting & Compliances; Wealthtech; Robo Advisors; Digital Brokers & Investment Tools; Insurtech; On demand insurance; peer to peer model; customised groups & group rebates

Module VI – Special Topics in Fintech

Valuation of digital assets; Non-fungible tokens; Valuation of Bitcoins

Text Book:

The course is predominantly case-based involving detailed analysis of cases in a variety of industries and situations..

Reference Books

- 1) Arslanian, H and Fischer, F. (2019).The Future of Finance: The Impact of FinTech, AI, and Crypto on Financial Services. Palgrave Macmillan, 1st ed. (ISBN-13: 978-3030145323).2.
- 2) Liermann, V and Stegmann, C. (2019) The Impact of Digital Transformation and FinTech on the Finance Professional. Palgrave Macmillan, 1st ed. (ISBN-13: 978-3030237189).

Case Studies

- 1) Power ledger & ESG Stockbroking
- 2) Paytm & UPI
- 3) WeFunder, GoFundMe, Ketto
- 4) Revolut, Monzo
- 5) CRED, RupeeCircle
- 6) Amazon Pay, Simpl, LazyPay
- 7) Bitcoin, Sidetrade, Metromile, Erica, UiPath
- 8) Wealthfront, Zenefits



**TRIMESTER 6
COMPUTATIONAL FINANCE**

Course Code: 22MF61

Credits: 3.0

Total No. of sessions: 24

Course Objectives:

- * To familiarise with modern econometric techniques applied in finance
- * To understand time series analysis towards financial derivatives;

Course Content:

Module 1: Univariate Time series analysis and forecasting

Time series analysis - Preparing data for analysis, Univariate time series analysis, Moving Average processes (MA), Auto Regressive processes (AR), ARMA process, Building ARMA models, Forecasting ARMA models using EVIEWS, Exponential smoothing models, ARIMA models, applications in financial decision making

Module 2: Multivariate models

Multiequation modelling- Simultaneous equation modelling. Vector Auto Regression (VAR), VAR with exogenous variables, VAR estimation in E Views, Impulse Response, and variance decomposition

Module 3: Modelling long-run relationships

Stationarity and unit root testing, cointegration, equilibrium or error correction models, testing for cointegration using Johansen technique

Module 4: Modelling volatility in time series

Modelling time series volatility: Volatility - Historical volatility, Implied volatility models, ARCH processes, GARCH Processes, Estimation of ARCH, GARCH models in EVIEWS, Extensions of GARCH models, Multivariate GARCH models

Text Book:

The course is predominantly case-based involving detailed analysis of cases in a variety of industries and situations. The cases and readings from Harvard Business Press (HBP) will be distributed to the students in the course pack.

Reference Books

- 1) Chris Brooks, Introductory Econometrics for Finance, Cambridge University Press, Cambridge
- 2) William Green, Basic econometrics McGraw-Hill inc. New York, 2000
- 3) Carol Alexander, Risk Management and Analysis Vol I, Measuring and modelling Finance Risk, John Wiley and sons,



**TRIMESTER 6
FIXED INCOME SECURITIES**

Course Code: 22MF62

Credits: 3.0

Total No. of sessions: 24

Course Objectives:

- * To understand the need of Fixed Income Securities
- * To analyse the usage of Fixed Income securities & identify the areas of applications

Course Content:

Module I: Overview of Fixed Income Securities:

Government Securities: Treasury Bills, Notes and Bonds, Municipal and Corporate Bonds, Convertibles, Preferred Stock, Floating Rate Notes, Inflation Linked Bonds, Medium Term Notes, and Asset Backed Securities.

Module II: Fundamentals of Bond Analysis and Valuation:

Bond Pricing, Yield and Total Return, Investment Returns, Term Structure Theories and their applications in Bond Investments and Portfolio Management. Concepts of Duration, Modified Duration, Effective Duration, Convexity in measuring Interest Rate Risk. Constructing theoretical Spot Rate Curves for Treasuries, Swap Curve [LIBOR Curve].

Module III: Valuing Bonds with Embedded Options and Convertible Bonds:

Elements of Bond Valuation Model. Benchmark Interest Rates and Relative Value Analysis. Interpretation of spread measures. Issuer specific benchmark. Option Adjusted Spreads, the benchmark and Relative Value. Valuing option free bond.

Module IV: Credit Risk and Valuation Concepts:

Credit Risk, Capital Structure, Seniority Ranking, Recovery Rates. Rating Agencies, Credit Ratings and their role in Debt Markets. Traditional Credit Analysis of Corporate Debt Securities. Credit Analysis Vs. Equity Analysis. Credit Risk Vs. Return: Yield and Spreads. Special considerations of High Yield, Sovereign and Municipal Bonds.

Text Book:

The course is predominantly case-based involving detailed analysis of cases in a variety of industries and situations. The cases and readings from Harvard Business Press (HBP) will be distributed to the students in the course pack.

Reference Books

- 1) Fixed Income Analysis Workbook, Frank J Fabozzi, CFA Institute Investment Books/Wiley
- 2) Handbook of Fixed Income Securities – 8e – McGraw Hill Inc Frank J. Fabozzi, Steven V. Mann



TRIMESTER 6
STRATEGIC FINANCIAL DECISION MAKING

Course Code: 22MF63

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

- * To help the student understand the interrelationships between different financial decisions and the impact that such decisions have on firm value.
- * To gain insights into the interrelationships among financing and actual production and capacity decisions.

Course Content:

Module I – Developing a Pro forma Financial Statements

Construction of Pro forma Balance Sheet, Income Statement, Cash Flow Statement and Valuation Table;
Preparation of Assumption Sheet and linkage with all the Financial Statements

Module II – Capital Budgeting & Capital Structure Decisions

Analysing the Impact of Capital Budgeting Decisions, Investment Decisions, Partial Shut Down of Plant, Revamping of Plant, Capacity enhancement Vs. Outsourcing, Windup and Sale of Plant
Analysing the Impact of Capital Structure, Levered Firm Vs. Unlevered Firm, Impact of Taxes on Leverage, Dividend Decision, Buy Back of Shares, Bonus Shares, Fresh Issue of Shares, Fresh Borrowings, Inter Company Investments

Module III – Treasury Management

Analysing the Impact of Inventory Management, Receivables Management, Evaluation of Credit Policy, Cash Holding Ratio, Forex Management, Calculation of Working Capital Requirement, Individual Analysis for Large Cap and Small Cap Companies, Service Companies

Module IV – Pricing Strategy

Analysing the Impact of Change in Prices, Seasonal Fluctuations, Promotion & Advertisement activities, New Product Introduction, Pricing during various stages of Product Life Cycle

Module V – Integration of All Decisions

Summary Impact of All Decisions on Value of Business, Value of Share Prices, Tax Outflow or Tax benefits, Value addition to the Stakeholders

Text Book:

The course is predominantly case-based involving detailed analysis of cases in a variety of industries and situations. The cases and readings from Harvard Business Press (HBP) will be distributed to the students in the course pack.

Reference Books

- 1) Corporate Financial Strategy, Ruth Bender, Keith Ward, Butterworth-Heinemann (2008)
- 2) Finance for Strategic Decision-Making What Non-Financial Managers Need to Know, M. P. Narayanan, Vikram K. Nanda, (J-B-UMBS Series) (2004)
- 3) Ross, S. A., Westerfield, R. W., and Jaffe, J. (2005). Corporate Finance, McGraw Hill.



TRIMESTER 6
FINANCIAL MODELLING THROUGH SPREADSHEET

Course Code: 22MF64

Credits: 3.0

Total No. of sessions: 24

Course Objectives:

- * To familiarise with the various business-related applications including building and analysis of financial information using MS Excel
- * To have hands on working in forecasting and analysing in selected areas of Finance, Investments and Taxation

Course Content:

Module I: Introduction to Excel Applications

Customising Tool Bars, Arranging Data as Database, Arranging Data at Table, Defining Range Names, Logical Functions, Data Management Functions, Data Management Techniques

Module II: Tools & Utilities

OFFSET Function; Data Table; Scenario Manager; Slicers; Charting Techniques; Spin Buttons & Developer Tabs; Option Button & Group Boxes; Protection Tools: Cell, Worksheet Protection, File Protection

Module III: Case Studies

Building simple projected financial statements including capital budgeting and taxation, Projected Financial statements from set of assumptions and restrictions with decision recommendation based on sensitivity analysis

Module IV: Dashboards

Building dashboards for Basic & Advanced Level Financial Models, Building Corporate Financial Statements

Module V: Industry specific Financial modeling

Financial modeling for manufacturing industry, service industry, merchandising company

Text Book:

The course is predominantly case-based involving detailed analysis of cases in a variety of industries and situations.

Reference Books:

- 1) Financial Modeling Using Excel and VBA – Chandan Sengupta – John Wiley & Sons
- 2) Corporate Financial Analysis with MS Excel – Francis J Clauss – McGraw-Hill
- 3) Excel modeling in corporate finance - Holden, Craig W., Pearson (2015)



ELECTIVE – MARKETING



TRIMESTER 4 CONSUMER BEHAVIOR

Course Code: 22MM41

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

This course is a sub-part of Marketing and provides insight on consumer's psychological responses to the marketing mix elements which they are exposed to. It gives the general understanding about how customers make decision in general and how they make decisions in a marketing perspective. Students can understand the customer segmentation, factors influencing the decision-making process, attitude and intentions of the customer and the consumer decision making process.

- * To understand how the sociological, psychological and economic factors that underlie the effectiveness of marketing efforts of an organization.
- * To gain knowledge of critical assessments of different behaviors, metrics and research methods.
- * To provide concepts for understanding consumer reactions to marketing stimuli to enhance strategic decision making.

Course Content:

Module I: Introduction to Consumer Behaviour

Defining Consumer Behavior – Consumer behavior and Marketing strategy – Consumer behavior research – Methods. Gaining consumer insight - Making business decisions – Segmenting & Selecting target markets – Positioning – Promotions & Marketing communications decisions.

Module II: The Psychological Core

Motivation, Ability and Opportunity; Perception – Exposure to Comprehension – Memory, Knowledge and Understanding; Measuring knowledge & perception; Attitude on low and high effort – Attitude to Behaviour – Measuring Attitude.

Module III: The Consumer's Culture

Psychographics – Values, personality & lifestyle; Social Influences on consumer behavior – Consumer activity in Social media - Influencer Marketing – Customer social lifetime value – Cross-cultural variations in consumer behavior.

Module IV: The Decision Making Process

Need Recognition and Information Processing, Evaluation of Alternatives, Consumer decision making on high effort and low effort – Post Purchase Processes – Digitizing consumer decision journey - Creating customer loyalty

Module VI: Consumer Behavior Outcomes & Issues

Extended reality in consumer behavior - Technology to improve customer value - Customer value and Customer centricity – Impact of technology in consumer research – Measuring the success.



Text book:

1. Hoyer, W. D., MacInnis, D. J., & Pieters, R. (2017). *Consumer behavior*, 7/e, Cengage Learning

Reference books:

1. Leon G Schiffman, Joseph Wisenblit, and Ramesh Kumar, *Consumer Behavior*, 11/e, Pearson Education
2. J. Paul Peter & Jerry C. Olson, *Consumer Behavior & Marketing Strategy*, 7th Edition, McGraw-Hill
3. Paul W Farris, Neil T Bendle, Philip E Pfeifer, and David J. Reibstein, *Marketing Metrics, 50+ Metrics Every Executive Should Master*, Wharton School of Publishing

Case Studies:

1. TiVo Segmentation Analytics
2. Lay's potato chips – Creating Awareness and Brand Image at Product Launch
3. Behavioral Drivers of Brand Equity - Head & Shoulders in India
4. Amazon – Facing low customer satisfaction in Singapore
5. Pepperfry.com – Marketing to manage Customer Experience
6. Kobe Influencer Marketing: Building Brand Awareness via Social Media
7. Dettol: Marketing research for Understanding Consumer Evaluations of Brand Extensions
8. Customer Analytics at Bigbasket – Product Recommendations

Articles For Reference

- a) Duhigg, Charles (2012), "How companies learn your secrets," <https://www.nytimes.com/2012/02/19/magazine/shopping-habits.html>
- b) Leonard L. Berry, Lewis P. Carbone and Stephan H. Haeckel (2002), "Managing the total Customer Experience," *MIT Sloan Management Review*, <https://sloanreview.mit.edu/article/managing-the-total-customer-experience/>
- c) Eric Almquist and Gordon Wyner (2001), "Boost Your Marketing ROI with Experimental Design," *Harvard Business Review*, <https://hbr.org/2001/10/boost-your-marketing-roi-with-experimental-design>
- d) Balis, Janet (2020), "Brand Marketing Through the Coronavirus Crisis," *Harvard Business Review*, <https://hbr.org/2020/04/brand-marketing-through-the-coronavirus-crisis>
- e) Christine Moorman and Torren McCarthy (2020), "How Retailers Can Reach Consumers Who Aren't Spending," *Harvard Business Review*, <https://hbr.org/2020/04/how-retailers-can-reach-consumers-who-arent-spending>
- f) Edwin van Bommel, David Edelman, and Kelly Ungerman, "Digitizing the consumer decision journey," <https://www.mckinsey.com/business-functions/growth-marketing-and-sales/our-insights/digitizing-the-consumer-decision-journey>
- g) Vosgerau, Joachim, Irene Scopelliti, and Young Eun Huh (2020), "Exerting Self-Control ≠ Sacrificing Pleasure," *Journal of Consumer Psychology*, 30(1), 181–200.
- h) Deval, Hélène and Frank R. Kardes (2010), "Consumer Information Processing," in *Wiley International Encyclopedia of Marketing, Volume 3*, ed. Jagdish N. Sheth and Naresh K. Malhotra, Wiley, 100–107.
- i) Kristofferson, Kirk, Brent McFerran, Andrea C. Morales, and Darren W. Dahl (2017), "The Dark Side of Scarcity Promotions: How Exposure to Limited-Quantity Promotions Can Induce Aggression," *Journal of Consumer Research*, 43(5), 683–706.
- j) Hirunyawipada, T., & Paswan, A. K. (2006). Consumer innovativeness and perceived risk: implications for high technology product adoption. *Journal of consumer marketing*, 23(4), 182-198.
- k) Ofek, E., Libai, B., & Muller, E. (2018). Customer lifetime social value (CLSV). *Harvard Business School note 518-077*.



TRIMESTER 4
SALES AND DISTRIBUTION MANAGEMENT
Credits: 3.0

Course Code: 22MM42

Total No. of Sessions: 24

Course Objectives:

Structuring and managing a company's "route to market" is one of the most costly and difficult to reverse investments. Having a great product or service to sell is important, but without the right channel partners and strategies to bring your offering to the end-user, your chances of market success are slim. This course deals with questions regarding what and how many intermediaries to partner with, what each partner's role and responsibilities should be, and how to motivate channel partners to perform at the highest level. These issues affect consumer goods and services companies that hope to optimize their relationships with wholesalers and retailers; business-to-business firms working through independent distributors and sales representative firms; retailers seeking to improve their efficiency in an increasingly competitive marketplace; and intermediaries themselves, seeking to preserve their role in an increasingly fluid channel structure. We address these problems in the context of a wealth of current examples of companies whose channel decisions have had a strong impact on their performance. You will leave with a structure for analyzing existing channels or establishing new ones, as well as with tools for defining and resolving channel conflict and using your channel power to improve overall channel performance.

- * Identify and satisfy the need of the end users
- * Allocation of resources among channel members to maximize value creation and efficiency
- * Assess the performance of alternative channel designs: direct vs. indirect distribution, channel length, intensity of distribution, and exclusive versus nonexclusive distribution.
- * Diagnose sources of channel conflict and develop tools for channel conflict resolution.
- * Understand and appreciate the contemporary channel issues such as the growing power of retailers, managing hybrid channels, retailer-controlled brands (private labels), and distribution in an Internet world .

Course Content:

Module I:

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

Module II:

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

Module III:

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

Module IV:

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

Module V:

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

Text Book:

1. Ramendra Singh, Sales and Distribution Management, Vikas Publication, 2016
2. PingaliVenugopal, Sales and Distribution Management – An Indian Perspective, 2008.

Reference Books:

1. Sales Management , Douglas J. Dalrymple, William L. Cron, Thomas E. Decarlo, Seventh Edition, John Wiley & Sons, Inc
2. Selling & Sales Managementby Geoffrey Lancaster, David Jobber, 3rd Edition, 2006.



TRIMESTER 4
CUSTOMER RELATIONSHIP MANAGEMENT

Course Code: 22MM43

Credits: 3.0

Total No. of Sessions: 24

Course objectives:

- * To familiarize students with customer relationship management concepts, strategies and techniques
- * To improve students' understanding of building and retaining customer loyalty as well as gaining back lost customers
- * To enhance students' capacity to apply customer relationship management to all business environments

Course Content:

Module 1: Understanding CRM

Introduction to customer relationship management- CRM Evolution- Growth of CRM- Factors driving the CRM industry forward. Strategic CRM Vs Functional CRM- Components of Strategic CRM- Developing CRM Strategy- CRM implementation at IBM.

Module II: Understanding Customers

The customer relationship management value chain - Customer portfolio analysis - Customer Intimacy, CASE 1

Module III: Customer Based Marketing Metrics

Customer acquisition measurement- Acquisition Rate- Acquisition Cost- Customer Activity Measurement- Average interpurchase time- Retention and Defection- Survival rate- Customer Life Time Value (CLV). Customer Selection Strategies. CASE 2,3

Module IV: Managing Customer Relationships

Designing Loyalty Programs- Satisfaction – Loyalty – Profit Chain- Characteristics of Loyalty Program- Drivers of Loyalty Program effectiveness- measuring effectiveness of loyalty program. Achieving Competitive advantage- Creating Value for Customers- Managing customer life cycle- customer acquisition, retention and development. CASE 4

Module V: Application of CRM Framework to Marketing Decisions

Sales-force automation/Marketing Automation/Service automation /Organizing for customer relationship management- Optimal resource allocation across marketing and communication channels to maximize customer profitability- recent opportunities and challenges for CRM.

Text Books:

1. Dyché, J., Mary O'Brien., Dych, J. (2018). The CRM Handbook: A Business Guide to Customer Relationship Management. Germany: Addison Wesley.
2. Buttle, F. (2018). Customer Relationship Management: Concepts and Technologies. Netherlands: Butterworth-Heinemann.
3. Kumar.V (2012), Customer Relationship Management- A Database Approach- Wiley, New Delhi, India.

Reference books:

1. Galka, R. J., Baran, R. J. (2016). Customer Relationship Management: The Foundation of Contemporary Marketing Strategy. United Kingdom: Taylor & Francis.
2. Siggelkow, N., Terwiesch, C. (2019). Connected Strategy: Building Continuous Customer Relationships for Competitive Advantage. United States: Harvard Business Review Press.



TRIMESTER 4

STRATEGIC BRAND MANAGEMENT

Course Code: 22MM44

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

The purpose of Strategic brand management course is to give the understanding of how to design a product and how to build and manage the brand. The course activities include readings from Keller's Strategic Management textbooks and cases on branding will allow the students as to how to identify and establish brand positioning and values, plan and implement brand marketing programs, measure and interpret brand performance, and grow and sustain brand equity apply the theories and strategies

- * To explore the meaning and importance of the brand management and new product development (NPD) branding process
- * To understand various branding issues.
- * To understand models of branding, brand equity and its implications.

Course Content:

Module I:

Product Management Organization, New Product Development and its phases. Test Marketing and its alternatives, Design considerations, Management of launch, tracking and Control.

Module II:

Developing a Portfolio Analysis, Product Planning and Strategies, Models utilized for NPD

Module III:

Brand Management – Brand Identity – Brand Equity – Definition and Different methods of measuring brand equity – Application of Keller's brand equity pyramid

Module IV:

Branding services – Brand Repositioning/Revitalizing – Issues in brand extension – Brand architecture – Corporate branding

Module V:

Brand industrial products – Technology branding – Branding on the net – Retail branding – Co-branding – Branding in developing countries

Text Books:

1. A.K. Chitale and Ravi Gupta, Product policy and brand management, PHI , 2/e, 2011
2. Kevin Lane Keller, Strategic Brand Management, Pearson, 3/e, 2008

Reference Books:

1. Lehmann & Winer, Product Management, Tata McGraw –Hill , 4/e, 2011
2. D. Aaker brand management , Free Press



TRIMESTER 4
ADVANCED MARKETING ANALYTICS
Credits: 3.0

Course Code: 22MMB45

Total No. of Sessions: 24

Course Objectives:

- This course builds the understanding of marketing analytics and how to develop innovative strategies to enforce sound leadership and managerial applications.
- It also equips the participants with the basic understanding needed for marketing decision making in consumer perspective and sales as an entrepreneur or as a professional.
- To learn appropriate research methodology tools and techniques as in which suits analytics metrics and to learn the importance of consumer tracking, privacy, and universal analytics without amplifying a negative momentum among users personal/ethical touch, mostly touching the analysis with social aspects.

Course Content:

Module I: Building Client-centric solutions - Part (A) – Data Exploration and Storyboarding

Understanding and managing real-time data with emphasis on developing logical storyboarding as enablers of marketing decision-making. Extensive use and understanding of survey tools, softwares like MS Office to prepare, manipulate and construct data tables and meaningful data visualizations, that help to structure a coherent marketing thought-process using data. *Tools:* Excel / R/ any platform for data wrangling

Obj: Think like a client. Think like a consultant and appreciate data-driven-client-centric solutions.

Module II: Building Client-centric solutions - Part (B) – Choice models – Foundations in Conjoint

Analyses Customer-centricity is key to sustainability. There is a great deal of emphasis on being customer focused. The agenda of this module is to understand customers for products and services planning and to a smaller extent pricing dynamic. The objective is to understand customer preferences, perceptions and purchase behavior. *Tools:* Custom-made tools. Sawtooth software. SPSS.

Obj: Learn and apply customer-choice models and apply them in creating customer-centric products and services

Module III: Building Client-centric solutions - Part (C) – New Product Forecasts | Optimizing Marketing Spends

VUCA environments have made forecasting a challenging task for marketers. Predicting future sales is key to planning marketing budgets and executing marketing plans. We will focus on the industry-standard and widely used diffusion-models to build sales forecasts. Another important role of marketers is to understand keenly the impact of their marketing spends. The second focus of this module will therefore address marketing-response models. *Tools:* Custom-made tools.

Obj: Learn and apply response – models. Use diffusion – models to forecast sales for new products

Module IV: Evaluating multi-variable relationships using structural equation models

Halo effects, indirect effects and other complex relationships that impact the critical outcome variables of marketing need special tools to evaluate them. This module introduces the marketer to new tool and platform to model and evaluate such complexity. *Tools:* AMOS-SPSS

Obj: Learn and apply SEM and evaluate marketing impact



Textbooks

Marketing Research | Malhotra & Dash | Pearson | 7th Edition

Reference Books

1. Kellogg on Marketing | Second Ed. | Alice M. Tybout

2. Choice-Based Conjoint Analysis: Models and Designs | Raghava Rao, Wiley & Chitturi | Chapman & Hall | 1st Edition



TRIMESTER 5
SERVICES MARKETING
Credits: 3.0

Course Code: 22MM51

Total No. of Sessions: 24

Course Objective:

To examine theoretical foundations and practical application of marketing of services. Topics include the nature of services, marketing framework and the marketing mix for services, service encounter, human factor and service quality. This course focusses on the key elements (culture, communications, strategy, operations, people and technology) that marketers must integrate to establish and sustain service excellence and provide customer value. How customer value is created is major question. It covers service products, consumer behaviour in service settings, service quality and satisfaction, developing service strategies, managing customer service, servicescape strategies, service recovery and service technologies not the last.

After completion of the course participants will be able to;

- * To understand the unique challenges involved in marketing and managing services.
- * To identify, analyze and apply the various components of the service marketing mix to create customer value.
- * To understand and discuss key issues required in managing customer retention, customer satisfaction, creating a service culture and service quality.
- * To appreciate the role of employees and often customers in service delivery, customer satisfaction, retention, complaints and service recovery.

Course Content:

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

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

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

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

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

Text Book:

1. Wirtz Jochen, Lovelock Christopher, Chatterjee Jayanta, Services Marketing People Technology Strategy, Eighth Edition, Pearson, 2017

Reference Books :

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



TRIMESTER 5
MARKETING OF FINANCIAL PRODUCTS & SERVICES

Course Code: 22MM52

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

- * Develop an understanding of what retail financial services are and to be able to evaluate marketing implications
- * Develop the ability to critically evaluate the sufficiency of core marketing theory in this context and to identify gaps and opportunity for extension of theory
- * Develop a critical appreciation of industry practice and sector trends
- * Develop the ability for independent study, communication of complex ideas and team-working.

Course Content:

Module I:

Financial products in services - Business environment – Categories of financial products and services - Marketing financial products/Transformation in marketing practices.

Module II:

Factors affecting financial services – Financial buyer behavior – Consumer Centricity in financial services - Market segmentation, Target market selection, Positioning, Customer service imperative – Service Quality – Service experience.

Module III:

Marketing strategies - Product and Branding strategies, Importance of CRM – Customer profitability - CRM implementation and evaluation. Customers relationships in Corporate banking – New Services development – Financial Innovation – New product development in Fintech – Man Vs. Machine - Coproduction vs. co-creation vs. alliances.

Module IV:

Product mix – Digital disruption – Fintech business models – Robo advisors adoption– Point of sale financing – single click loans – crowdfunding and Peer to Peer lending - Pricing – Promotion – Consumer convenience and Distribution; Personal Selling in Financial Sector – Bottom-up – Third Party Sales – High Net-worth Sales – Institutional Sales - Advertising, PR, sponsorship, internet marketing.

Module V:

Corporate Social Responsibility and Sustainability - Social issues and Financial Inclusion – Legal and Ethical issues - Data privacy issues in Fintech – Regulatory adaptation to Fintech industry.

Text Book:

1. *Christine Ennew, Nigel Waite, Roisin Waite*, Financial Services Marketing: An International Guide to Principles and Practice, 3rd Edition Copyright Year 2018; ISBN 9781032038124.
2. 'Marketing Financial Services' by Jillian Farquhar and Arthur Meidan,' ISBN 9780230201187, Pub date May 2010, Palgrave, MacMillan. And web resources.
3. The Financial Services marketing handbook by Duke Fanelli and Evelyn Ehrlich, ISBN 9781118065716, 2012, John Wiley & Sons.



TRIMESTER 5

DIGITAL AND SOCIAL MEDIA MARKETING

Course Code: 22MM53

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

Digital presence for every organization is necessary in the growing and changing business trends. As a design for successful strategy and operational element, this course covers the present marketing trends in digital platform.

- * This course builds the understanding of the digital marketing and how to develop innovative strategies in displaying advertising, social media marketing, mobile and internet marketing, search engine optimization and marketing and website design to produce a higher response to online marketing efforts, which cultivates sound leadership and managerial application in digital sphere.
- * It also equips the participants with the basic understanding needed for practical digital marketing and sales as an entrepreneur or as a professional.
- * To learn appropriate research methodology tools and techniques as in which it suits digital marketing strategies and to learn the importance of behavioural tracking, privacy, and universal analytics without amplifying a negative momentum among users personal/ethical touch, mostly touching the analysis with social aspects like measuring WHO page

Course Content:

Module I: Introducing to Digital and Social Media Marketing

Internet Evolutions - e-Definitions - Introduction to digital marketing and social media strategy - The digital marketing environment, Online marketing mix, Marketing in a virtual world

Module II: Development in Digital and Social Media Marketing

e-CRM, Web 2.0 and social media, online branding, traffic building Strategy, Consumer choice and digital influence - Business models for e-commerce - Engagement marketing through content management

Module III: Digital and Social Media Marketing

Segmentation, Targeting and Positioning through online tools, Delivering Value to Online Customer – Online campaign management , Facebook, LinkedIn, Twitter, Instagram campaigns ,Gamification and apps

Module IV: Digital and Social Media Marketing Implementation and Practice

Content Marketing – Sponsored Advertisements - Search Engine Optimization– Search engine advertising - e-Marketing Communication Tools and Models - Website Development - Design and Content

Module V: Practice and improvement of digital channel performance

Responsibilities for customer experience and site management - Google Analytics: - Social Media measurement – Cross Device Platform – Social media marketing and Analytics.

Text Book:

1. Chaffey, D. and Ellis-Chadwick, F., "Digital marketing: Strategy, Implementation and Practice", 6/e, Pearson Education: USA



Supporting Texts:

1. Dave Chaffey, PR Smith, "eMarketing eXcellence – Planning and optimizing your digital marketing", 3/e, Elsevier publications
2. Jason Miletsky, "Principles of Internet Marketing" Cengage learning
3. "eMarketing – The essential guide to digital marketing", 4/e, Quirk emarketing pvt ltd.
4. Damian Ryan & Calvin Jones, "Understanding Digital Marketing – Marketing Strategies for engaging the digital generation"



TRIMESTER 5
AGRI-BUSINESS MARKETING
Credits: 3.0

Course Code: 22MM54

Total No. of Sessions: 24

Course Objectives:

The purpose of Agri-business marketing is to give the understanding of how to do marketing of agriculture-based product. The course activities include readings from textbooks and cases on the subject will allow the students as to how to identify and explore the world of Agri-business in terms of product, pricing, establish supply chain, plan and implement marketing programs, measure and interpret performance, and grow and sustain equity by applying theories and strategies.

Course Content:

Module I:

Principles of Agri-business marketing and Informatics.

Module II:

Strategic Marketing of Agro products, Interplay of Marketing Mix variables.

Module III:

Fertiliser marketing issues, Agri-supply chain management Brand Management – Brand Identity – Brand Equity – Definition and Different methods of measuring brand equity.

Module IV:

Watershed development projects, Govt policies and their impact on marketing -challenges

Module V:

Corporate branding issues, Market survey and Price analysis.

Text Book:

Agribusiness Management, Theory and Practice by S.L. Bairwa, C.Sen, L.K.Meena, and M.Kumari, Write and Print Publications, 2020.



TRIMESTER 6
B2B MARKETING
Credits: 3.0

Course Code: 22MM61
Course Objectives:

Total No. of Sessions: 24

Being a course in the VIth Trimester, it is assumed that students possess a good knowledge and understanding of the basic concepts and frameworks in marketing. The course provides students with in-depth knowledge of business to business market structures and how they function, basics of business to business marketing, industrial buying behaviour, channel strategy, and marketing communication and pricing policies.

The objectives of this course is to

- * To share perspectives in the area of B2B Marketing and measure performance
- * To strengthen the knowledge and conceptual base in the area of B2B Marketing
- * To prepare for a career in the field of B2B Marketing

Course Content:

Module I: Introduction to B to B Marketing

Dimensions of Business to Business Marketing - B to B Marketing vs. Consumer Marketing, Nature of Industrial demand – Types of B to B Markets, Classifying Industrial Products – The B to B Marketing Environment – Understanding customer value in B2B Markets – Value propositions - Nature of B to B buying - Organizational buying activity, Buying models and buying centre concept, Inter personal dynamics of Industrial Buying Behavior, Roles of buying centre, Conflict resolution in decision making, Vendor analysis, Ethics in purchasing

Module II: Organizational Buying

B to B Market Segmentation - Segmenting the Business Market -Choosing Target Segments - Industrial Market Research - Special challenges – Branding in B2B Context – Brand Value - Brand Decision – Building Loyalty and building profitable relationships.

Module III: B2B Product Planning and Brand Strategy

The impact of product to service shift in industrial markets – Value co-creation – EVI - Formulating Product Planning - Developing Product Strategy, Analyzing Industrial product life cycle, Developing Strategies for new and existing products.

Module IV: Channel and Pricing Strategies

Formulating Channel Strategy - Managing Business Marketing Channels - E-Commerce Strategies for Business Markets - Supply Chain management strategies – B2B through Ecommerce - Pricing strategies - Price determinants, Factors that influence the pricing strategies, concept of learning/experience curves, pricing strategies – Marketing Plan - Measuring performance.

Module V: Relationship Building

Business Marketing Communications: Social Media and B2b Sales – Personalization and Self-image in B2B - Managing the Personal Selling Function - Customer Relationship Management Strategies for Business Markets - Key Account Management and Account Based Marketing.

Text Book :

1. "B2B Marketing, A South – Asian Perspectives Eleventh Edition " by Hutt , Sharma and Speh , Cengage Publication.

Reference Books:

1. Sharad Sarin, Business Marketing concepts and cases , Mc Graw Hill Education. New Delhi, 3/e, 2013
2. Robert R. Reeder Edward G. Brierty & Betty H. Reeder, Industrial Marketing – Analysis Planning and Control, Prentice Hall of India, New Delhi, 2/e, 2009
3. Robert Dwyer, John F. Tanner Jr, Business Marketing, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2008



**TRIMESTER 6
RETAIL MARKETING
Credits: 3.0**

Course Code: 22MM62

Total No. of Sessions: 24

Course Objectives:

This course provides the student with a comprehensive view of retailing and an application of marketing concepts in a practical retail managerial environment. We will use a series of interactive lectures, Harvard case analysis, assignments, quizzes and group projects to deliver a holistic learning for students. Retailing is changing today, and the successful business will know how to identify, adapt, and plan with the changes! We will consider: the development of a retail format and its strategy, the analysis of retail consumer, location decision, and merchandise planning. Pricing and promotion strategies will also be investigated.

The course will investigate the changing role of e-commerce and m-commerce in retailing as a major topic. You are expected to read in advance of each class and think about how you would respond to the questions that are noted on this syllabus. Much of our class time will be spent in discussion of case examples. Many are in the text, so bring it regular. Course projects are designed to enable students to observe retail management in the field and conduct ongoing retail research.

By the end of the course, students will be able to:

- * Understand the functions of retail business and various retail format.
- * Develop domain knowledge and acquire decision making skills through case analysis and other in-class activities.
- * To apply the technological learning interfaces in any setup of retailing.

COURSE CONTENT:

Module I: Retail Marketing Overview

Introduction and overview, evolution and current trends in retailing, retail life cycle, retail store formats, retail consumer behavior, retail marketing mix

Module II: Merchandise Management and Pricing Strategy

Concepts, category management, assortment planning, factors influencing pricing, approaches to pricing retail product

Module III: Retail Communication and Promotion

Retail communication mix, managing displays and visual merchandising, events, retail branding, private label brands

Module IV: Retail Distribution and Location Strategies

Retail supply chain, retail logistics, store location decisions

Module V: Retail analysis

Retail stock turnover ratio, customer churn analytics, market basket analysis

Text Book:

11th Edition by Michael Levy and Barton Weitz and Dhruv Grewal ISBN10: 1264157444; ISBN13: 9781264157440, McGrawHill publications



TRIMESTER 6
MARKETING AT THE BOTTOM OF THE PYRAMID

Course Code: 22MM63

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

Bottom of the pyramid (BOP), also known as base of the pyramid, has emerged as an important area of enquiry among researchers and academicians. Practicing managers are also increasingly interested in exploiting the opportunities offered by the BOP markets. BOP is generally defined as population living in lowest tiers of economic pyramid or those earning less than US\$ 2 per day. The BOP concept calls for private sector participation in the low income markets. The key proposition of BOP is that by directly engaging in these markets business organisations can integrate profit with purpose. Therefore, they can simultaneously pursue goals of economic and social value creation. The BOP proponents advocate market based solution for reducing poverty and improving quality of life of the poor population. On this dimension it differs from pure charity or philanthropic and traditional corporate social responsibility (CSR) based approaches often followed by business enterprises.

- * To develop deeper level of understanding of BOP markets among the course participants.
- * To provide in-depth coverage of extant research on the BOP, various theoretical concepts and frameworks.
- * To focus on business model innovation for exploiting BOP markets and for creating economic and social value.

Course content:

UNIT I:

Introduction and overview of bottom of the pyramid – Opportunities and Challenges at the BOP – Listening to the voices of the poor - Approaches

UNIT II:

Reinventing strategies at the BOP - Social and commercial entrepreneurship - Business model innovation - Organizational form and structures – Scaling up.

UNIT III: Mutual value creation - Competition vs. cooperation at bottom of the pyramid markets – Building ecosystems in BOP markets – Value co-creation

UNIT IV: Consumption behavior of the bottom of the pyramid population – Marketing Strategies for the BOP markets – Segmenting and positioning strategies for BOP markets

UNIT V: Developing products for BOP – Channel strategies and pricing – Communication strategies – Social Marketing

Reference Articles:

1. London, T., & Hart, S. L. (2004). Reinventing strategies for emerging markets: beyond the transnational model. *Journal of international business studies*, 35(5), 350-370.
2. Prahalad, C. K., & Hammond, A. (2002). What works: Serving the poor, profitably. *World Resources Institute*. Retrieved October, 15, 2007.
3. Dawar, N. D. N., & Chattopadhyay, A. (2002). Rethinking marketing programs for emerging markets. *Long Range Planning*, 35(5), 457-474.
4. Sheth, J. N. (2011). Impact of emerging markets on marketing: Rethinking existing perspectives and practices. *Journal of marketing*, 75(4), 166-182.
5. London, T., Anupindi, R., & Sheth, S. (2010). Creating mutual value: Lessons learned from ventures serving base of the pyramid producers. *Journal of Business Research*, 63(6), 582-594.
6. Wheeler, D., McKague, K., Thomson, J., Davies, R., Medalye, J., & Prada, M. (2005). Creating sustainable local enterprise networks. *MIT Sloan Management Review*, 47(1), 33.
7. Prahalad, C. K., & Bruggmann, J. (2007). Co-creating business's new social compact. *Harvard Business Review*, 85(2), 80-90.
8. Rangan, V. K., Chu, M., & Petkoski, D. (2011). Segmenting the base of the pyramid. *Harvard business review*, 89(6), 113-117.



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9. Chikweche, T., & Fletcher, R. (2012). Revisiting the marketing mix at the bottom of pyramid (BOP): from theoretical considerations to practical realities. *Journal of Consumer Marketing*.
 10. Gudlavalleti, S., Gupta, S., & Narayanan, A. (2013). Developing winning products for emerging markets. *McKinsey Quarterly*, 2(2013), 98-103.
 11. Neuwirth, B. (2014). Marketing channel strategies in rural emerging markets. *Kellogg School of Management. Available Online*, 22.
 12. Mathur, S., & Sinitsyn, M. (2013). Price promotions in emerging markets. *International journal of industrial organization*, 31(5), 404-416.



TRIMESTER 6
CONTEMPORARY ISSUES IN MARKETING

Course Code: 22MM64

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

Being a course in the VIth Trimester, it is assumed that students possess a good knowledge and understanding of the basic concepts and frameworks in marketing. The course provides students with in-depth knowledge of business to business market structures and how they function, basics of business to business marketing, industrial buying behaviour, channel strategy, and marketing communication and pricing policies.

The objective of this course is to take students further by introducing state-of-the-art developments in marketing post-Covid-scenario. Health marketing, Tourism Marketing, Event Marketing, Content Marketing are said areas where lot of progress has taken place. Only Research papers will be taken for study. After a brief review, students will assimilate and present their opinions. Faculty may come from outside if appropriate.

1. Health Marketing ---- 6 sessions
2. Tourism Marketing-- 6 sessions
3. Event Marketing -- 6 sessions
4. Content marketing --- 6 sessions



ELECTIVE – OPERATIONS



TRIMESTER 4
PROJECT MANAGEMENT
Credits: 3.0

Course Code: 22MO41

Total No. of Sessions: 24

Course Objectives:

This course deals with a variety of issues associated with project management. Its emphasize is on using a project management tools to analyze the project performance that is scope, time and cost. The students will learn insights in three phases of project phases that is initiation, planning and execution.

- * Expose the student to the scope of project management in achieving overall business objective.
- * Familiarize about Project Management tools and techniques.
- * To demonstrate through examples and how project management tools can effectively utilized.

Course Content:

Module I: Overview of Project Management

Introduction to Project management: Project management Process and role of Project Manager, Project screening and Selection Techniques, Structuring concepts and Tools (WBS, OBS, and LRC). lift cycle analysis.

Module II: Project Planning Tools:

PERT- GERT- LOB - GAN - Time Cost Trade off and Crashing Procedure — Multi Project Scheduling with limited resources, Dynamic Project Planning and Scheduling, Project Scheduling with Resource Constraints, Risk Analysis and Management.

Module III: Project Cost Estimating:

Market Feasibility - Technical Feasibility - Financial Feasibility- Economic Feasibility - Financial Economic Appraisal of a project, Social Cost Benefit Analysis in India - Project Types of Estimates and Estimating Methods, Project Budgeting.

Module IV: Project Monitoring and Control

Monitoring Techniques and time control System, Project Procurement and Materials Management, Project Management Information System. Value analysis in Project Management.

Module V: Project Organization:

Project organization and Communication, Organization Design – Types of project organizations. Conflict –Origin & Consequences. Managing conflict – Methods for resolving conflict. Environmental Impact assessment.

Text Book:

1. Project Management 1st Edition (2019), Pradeep Pai, Pearson India.
2. Project Management: A Managerial Approach 8th Edition, Meredith J R WILEY India, (2011).

Reference Books:

1. Project Management Handbook, Lock, Gower.
2. Project Management Handbook, Cleland and King, VNR
3. Project Management: Systems approach to Planning Scheduling and Controlling, H. Kerzner.
4. Management guide to PERT/CPM, Wiest and Levy, PHI.



TRIMESTER 4
LEAN SIX SIGMA AND BUSINESS EXCELLENCE

Course code: 22MO42

Credits: 3.0

Total No. of Sessions: 24

Course Objectives

Lean Six Sigma (LSS) is a philosophy which is a constituent of best practices of manufacturing / service organizations to be ahead of their peers in their lines of business. LSS is viewed as a competitive strategy with the twin objectives of eliminating waste and variations in the entire system resulting in higher productivity across the organization.

- * Need to eliminate waste from any process thro Lean concept and how
- * Need to minimise variations in any process using Six Sigma approach and how
- * What is BPR and its relevance to Business Excellence
- * How to track Business Excellence and Balance Score Card as a methodology.

Course Content

Module I: Six Sigma(SS): Introduction; Six Sigma philosophy; Characteristics of Six Sigma; Six Sigma Objectives; Levels of Six Sigma; Methodologies- DMAIC, DMADV; Implementation roles ; Control plans for monitoring , sustenance and improvements.

Module II: Lean Manufacturing: Introduction; Toyota Production System; Types of Waste; Principles of Lean Manufacturing; Implications of Lean Manufacturing Techniques ;Tools of Lean Manufacturing; JIT; Cellular Manufacturing; 5S; SMED; Lean Material Control; Lean Purchasing; Lean Roles; Steps of Lean Transformation; Sustaining a Lean Culture; Economics of Lean.

Module III: TPM : Introduction ; House and pillars of TPM; OEE as a measure of productivity ; 16 types of losses as a drain on resources with practical examples ; Synergy between TQM and TPM ; 8D approach in problem solving

Module IV: Business Process Excellence (BPE): Introduction; Business Processes; Process Management; Reengineering; Principles and framework of BPR ; BPR Lifecycle; Process of BPR; Benefits of Reengineering; Implementing BPR strategy; Benchmarking ; Business Excellence Models , Balance Score Card as a measure of Excellence

Module V: Hands on Group Project applying TQM / Six Sigma / Lean principles on any area of improvement within the campus / academics with continuous review and mentoring

Text Book:

1. Lean Six Sigma Pocket Tool book –Michael George, David Rowlands, John Maxey, Mark Price. Publisher McGraw-Hill, Edition: 2005.

Reference Books:

1. Basic Tools for Process Improvements – Module 10 – Control Charts.
2. Total Quality Management – L. Suganthi and Anand A Samuel.
3. Toyota Production System - Taiichi Ohno.



TRIMESTER 4
SUPPLY CHAIN MANAGEMENT
Credits: 3.0

Course Code: 22MO43

Total No. of Sessions: 24

Course Objectives:

This course deals with a variety of issues associated with managing the supply chains. It emphasize on the elements of supply chains and its drivers using a structured approach to analyze the operations.

- To understand the fundamental concepts of supply chain management and its significance in business.
- Familiarize about the elements of SCM, logistics functions and contemporary approaches to sourcing and supply chain integration.
- To demonstrate through the application of case studies, the significance of holistic approach in addressing business problems

Course Content:

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

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

Module III: Sourcing strategies Sourcing issues and strategies, sourcing process –Types of Purchasing Strategies. Supplier Evaluation, Selection, and Measurement. Supplier Quality Management. Case on sourcing strategies.

Module IV: Supply chain disruption, Supply chain resilience, Supply chain Integration and Coordination in the Supply Chain. Introduction to SCOR model, supply chain sustainability. Case on Supply chain coordination

Case Studies

Case 1: Cold Chain Distribution Issues at Indo-Euro Pharma by, Helen Rogers, Kulwant Pawar, Janat Shah, Ivey Publishing, 2013

Case 2: Supply Chain Resilience in the Telecom Industry by Guillaume Roels, David Simchi-Levi, Anne-Marie Carrick, INSEAD, 2019

Case 3: Movie Rental Business: Blockbuster, Netflix, and Redbox by Sunil Chopra and Murali Veeraiyan, Kellogg School of Management, 2010

Text Book:

1. Janat Shah, Supply Chain Management-Text and Cases, Pearson Education, Sixth Edition, 2016.
2. Sunil Chopra, Peter Meindl and DV Kalra, Supply Chain Management-Strategy Planning and Operation, Pearson Education, Sixth Edition, 2016.



Reference books:

- R1. Donald J Bowersox et al, Logistics Management –Integrated Supply Chain Process, Tata McGraw Hill, Eleventh Reprint 2013.
- R2. Joel D. Wisner, Principles of Supply chain management, Cengage Learning, 2007
- R3. Altekhar Rahul V, Supply Chain Management-Concept, and Cases, Prentice Hall India, 2005.
- R4. Monczka Robert M Sourcing and Supply Chain Management, Cengage Learning, Fifth Edition, 2012.
- R5. John J Coyle, Managing supply chain: A logistics approach Ninth Edition, 2013 Cengage Learning.



TRIMESTER 5
INTERNATIONAL LOGISTICS MANAGEMENT

Course Code: 22MO51

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

- * A student who undergoes this program will understand the basics of various aspects and features of International Logistics.
- * This course will be useful for those students who want to get into Logistics, Export Marketing, Purchasing and International Finance.

Course Content:

Module I:

Gateway to Logistics: Definition of Logistics, Elements of Logistics, Logistics as a key parameter of Supply Chain, Logistics as a strategic tool, 8 Rights of Logistics, 4 Ds of Logistics, 3 I's of Logistics, 4 Rs of Logistics.

Indian Logistics Scenario: Indian Logistics Scenario in Rail, Road, Air and Water movements, Opportunities.

Module II:

Warehousing in Logistics: Warehouse goals, Strategies, Warehousing Operations, Part Numbering System, Material Handling in Warehouse, Stocking Methods, Cycle Counting, Warehouse Location Strategies.

International Transportation: Transportation Goals, Stakeholders in transportation, Water, Air, Road and Rail movements, Air Consolidation, Marine and Air modes, Landbridge, Conferences, Flags of Convenience, Multimodal transportation, ICDs.

International Documentation: Importance of Documentation in Logistics, Different types of invoices, Import related documents, Export related documents, Transit based documents, Country Specific Documents.

Module III:

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

Terms of Payment: Risks in International Payments-Country and Commercial Risks, Different method of payment and associated unique risks, Bank Guarantees, Selection of Payment Term, Currency of Payment, Currency Exchange Rates

Module IV:

Insurance: What is insurance? Concept of insurable interest, Perils in Marine and Air Transportation, Marine Insurance- Coverage A, B and C, General Average Insurance, Air Insurance, Relationship between Insurance, Terms of Trade and Terms of Payment.

Customs Clearance: Introduction, BTN Classification, Classification, Valuation and Rules of Origin, Dumping Duty, Non-Tariff Barriers, Customs Clearing Process, US Laws and Table of Denial Orders.

Logistics Measurements and Costing: Purpose of measurements, Activity Based Costing in Logistics, SCOR based Measurements, How not to measure performance.

Module V:

International Packaging: Objectives, Ocean Cargo, Air Cargo, Government Regulations, Hazardous Cargo, Refrigerated Goods.



Exim Policy: Salient Features of Exim Policy, Duty Exemption Schemes, SEZs and EPZs.

Logistics Trends: Reverse Logistics, Logistics Information System, Risk Management, 3 PL , 4 PL, High Sea Sale.

Text Book:

1. International Logistics – Pierre David Published by Biztantra Rs.299 ISBN-10: 81-7722-430-1 and ISBN-13: 978-81-7722-430-6

Reference Books:

1. International Logistics-Donald F Wood and others by Pinnacle Learning - ISBN 978-81-904454-6-7
2. Logistical Management- Donald J Bowersox and David J Closs Tata Mcgraw Hill- ISBN -13: 978-0-07-043554-4, ISBN-10: 0-07-043554-5



TRIMESTER 5
FUNDAMENTALS OF OPERATIONS ANALYTICS

Course Code: 22MOB52

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

The objective of this course is to prepare students to analyse various management decision issues using advanced analytical and quantitative methods. Topics included address the areas such as Waiting Line Models, Decision Tree Analysis, Stochastic Process, Time Series Modelling and Nonlinear Optimization Theory. The course designed especially keeping Operations Management and Finance student in mind to take optimal decision in many business problems. The concept building for this course will probably place a much stronger emphasis on various decision-making criterions falling under Prescriptive Analytics.

Course Content:

Module-I: Introduction: Data Analytics: Perception & Reality, Implication and applications of Analytics in industries and real life. Examples, Effective visual techniques, Data-ink Ratio, Effective table designs, Pivot Table report, Charts, Dashboard preparation, Data Visualization: Importance & cautions, Creating effective table, charts and data dashboard.

Module-II Waiting Line Model & Simulation: Impact of Ques, various types of services with respect to kind of Queue. Queuing model Layout, Queue Characteristics. Utilization factor. Waiting Line Model-I, M/M/1: Model, Infinite queue and Infinite population, Waiting Line Model-II, M/M/1: Model, Model for finite Queue length, Hands-on Simulation for one server- infinite queue model: Hospital with one Nurse and One Doctor., Analysis and interpretation of simulation/M/C: Model, M/M/C: Models

Module III: Decision Analysis & optimization: Elements in Decision Analysis- payoff tables, Possible decision criteria, Decision Trees – Applications and Concepts, Bayesian Decision Rules, Examples, The precision tree add-in through spreadsheet- Part-I, Risk Profiles –Applications in Operations Management and financial portfolio analysis, Developing risk Profiles, Evaluation of Risk profiles, Multi-stage decision problems and developing decision tree models., Basics of utility theory- utility and decision making, Risk Avoiders vs Risk Traders, Expected Monetary Value Vs Expected utility, examples.

Module IV: Introductory Stochastic Process: Introduction to Stochastic Process-definition and basic concepts, Markov Process examples, Markov Chain, Ito's lemma, Transition Probability Matrix (TPM), Chapman, Kolmogorov and other theorems in management., Random Walk problem and Other applications

Module V: Time Series Modelling in Operations Management: Introduction to Time Series Analysis- Regression, Autocorrelation, Test Statistics for, Statistical Inferences, Concepts of Homoscedasticity and Heteroscedasticity, Autoregressive Process-Simple AR process- Hands-on Analysis through Gretl & Eviews, ARIMA process, Hands-on Analysis through Gretl & Eviews., ARCH & GARCH Models with applications, Hands-on Analysis through Gretl & Eviews

Reference Books:

1. S. Christian Albright and Wayne L. Winston, "*Management Science Modeling*", 4th Edition, Cengage Learning India Private Limited, New Delhi.
2. Douglas C. Montgomery, *Design and Analysis of Experiments*, International Student Version, 8th Edition Wiley India, Pvt. Ltd, New Delhi.
3. Ruey S. Tsay "*Analysis of Financial Time Series*", (Wiley Series in Probability and Statistics) 2nd Edition, Wiley India, Pvt. Ltd, New Delhi.
4. Akinc, U. (2013). Preferred Customer Service at US Airways. *Case Research Journal*, 33(1).
5. Krieger, D., & Ruback, R. S. (2001). Merck & company: evaluating a drug licensing opportunity. *Harvard Business School Case*, 9-201.



TRIMESTER 5
STRATEGIC COST MANAGEMENT

Course Code: 22MF055

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

- * To Enable the students to Understand the technique of Decision making in Uncertainties
- * To familiarize the students with Pricing Decisions
- * To make the students acquaint themselves with cost based decision making

Course Content:

Module I: Decision Making using CVP Analysis and Relevant Costing:

Review of Costing Terms and Concepts. Uncertainty and CVP Analysis. Decision Making under conditions of Risk and Uncertainty: Cost Behaviour, Product Mix, Bottlenecks.

Changing competitive environment, Relevant Cost in Costing Decision, Decision under Constraints, Decision for Short Term, Decision under Scarce Resource, Facilities Location decisions, Product design considerations

Module II: Activity Based Costing:

Full Cost Pricing, Assigning Service Department Costs, Measuring Costs of using service departments. Nature and Problems of Reciprocal Services. Differential Pricing Techniques. Activity Based Costing, Value Chain Analysis.

Module III: Pricing Decisions & Cost Management

Role of cost information in pricing decision. Long term Vs. Short term pricing. Short term product mix Vs. Long term product mix decisions. Weighing Customers, Competitors and Costs

Understanding Customer perceived value. Competitor price analysis. Implementing Target pricing. Value chain analysis. Value engineering, cost incurrence and locked in cost.

Module IV: Integration of cost systems with shop-floor systems

Cost Control/ Waste Control, Cost Reduction, Back flush Costing, Kaizen Costing, Total Quality Management & Total Productive Maintenance (TPM), JIT Accounting

Module V: Cost based Decision Making

Performance budgeting; Balance Score Card, Throughput Accounting and Theory of Constraints, Cellular Manufacturing/ One-Piece Flow Production Systems, Target Costing, Life Cycle Costing, Customer life cycle costing

Text Book:

The course is predominantly case-based involving detailed analysis of cases in a variety of industries and situations. The cases and readings from Harvard Business Press (HBP) will be distributed to the students in the course pack.

Reference Book:

1. Horngren's Cost Accounting – Srikant M Datar, Madhav V. Rajan, Pearson 16/e
2. Advanced Management Accounting – Robert S.Kaplan, Anthony A.Atkinson, Pearson 3/e
3. Management & Cost Accounting – Drury Colin, Cengage Learning, 11/e
4. Cost and Effect – Kaplan, Cooper – HBS Press

Case Studies:

1. Classic Pen Company
2. Dakota Office Products
3. Birch Paper Company



TRIMESTER 5
ENVIRONMENT AND SUSTAINABILITY DEVELOPMENT

Course Code: 22M053

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

- * To acquire deeper knowledge about Environmental Management Systems (EMS).
- * To get practice in introducing Environmental Management Systems, be stimulated to discuss and reflect on the possibilities and limitations of Environmental Management Systems, and train their critical thinking and writing abilities.
- * To Enable the students to Understand the concept of sustainable development & environmental issues
- * Learn about the economic, social, and environmental aspects of sustainability and some frameworks for defining and measuring progress toward a sustainable society.
- * Explore the major impacts that humans have on the environment.

Module I: Introduction to Environmental Management Systems (EMS) & ISO 14001: Introduction to Environmental Management System basic definitions and terms, Framework for Environmental Management Systems, Approach for developing an Environmental Management System. The introduction and implementation of ISO 14001: environmental policy, planning, implementation and operation, checking, management review, etc.

Module II: Principles of Sustainable Development: History and emergence of the concept of Sustainable Development, Definitions, Environmental issues and crisis, Resource degradation, greenhouse gases, desertification, social insecurity, Industrialization, Globalization and Environment.

Module III: Sustainable Development and International Contribution: Components of sustainability, Complexity of growth and equity, International Summits, Conventions, Agreements, Transboundary issues, Action plan for implementing sustainable development, Moral obligations and Operational guidelines.

Module IV: Socio-economic Sustainable Development Systems: Socio-economic policies for sustainable development, Strategies for implementing eco-development programmes, Sustainable development through trade, Economic growth, Carrying Capacity, Public participation.

Module V: Agenda for Future Global Sustainable Development: Role of developed countries in the sustainable development of developing countries, Demographic dynamics and sustainability, Integrated approach for resource protection and management

Reference books:

1. ISO 14001 Certification - Environmental Management Systems: A Practical Guide for Preparing Effective Environmental Management Systems (Prentice Hall ... Management System Standards, Book 1) Textbook Binding – Import, 10 Aug 1995 by W. Lee Kuhre (Author)
2. M. N Rao, "Waste Water Treatment" Oxford and IBH publishing Co. Pvt Ltd, 2007
3. Peavy, H.S, D.R. Rowe & T.George, "Environmental Engineering", New York: McGraw Hill, 1987
4. The Sustainability Revolution: Portrait of a Paradigm Shift by Edwards, Andres R.,New Society Publishers, 2005.
5. Sustainable development in India: Stocktaking in the run up to Rio+20: Report prepared by TERI for MoEF,2011.
6. Report of the Department for Policy Coordination and Sustainable Development (DPCSD), United Nations Division for Sustainable Development.



TRIMESTER 6
INDUSTRIAL SAFETY MANAGEMENT SYSTEM

Course Code: 22MO61

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

The safety management system (SMS) enables organizations to improve their safety performance through continuous improvement. Analysis of safety status of an organization blended with expert opinions can guide decision-makers regarding safety management in the plant. This course addresses the strategic and operational aspects of managing safety of an organization. In addition to discussing safety management practices from the perspective of system change and behavioral change, technological interventions employed in the current scenario for an effective SMS in the industry are also addressed.

- * To understand the fundamental concepts of safety management system and its significance in the organization.
- * To familiarize with safety standards, risk management practices, and risk quantification methodologies.
- * To understand the importance of a decision support system for safety management in the organization.
- * To demonstrate through case studies, the significance of an effective safety management system.

Course Content

Module I: Introduction to safety management system

Definitions, Accident causation models, Safety informatics, Safety information models, Organisational decision making and alignment of management systems

Module II: System Change

Work practices, Safety standards, Risk management practices, New technology at work (AI, Industry 4.0, IOT, RFID), Technological hazards, Managing technological risks, Managing physical environment risks, Managing human resource risks, Risk quantification and strategy development

Module III: Behavioural change

Management training, Appropriate leadership at management and supervisor levels, Resolving safety issues, Gaining employee commitment, Employee training, Employee empowerment and developing resourcefulness, Productive safety formula, Linking safety management to quality systems

Module IV: Safety management plan

Developing strategic action plan, Safety measures, Developing risk management initiatives using four fold strategy, Managing performance using achievement cycle, Using incentives to reward achievement, Safety inspection and audits

Module V: Decision support system for safety management

Introduction to safety analytics, Safety data, Safety performance evaluation and monitoring (KPIs), Descriptive analytics, Predictive analytics, Prescriptive analytics

Case study:

1. Elliott N. Weiss, Gerry Yemen, Stephen E. Maiden "Tirumala Tirupati: Wait a Moment" Darden School of Business, 2015
2. R Vinodhini, S.R. Vigneshwaran, Dinesh Kumar Unnikrishnan "Enhancing Visitor Experience at ISKCON Using Text Analytics" IIM Bangalore, 2019



Text Book:

1. Mol, T. (2003). Productive safety management. Routledge
2. McKinnon, R. C. (2016). Risk-based, Management-led, Audit-driven, Safety Management Systems. CRC Press.

References:

1. Wang, B., & Wu, C. (2020). Safety informatics as a new, promising and sustainable area of safety science in the information age. *Journal of Cleaner Production*, 252, 119852.
2. Vaughen, B. K., Downes, A., Fox, J., & Belonger, D. (2015). Guidelines for integrating management systems and metrics to improve process safety performance. *Process Safety Progress*, 34(3), 259-266



TRIMESTER 6 STRATEGIC SOURCING

Course Code: 22M062

Credits: 3.0

Total No. of Sessions: 24

Course Description:

Strategic sourcing is the organized, collaborative, and structured process of critically analyzing an organization's spending across locations with select suppliers and using this information to make business decisions about acquiring commodities and services more effectively and efficiently. This process helps Organizations to optimize performance, minimize price, increase achievement of socio-economic acquisition goals, evaluate total life cycle management costs, improve vendor access to business opportunities, and otherwise increase the value of each dollar spent. Strategic sourcing is a proven best practice and reflects how the Sourcing Department acquires goods and services.

Course Objectives:

The objective of this course is to:

- To develop knowledge and skills in the areas of purchasing and materials management, an increasingly important element of modern global commerce.
- To equip the participants, with the knowledge and techniques of purchasing and to know how to manage Supplier Selection and Relationship Management
- To understand the tools of Supplier Performance Management and e-procurement initiatives

Course Content:

Module I: Introduction to Purchasing and supply chain Management

Purchasing and supply Management - Role of purchasing in organizations Supply chains and value chains - Evolution of Purchasing to Supply Management then to Sourcing management - Raw Materials Components - Semi-Finished Products - Finished Products - MRO items - Product support Items - Services - Capital Equipment - Purchase Management

Module II: Sourcing Policies and Procedures Procurement categories

Introduction to sourcing fundamentals - The Sourcing Process - Sourcing objectives - Responsibilities of Sourcing - Relationship with other Departments - Cross Functional Teams in Sourcing - Price and Pricing Issues - Strategic Alliances - Aligning supply management and enterprise objectives - Types of supply management strategies - Evolving sourcing strategies - Management of inventories - Supply management organization and structure

Module III: Supplier Selection and Evaluation

Supplier selection - Management and Development/Outsourcing - Supplier evaluation and selection process - Key supplier evaluation criteria - Developing a supplier evaluation and selection – Advanced tools in supplier selection – Goal Programming - Analytic hierarchy process - Integrating supply management, engineering, and suppliers to develop new products and services – Sustainable Sourcing - Supplier performance measurement

Module IV: Contracts

Purchasing Contracts and Negotiations - Negotiation framework - Negotiation planning Power in negotiation Concessions - Negotiation tactics – Impact of electronic media on negotiations - Contract Management - Elements of a contract - Types of contracts – Incentive arrangements - Long-term contracts in alliances and Partnerships

Module V: Costing

Total Cost of Ownership – Cost Reduction vs Cost Control – Target Costing - Value Analysis - Value Engineering - Process Management - Performance Measurement - Purchasing and supply chain performance measurement and evaluation - Developing a performance measurement and evaluation system – Outsourcing - e-procurement - Evolution of e-SCM systems - E-sourcing basics

Textbooks:

1. Sourcing and Supply Chain Management—5e, Monzca, Handfield, Guinipero, Patterson, Cengage India
2. Purchasing And Supply Management—Leenders, Johnson, Flynn and Fearon, McGraw Hill



Reference Books:

1. World Class Supply Management--Burt, Dobler, Starling, McGraw Hill
2. Tony Arnold, Stephen N. Chapman and Lloyd M. Clive, "Introduction to Materials Management", Sixth Edition, Pearson.
3. Gopalakrishnan, "Purchasing and Materials Management", McGraw Hill Education (India)



TRIMESTER 6
CONTINUOUS IMPROVEMENT

Course Code: 22M063

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

Continuous Improvement Program (CIP) is a philosophy which consists of regular improvements in all practices in manufacturing / service organizations across functions to be ahead of their competitors in their lines of business. CIP is viewed as a part of the overall business strategy contributing to the efficiency and agility of any organization. It is also established that CIP significantly contributes to cost competitiveness and better customer satisfaction apart from market leadership as it is focused on activities that add value to the end customer. As a logical extension, the course also covers the basics of BPR, Business Excellence Framework, Balance Scorecard and fundamentals of sustainability as an enabler of excellence with practical examples.

Course Content:

Module I: Total Quality Management – CIP need and model, Quality definition, Kano model, principles, definition & model of TQM; Quality Circles, House of Quality, Core tools of QMS, Quality standards, awards certifications, CMMI and Daily routine management (DRM)

Module II: Six Sigma – Evolution, terms, Different phases of DMAIC, SIPOC, criterion for project selection, tools for analysis, SPC, process capability, Z table, RPN, Control plans and Charts (variable and attributes)

Module III: Lean manufacturing / practices – TOC – Thro'put, inventory & operating expenses, bottleneck analysis, DBR model; Deming's 14 principles, Need, economics and benefits of being lean, Takt and Cycle time, Seven waste controls, Essence of TPS, Major lean tools, applications of few selected tools, KPIs for measurement categorywise, lean Material control / purchasing and how to sustain and continue lean culture

Module IV: Total Productive Maintenance – Principle, purpose, benefits, 6 big losses, 7 pillars and their applications to business, OEE and TPM in office / services

Module V: Best practices for Sustainability – Process / Operations / Business Excellence, factors contributing for the same; benchmarking as a strategy; BPR – need and benefits, process and various stages; Developing Balance score Card and Policy Deployment for any manufacturing / service business and long term sustainability through green initiatives, conservation and clean environment through focus on triple bottomline

Textbook:

1. Lean Six Sigma Pocket Tool book –Michael George, David Rowlands, John Maxey, Mark Price. Publisher McGraw-Hill, Edition: 2005.
2. Toyota Production System - Taiichi Ohno.
3. Total Quality Management – L. Suganthi and Anand A Samuel

Reference Book:

1. Creating a Lean Culture – Tools to sustain Lean Conversions - David Mann
2. Business Process Reengineering – The University of Warwick
3. Benchmarking for best practices – Christopher E Bogan & Michael J English



ELECTIVE - HUMAN RESOURCE



TRIMESTER: 4

LABOUR LEGISLATIONS AND ADMINISTRATION

Course Code: 22MH41

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

The objective of this course is to enhance the students understanding of Indian Legal environment relevant to labour legislation, Industrial relation and emphasis on application of various provisions of the relevant laws to various simulated cases.

Course Content:

Module I: Human Rights and ILO

Human Rights and Labour – Recommendations of National Commission on Labour – International Labour Organisation – Objectives, Structure and Functions

Module II: Wage-related Laws

Equal Remuneration Act, Minimum Wages Act, Payment of Bonus Act, Payment of Wages Act

Module III: Occupational Safety, Health and Working Conditions

The Factories Act, Mines Act, Plantations Labour Act, Contract Labour Act, Inter-state Migrant Workmen Act, Building and Other Construction Workers Act, Dock Workers Act

Module IV: Social Security Legislations

The Employees Provident Funds Act, The Payment of Gratuity Act, The Employees' Compensation Act, The Employees State Insurance Act, Maternity Benefit Act

Module V: Industrial Relations Laws

Industrial Relations – Collective Bargaining – Disciplinary Procedure - The Industrial Disputes Act, Industrial Employment (Standing Orders) Act, Trade Unions Act

Module VI: Others

State-specific Laws, Sexual Harassment (PPR) Act, Employment Exchanges

Textbook:

1. Factory Laws applicable in Tamil Nadu with commentaries by S. Vaidyanathan (Vol I to Vol V), 2019, Madras Law Agency
2. Arun Monappa, Industrial Relations, Mc-Graw Hill
3. Kappor N D, Elements of Industrial Law, S. Chand

Reference Books:

1. Respective Bare Acts.2019



TRIMESTER: 4
MANAGING ORGANIZATIONAL TRANSFORMATION

Course Code: 22MH42

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

To help students know about the implications of HR and impact of change in the organisations.

- To get insight into both internal and external environmental changes which affect the barriers
- To understand the theory and practice relating to the processes of organization change
- Develop competence in diagnostic and intervention processes and skills for initiating and facilitating change in organizations

Course Content:

Unit – I: Introduction to Change

The meaning and nature of organizational change – Internal and External change – Implementation and impact of change – Role of HR in Implementing change – Organisational Culture and Change

Unit – II: Managing Change

Barriers to change – Managing resistance to change – Individual and group resistance – overcoming resistance - Change agent – key roles – strategic management of change – process of change – Organizational diagnosis

Unit II – Organisational Development Interventions

Introduction, The OD Process, OD Interventions – Diagnostic Activities; Team Interventions, Intergroup and Third-party peace-making Interventions, Comprehensive and Structural Interventions, Training experiences

Unit – III – HRD and Change Interventions

Performance Management – Talent Management – Workforce diversity and Wellness - Strategic Change interventions; Transformational Change – Continuous Change – Trans organisational Change

Unit – V Applications of Organisational Development

The future and Organization Development – Applications of Organisational Development in Non-Industrial Settings - Case discussions

Textbook:

1. Burnes | Managing Change, 7th Edition Pearson publication 2020.
2. Thomas G. Cummings | Christopher G. Worley, Organization Development and Change, 10th Edition Cengage Publication 2022

Reference Books:

1. Wendell L French Cecil H Bell, Veena Vohra, 'Organization Development – behavioral science Interventions for organizational Improvement', Pearson, Sixth Edition
2. Cummings, G. Thomas and Worley, G. Christopher, 'Organization Development and Change', Thompson Publications, 2005.
3. French, W. L., Bell, C. H. & Zawacki, R. A. (Eds.). (2005). Organization development and transformation: Managing effective change (6th. Ed.). Boston: Irwin McGraw-Hill.



TRIMESTER: 4
TALENT MANAGEMENT

Course Code: 22MH43

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

CHROs and talent managers are facing so many challenges right now. They are managing daily operations during unprecedented disruption. What leadership principles can they employ in order to keep people engaged and create value for customers? This course presents a comprehensive overview of how to effectively develop a talent management strategy. Topics include workforce analysis, talent acquisition, onboarding, performance management, leadership development, succession planning, retention, and hurconomics for talent management.

Course Content:

Module I: Introduction to Talent Management: Talent – Definition and Three Habits of Talent (Gallup) – Difference between Knowledge, Skills, Talents and Strengths – Global Talent Competitiveness Index / Global Talent Trends – Talent Management: Definition, Goals, why it matters - Talent management strategy aligned with business strategy — Impact of COVID and the Future of Work

Module II: Talent Management Approaches: Planning, Process, Culture, Competition, Change, Development – Six Principles of Effective Global Talent Management – Talent Management Maturity - Employee Value Proposition - Employer Branding: How to Build an Employer Brand - Winning with Talent: CEO Playbook

Module III: Building blocks of Talent Management: Talent Life Cycle Approach - Talent Acquisition: Workforce Planning (WFP), Why it Matters, Job Analysis & Competency Modeling – 21st Century Talent Spotting, Tools, and Ethics – Talent Development: Forecasting Employee Potential for Growth (9-box approach) – Changing Trends - Emerging Challenges and Solutions – Coaching for Performance – Managers as Coaches

Module IV: Talent Engagement, Experience and Retention: Definition – Engagement Problem – Seven Signs of Distrust – Global Engagement Drivers - Gallup Q12 Engagement Survey – Engagement to Departure Process (Don't) - Employee Experience: Definition, Dimensions and Why it Matters – Employee Retention: Why people leave, Identifying Flight Risks, Internal Talent Mobility - Costs of Employee Turnover

Module V: Hurconomics and Talent Analytics: HR Economics: TV Rao CTC Model – Is HR a Cost or Investment or Contribution? Talent Analytics: Process and Maturity – Hiring Metrics, Engagement Metrics, Finance Metrics – HR Competencies: HRCS Competency Model – AIHR's T-shaped HR Professionals – TD's Competencies - Future of HR

Reference books:

1. Berger L.A., & Berger, D. R. (2018). *The Talent Management Handbook: Making Culture a Competitive Advantage by Acquiring, Identifying, Developing, and Promoting the Best People* (3rd Edition). Chennai: McGraw-Hill Education (India) Private Limited.
2. Rao, T.V. (2011). Hurconomics for Talent Management, Pearson.



TRIMESTER: 5
APPLIED PEOPLE ANALYTICS

Course Code: 22MHB51

Credits: 3.0

Total No. of Sessions: 24

Course Overview:

People Analytics is a sunrise domain in the field of Human Resources Management. While there are many avenues to build knowledge on this subject, courses designed to offer the practical orientation in People Analytics are not many. This course is conceived having the practical aspects of People analytics in mind and offers a guided approach for practitioners.

Course Objectives:

- Understand business challenges and assess the talent landscape to make a strategic impact.
- Understand the empirical value of people data and identify metrics & measures that drive results.
- Gain the competencies that will enable source, analyze, present and productize data and insights
- Learn data analysis techniques using Excel, PowerBI & Azure ML Studio

Course Content:

Module I: Introduction to People Analytics - Contemporary view of Data driven HR management - Roll call: 'Full Stack' HR Professional - Analytics Maturity Model

Module II: Business case for People Analytics - *Toolkit:* HC Bridge, LAMP Model & HCM 21 - Strategic HR Metrics & Measurement models - *Toolkit:* Scorecards & KPI - Data Fluency/Literacy - *Toolkit:* data structure, sources, systems

Module III: Making Sense of data - *Toolkit:* Levels of Sophistication, Preparation & Statistical inferences - Leveraging data for People practices - *Toolkit:* Human centered design, MVP - Evidence based decision making process - *Toolkit:* Validation, Experimentation, Causation vs Correlation

Module IV: Analysing data - *Toolkit:* Descriptive & Diagnostic cases using Excel and Power BI - Presenting data for decisions - *Toolkit:* Data vizualisation & Storytelling - Productization of Analytics - *Toolkit:* Dashboards, Conversational AI, Digitized processes

Module V: The changing face of HR Processes with analytics - *Toolkit:* Case studies - Predictive analytics using MS Azure ML Studio

Reference Books

1. Cascio, W.F. & Boudreau, J.W. Investing in People: Financial Impact of Human Resource Initiatives. 2nd Edition, Prentice Hall, 2015.
2. Jac Fitz-Enz & John Mattox, Predictive Analytics for Human Resources, Wiley, 2014.
3. Lewis, M. Moneyball: The Art of Winning an Unfair Game, W. W. Norton & Company, 2004.
4. McBassi L., Carpenter, R. & McMurrer, D. HR Analytics Handbook, McBassi and Company, 2012.
5. Siegel, E. Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die. 2nd Edition, Wiley, 2016.
6. Soundararajan, R. Singh, K. Winning on HR Analytics: Leveraging Data for Competitive Advantage, Sage Publications India Pvt Ltd, 2016.
7. Swanson, D., & Dearborn, J. The Data Driven Leader, A Powerful Approach to Delivering Measurable Business Impact Through People. Wiley, 2018.
8. Uppal, N. Human Resource Analytics: Strategic Decision Making, Pearson, 2021



TRIMESTER: 5
POLITICAL BEHAVIOR IN ORGANIZATIONS

Course Code: 22MH52

Credits: 3.0

Total No. of Sessions: 24

Course Overview:

This course provides an understanding of the organizational politics, its sources and the effective strategies to handle politics in the workplace. By becoming aware of the dynamics and manifestation of organizational politics, students will be able to maneuver and minimize the ill-effects of politics. Besides, they also learn how to promote themselves and their motives ethically to achieve their objectives in a challenging environment without resorting to unprofessional behaviors.

Course Content:

Module I: Introduction – Myths about politics – what is politics, power, influence, good and bad politics, why the bad rap, Consideration of Positive Politics, Definitions and Elements of Organizational Politics, Dimensions of Political Behavior, Political Behavior as Human Nature, Adaptive mechanism, Importance of Political Skill, Politics in Talent acquisition – Intuition, self-interest, avoidance, favoritism, ageism, gender

Module II: Understanding and Managing the 4 types of Organizational Politics, Understanding Power, Politics and Impression Management, Political Challenges - Political Challenges with the Boss – dealing with different types of bosses, Political Challenges with the Colleagues - dealing with different types of colleagues, Political Challenges in the Organization

Module III: Perception of Politics, Political Behavior and Political Skill, Power Motive, Toxic Climate, Toxic Leader, Team Level Politics (Within team, inter-team and Group level Politics - Collective Politics), Politics of Impression Management – Motivation, impact, IM strategies, Ethics and Politics

Module IV: The role of politics, importance of managing politics, Diagnosing Political Landscape – Adaptive change, Social Networks and Power, Informal Networks – Advice Network, Trust Network, Communication Network, Perception of Politics and outcomes (job satisfaction, performance): Nonlinear relationship

Module V: Dealing with Office Politics - Network, Influence & Persuade (Direct and Indirect), Collaborate - Being Constructively Political – managing conflict, conducting difficult conversations, working with difficult people, forging alliances, Organizational Politics and Strategic Management, Politics in New Ventures, Corporate Political Activity, Navigating Politics and Exerting Influence, Navigating Politics in Remote working

References:

1. Politics In Organizations – Theory and Research Considerations – Ferris and Treadway 2012, Taylor & Francis Group
2. Handbook of Organizational Politics – Gadot and Drory 2006, Edward Elgar Publishing
3. Bhatnagar, D. (1992). Understanding political behaviour in organizations: A framework. *Vikalpa*, 17(2), 15-24.
4. Dillon, K. (2014). HBR guide to office politics. Harvard Business Press. (<https://hbsp.harvard.edu/product/13989-PDF-ENG>)
5. HBR guide to managing up and across. Harvard Business Review
6. <https://hbsp.harvard.edu/product/H06GI3-PDF-ENG>
7. <https://hbsp.harvard.edu/product/H03W65-PDF-ENG>
8. <https://journals.sagepub.com/doi/abs/10.1177/0256090919920202>
9. <https://hbsp.harvard.edu/product/H04F9J-PDF-ENG>
10. <https://hbsp.harvard.edu/product/H03YTF-PDF-ENG>
11. <https://hbsp.harvard.edu/product/H03LHX-PDF-ENG>



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12. <https://hbsp.harvard.edu/product/3277BC-PDF-ENG>
 13. <https://iaap-journals.onlinelibrary.wiley.com/doi/10.1111/apps.12347>
 14. <https://hbsp.harvard.edu/product/H05W9D-PDF-ENG>



TRIMESTER: 5
LEARNING AND DEVELOPMENT

Course Code: 22MH53

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

"Change happens at the speed of understanding." – Richard Merrick

Welcome to the knowledge age. The knowledge economy places new demands on people to acquire knowledge and skills to be able to function and create value in their day to day lives. Equipping people to deal with these demands requires a new model of training, learning and development opportunities. This course attempts to shed light on the changing role of L&D function to accommodate new methods, tools and technologies adoption to improve organizational capabilities, competencies and literacies required to keep business competitive. Towards these objectives, this course facilitates students learn methods to identify training needs, develop curriculum, instructional design, implement and evaluate a training program

Course Content

Module I: Introduction to Training, Learning and Development: Definition of terms, Meaning, Definition and its Importance – Theories and Principles of Learning - Strategies and Styles of Learning - Andragogy, Kolb Experiential Learning – L&D Roles: Competencies and Communities - Aligning Learning and Development to Organizational Strategy

Module II: The Training Process: Learning Goals — When Training Fails – Value Chain of Learning - Training Cycle: Steps in Training – Training Needs Analysis (TNA): Organization Analysis, Task Analysis, Person Analysis – Tools and Techniques – Benefits of TNA – Competencies for Job Success – Learning Objectives & Bloom's Taxonomy – Competencies Vs Skills

Module III: Training Design & Implementation – How Workplace Learns – Planning Model of Learning - Training Design – Principles of Training Design - Merrill's Principles - Instructional Design – ADDIE Model – SAM Model – Implementing a Training Program - Trainer Identification – Designing a Training Module: Cross Cultural, Leadership, Training the Trainer, Change – Management Development Programs – Budgeting for Training

Module IV: Methods, Techniques and Tools: Training Methods: Learning Pyramid, On the Job Vs Off the Job - Technology in Training – Learning Method Matrix, CBT, Microlearning, Digital learning – Learning Management Systems (LMS) Vs Learning Experience Platforms (LXPs) - Resistance to Training - Factors Affecting Learning Transfer: Enablers & Impediments

Module V: Training Evaluation: Why Evaluate – Common Evaluation Methods – Evolution of Training Evaluation - Kirkpatrick Model of Evaluation – CIRO Model – ROI of Training - Philips ROI Model Vs Kaufmann's Five Levels of Evaluation - Cost-Benefit Analysis

Reference Books:

1. Blanchard N.P., Thacker, J., & Ram, A. Effective Training: Systems, Strategies and Practices, 6/E. Pearson, 2019.
2. Noe, R.A. Employee Training & Development, 7/E, Tata McGraw Hill, 2018.



TRIMESTER: 6

EMOTIONAL INTELLIGENCE AND LEADERSHIP

Course Code: 22MH61

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

This course provides an overview of topics and concepts in the field of Emotional Intelligence and Leadership. Emphasis is on developing a theoretical grasp of issues and problems and an understanding of practical implications of various aspects of Emotional Intelligence and leadership.

- To improve understanding of Emotional intelligence and Leadership
- To be able to analyze and develop leadership and emotional competencies for managing human resources
- To help in understanding self and others and to improve performance in the workplace

Course Content :

Module I:

Introduction - What is EI – EI in theory and practice – Dimensions of EI – History of EI

Module II:

Understanding and developing EI abilities and competencies – Recognizing one's emotions and their effects – Motivation - Increasing Self Awareness – Developing trustworthiness

Module III:

Measuring EI – Learning Social-Emotional Skills --- Increasing Awareness of Others – Using Emotional Intelligence Skills and Competences – REBT

Module IV:

Assessing leadership style – Theories of leadership – Competency and Behavior approaches to leadership - Types of leadership

Module V:

Leadership at work - Communication at work - Relationship building in work place – Building effective teams- Managing change

Reference Books:

1. Goleman, D. Working with Emotional Intelligence, Bloomsbury Publication, 2000.
2. Bradberry, T. The Emotional Intelligence Quick Book: Everything You Need to Know to Put Your EQ to Work, Touchstone, 2005.
3. Northouse, Peter G. Leadership: Theory and Practice, 8th Edition, Sage Publications, 2018.
4. Kouzes, K.M and Posner, B.Z. The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations, 6th Edition, Jossey-Bass, 2017.



TRIMESTER: 6
INTERPERSONAL EFFECTIVENESS

Course Code: 22MH62

Credits: 3.0

Total No. of Sessions: 24

Course Objectives

When you look at any successful person, what do you see? Competence, Creativity, Control and Charisma. They're engaged in all aspects of their work and life, communicating and inspiring others as they lead by example. The importance of good interpersonal skills in the workplace cannot be underestimated. Interpersonal skills are those pertaining to relationships with people. Interpersonal skills gauge how good you are at interacting with others. The ability to influence, persuade and communicate with people in a positive way in order to achieve your organizational goals is one of the keys to success in any business or professional environment. Employers are increasingly looking for skills such as good communication and teamwork in graduates. This course provides relevant interpersonal skills through activities, exercises and seminar to help learners develop these skills and learn how to best leverage them.

Course Content:

Module 1: Interpersonal Effectiveness: Definition, Goals and Dimensions: Objective, Relationship and Self-Respect – Self Perception: Theory, Self-concept, Self-esteem: Pillars of Self-esteem, Self-Efficacy - Locus of control - Self-Awareness: Definition, Types – Social Intelligence – Mindfulness, Awareness & Attention, Nine Principles

Module II: Self & Personality – Millennial Question – Big Five - Myers Briggs Type Indicator Test (MBTI): MBTI Types, Career Choices - Dark Vs Light Personality Traits – Personality Tests and Talent Decisions – How Do We Manage Failures – Enneagram - Presence: Power of Nonverbals

Module III: Fostering Interpersonal Relationships at Work – The Relationship Imperative, Principles of Interpersonal Relationship at Work – Interpersonal Needs: Will Schutz's Needs Theory, FIRO-B – Challenges in Human Relationship – Three Barriers – Defense Mechanism in Groups, T-Group – Fostering Relationships at Work: Six Relationship Factors - Giving Feedback Constructively - Managing Power Differences: Managing Relationships with Your Boss and Managing Relationships as Boss

Module IV: Personal Growth & Transformation: Common Barriers, Negative Self-talk: Managing our Internal Dialogue, Mitigating Imposter Feelings – Transactional Analysis: Beliefs, Structural and Functional States, Transactions, Strokes – OK Carrol - JoHari Window - Steps in Personal Transformation: Six Irrational Beliefs, REBT Therapy

Module V: The Effective Executive: Seven Habits of Highly Effective People – Law of Attraction and Growth Mindset - Competencies for 21st Century Executive: Managing Yourself - Self-Control, Self-Regulation, Becoming Mindful, Cultivating Gratitude and Resiliency Practices - Ethical Decision Making - Perceptual Positions for Assertiveness - Stress Management - Time Management – Persuading with Integrity

Reference Books:

1. De Janasz, S. C., Dowd, K. O., & Schneider, B.Z. (2012). Interpersonal Skills in Organizations, 3/E. New Delhi: Tata McGraw Hill Education (P) Limited.
2. Hunt, I. (2006). Being the best you can be: A guide on personal development for managers. Oxford: Chandos Publishing



TRIMESTER: 6**POSITIVE PSYCHOLOGICAL CAPITAL****Course Code: 22MH63****Credits: 3.0****Total No. of Sessions: 24****Course Objectives :**

This course provides an introduction to the study of topics related to happiness and the positive aspects of human experience. Topics of study include happiness, positive emotions, resilience, creativity, finding meaning, and optimism. One basic premise of positive psychology is that human flourishing – a life rich in purpose, relationships, and enjoyment - will not result simply by eliminating behavioral and emotional problems. Rather, flourishing requires building and capitalizing on human strengths and capacities.

- * to introduce the untapped human resource capacity of psychological capital, or PsyCap to the learners
- * to provide learners with the theory, research, measure, and method of application of Psychological Capital
- * to help them develop and sustain their employee talents in their current/future organizations

Module I

Introduction to Psychological Capital - meaning and overview of psychological capital - current perspective and need for PsyCap, - the need for a new Positive approach - contributions of positive psychology, positive organizational scholarship (POS) and positive organizational behavior (POB) – PsyCap, beyond human and social capital

Module II

PsyCap efficacy – meaning and supporting cognitive processes - PsyCap efficacy and work performance – developing PsyCap efficacy in employees – collective efficacy. PsyCap hope – meaning of PsyCap hope – relationship between hope and performance – developing hope in employees – the hopeful organization.

Module III

PsyCap optimism - PsyCap optimism as explanatory or attributional style – need for employees with PsyCap optimism – Organizational leaders with PsyCap optimism – developing PsyCap optimism in today's workforce. PsyCap resiliency – its meaning - PsyCap resiliency in the workplace, performance implications – impact of leadership on follower resilience

Module IV

Categories of positive PsyCap; cognitive, affective, social, and higher order. COGNITIVE - creativity and wisdom, AFFECTIVE - subjective well-being, flow, and humor, SOCIAL - gratitude, forgiveness and emotional intelligence, HIGHER-ORDER - spirituality, authenticity and courage

Module V

Characteristics of existing PsyCap measures - measuring and developing PsyCap in the workplace - psychological capital intervention (PCI) model - return on PsyCap investment – potential limitations and pitfalls

Reference Books:

1. Luthans F., Youssef, C.M., & Avolio, B.J. (2007). Psychological Capital: Developing the Human Competitive Edge. Oxford, United Kingdom: Oxford University Press
2. Peterson, C. & Seligman, M. E. P. (2004) Character Strengths and Virtues: a Handbook and Classification. Oxford University Press.



ELECTIVE – SYSTEMS & BUSINESS ANALYTICS



TRIMESTER 4 DATA VISUALIZATION FOR DECISION MAKING

Course code:22MS41

Credits: 3.0

Total No. of sessions: 24

Course Objective:

- To learn basic visualization design and evaluation principles
- How to acquire, parse, and analyze large datasets.
- To learn techniques for visualizing multivariate, temporal, text-based, geospatial, hierarchical, and network/graph-based data.

Course Content:

Module I: Overview Introduction to information visualization. Discussion of the theoretical foundations of data visualization, How to tell stories with information visualizations. Construction of a visual query. What information is more relevant to the decision makers?

Module II: Information visualization types and purpose Introduction to visual displays to: depict a relationship among data points, compare a set of values, track rises and falls over time, see parts of a whole, and analyze text.

Module III: Design principles Avoiding major design pitfalls that can impede communication and comprehension of visual displays. Topics include: chart junk, data ink ratio, data richness, scales, color, and attribution.

Module IV: A framework for producing visualizations, Identifying your audience, understanding the data visualization task, gathering the right data, and selecting the appropriate display. Interactivity and Animation, Temporal Data Visualization

Module V: Big Data Visualizations and Other Displays Where some tools fail with Big Data visualizations. Using visualizations to explore and present Big Data. Visualizing text. Data Visualization Tools : R, Python, Tableau, ManyEyes, HTML/CSS, Java D3 Framework, Google Fusion tables, Google Refine, Google Charts, Adobe Illustrator, and Excel.

Textbooks:

1. G. Sudha Sadasivam, R. Thirumahal, Big Data Analytics, Oxford University Press, 2020
2. Raj kamal, Big Data Analytics: Hadoop, Spark, and Machine-Learning , McGraw Hill, 2019
3. The Visual Display of Quantitative Information, 2nd edition, E. Tufte. Graphics Press, 2016.
4. Yau, N. Data Points. Indianapolis: O'Reilly, 2016.

Reference Books :

1. Yau, N. (2014). Visualize This: The FlowingData Guide to Design, Visualization, and Statistics. Indianapolis: O'Reilly.
2. Dewar, M. (2012). Getting Started with D3. O'Reilly Media.
3. Few, S. (2012). Show me the numbers: Designing tables and graphs to enlighten. Analytics Press. 2012
4. Wong, D. (2011). The Wall Street Journal guide to information graphics: The dos and don'ts of presenting data, facts and figures. New York: W.W. Norton & Company April 30, 2013



TRIMESTER 4
FINANCIAL ANALYTICS
Credits: 3.0

Course Code: 22MFB42

Total No. of sessions: 24

Course Objectives:

- * To enable the students to learn about the applications of various analytical methods in business finance
- * To focus on identifying and measuring market risk and credit risk

Course Content:

Module I:

Financial Analytics: Concept, Evolution and Applications

Financial Forecasting: Concept, Types, ML Techniques for Forecasting and Applications in Finance

Module II:

Data pre-processing: Collection, Integration, Cleaning, Summarization, Transformation, Visualization, Handling Missing values and Outliers;

Machine Learning Methods: Classification; modeling; users

Logistics Regression: Introduction, Applications, Classifier Performance Measures;

Principal Component Analysis: Introduction, Purpose Application;

Tree-based Algorithms: Regression Tree Vs. Classification Tree; Splitting Point

Module III:

Introduction to Credit Risk and Credit Risk Analytics, Importance, Basel Regulations, Types, Factors Affecting Credit Risk: Probability of Default, Loss Given Default, Exposure at Default, Expected Loss, Financial Modeling of Credit Risk Factors

Module IV:

Introduction to Market Risk, Importance, Types: Currency Risk, Interest Rate Risk, Country Risk, Commodity Risk; Evaluation of Market Risk using Machine learning methods and Value at Risk (VAR)

Text Book

The course is predominantly case-based involving detailed analysis of cases in a variety of industries and situations. The cases and readings from Harvard Business Press (HBP) will be distributed to the students in the course pack.

Reference Books

1. Financial Risk Manager Handbook by Phillippe Jorion GARP, Wiley, 5th Edition or latest
2. Forecasting Methods and Applications by Spyros Makridakis, Steven C Wheelwright and Rob J Hyndman, Wiley, 3rd Edition or latest



TRIMESTER 4
ADVANCED MARKETING ANALYTICS
Credits: 3.0

Course Code: 22MMB45

Total No. of Sessions: 24

Course Objectives:

- This course builds the understanding of marketing analytics and how to develop innovative strategies to enforce sound leadership and managerial applications.
- It also equips the participants with the basic understanding needed for marketing decision making in consumer perspective and sales as an entrepreneur or as a professional.
- To learn appropriate research methodology tools and techniques as in which suits analytics metrics and to learn the importance of consumer tracking, privacy, and universal analytics without amplifying a negative momentum among users personal/ethical touch, mostly touching the analysis with social aspects.

Course Content:

Module I: Building Client-centric solutions - Part (A) – Data Exploration and Storyboarding

Understanding and managing real-time data with emphasis on developing logical storyboarding as enablers of marketing decision-making. Extensive use and understanding of survey tools, softwares like MS Office to prepare, manipulate and construct data tables and meaningful data visualizations, that help to structure a coherent marketing thought-process using data. *Tools:* Excel / R/ any platform for data wrangling

Obj: Think like a client. Think like a consultant and appreciate data-driven-client-centric solutions.

Module II: Building Client-centric solutions - Part (B) – Choice models – Foundations in Conjoint Analyses Customer-centricity is key to sustainability. There is a great deal of emphasis on being customer focused. The agenda of this module is to understand customers for products and services planning and to a smaller extent pricing dynamic. The objective is to understand customer preferences, perceptions and purchase behavior. *Tools:* Custom-made tools. Sawtooth software. SPSS.

Obj: Learn and apply customer-choice models and apply them in creating customer-centric products and services

Module III: Building Client-centric solutions - Part (C) – New Product Forecasts | Optimizing Marketing Spends VUCA environments have made forecasting a challenging task for marketers. Predicting future sales is key to planning marketing budgets and executing marketing plans. We will focus on the industry-standard and widely used diffusion-models to build sales forecasts. Another important role of marketers is to understand keenly the impact of their marketing spends. The second focus of this module will therefore address marketing-response models. *Tools:* Custom-made tools.

Obj: Learn and apply response – models. Use diffusion – models to forecast sales for new products

Module IV: Evaluating multi-variable relationships using structural equation models

Halo effects, indirect effects and other complex relationships that impact the critical outcome variables of marketing need special tools to evaluate them. This module introduces the marketer to new tool and platform to model and evaluate such complexity. *Tools:* AMOS-SPSS

Obj: Learn and apply SEM and evaluate marketing impact



Textbooks

Marketing Research | Malhotra & Dash | Pearson | 7th Edition

Reference Books

1. Kellogg on Marketing | Second Ed. | Alice M. Tybout

2. Choice-Based Conjoint Analysis: Models and Designs | Raghava Rao, Wiley & Chitturi | Chapman & Hall | 1st Edition



TRIMESTER 5
BIG DATA IN MANAGEMENT

Course code: 22MS51

Credits: 3.0

Total No. of sessions: 24

Course Objective:

- Explain the basic concepts behind deriving value from Big Data and its importance to Businesses
- Develop skill sets needed to successfully extract intelligence and value out of data sets
- How to integrate Big Data into a corporate culture
- Discuss the best practices for data analysis

Course Content:

Module I: Big Data Concepts- The Arrival of Analytics; Where Is the Value?; More to Big Data Than Meets the Eye; Dealing with the Nuances of Big Data; An Open Source Brings Forth Tools; Caution: Obstacles Ahead; Why Big Data Matters; Big Data Reaches Deep; Obstacles Remain; Data Continue to Evolve; Data and Data Analysis Are Getting More Complex; The Future Is Now

Module II: Big Data and the Business Case; Realizing Value; The Case for Big Data; The Rise of Big Data Options. Beyond Hadoop With Choice Come Decisions; Building the Big Data Team; The Data Scientist; The Team Challenge; Different Teams, Different Goals; Don't Forget the Data; Challenges Remain; Teams versus Culture; Gauging Success

Module III: Big Data Sources; Hunting for Data; Setting the Goal; Big Data Sources Growing; Diving Deeper into Big Data Sources; A Wealth of Public Information; Getting Started with Big Data Acquisition; Ongoing Growth, No End in Sight; The Nuts and Bolts of Big Data; The Storage Dilemma; Building a Platform; Bringing Structure to Unstructured Data. Processing Power Choosing among In-house, Outsourced, or Hybrid Approaches

Module IV: Security, Compliance, Auditing, and Protection; Pragmatic Steps to Securing Big Data; Classifying Data; Protecting Big Data Analytics; Big Data and Compliance; The Intellectual Property Challenge; The Evolution of Big Data; Big Data: The Modern Era; Today, Tomorrow, and the Next Day; Changing Algorithms; Best Practices for Big Data Analytics; Start Small with Big Data; Thinking Big; Avoiding Worst Practices; Baby Steps; The Value of Anomalies; Expediency versus Accuracy. In-Memory Processing

Module V: Bringing It All Together; The Path to Big Data; The Realities of Thinking Big Data; Hands-on Big Data; The Big Data Pipeline in Depth; Big Data Visualization; Big Data Privacy; Hands on Experience: Hands on R-Programming & Weka o Twitter data analysis - Hadoop Framework o Eco system and Tools o HDFS & HBase - Hands on-Hadoop & HBase Programs

Text Book:

1. G. Sudha Sadasivam, R. Thirumahal, Big Data Analytics, Oxford University Press, 2020
2. Kai Hwang, Min Chen, Big-Data Analytics for Cloud, IoT and Cognitive Computing, Wiley, 2017
3. Thomas Erl, Wajid Khattak, Paul Buhler, Big Data Fundamentals: Concepts, Drivers, and Techniques, 2016

Reference Books:

1. Paul Zikopoulos, Chris Eaton, Paul Zikopoulos, "Understanding Big Data: Analytics for Enterprise Class Hadoop and Streaming Data", McGraw Hill, 2016.
2. Bill Franks, "Taming the Big Data Tidal Wave: Finding Opportunities in Huge Data Streams with Advanced Analytics", Wiley and SAS Business Series, 2016.



TRIMESTER 5

ARTIFICIAL INTELLIGENCE AND MACHINE LEARNING

Course code: 22MS52

Credits: 3.0

Total No. of sessions: 24

Course Objectives:

- To provide fundamental knowledge on Artificial Intelligence and Machine Learning
- To appreciate and understand various applications of Machine Learning.
- To learn intuition behind various Machine Learning Algorithms.
- Learn hands on implementation of AI based use cases in various domains.

Module I

Introduction to Artificial Intelligence and Machine learning. Applications of Artificial Intelligence and Machine Learning in business arena. Data cleaning, data transformation, Bias- Variance trade-off, Types of Machine Learning, Ensemble Techniques- Bagging and Boosting.

Module II

Supervised Learning- Regression, Regularization Techniques - Least Absolute Shrinkage and Selection Operator (LASSO) Regression, RIDGE Regression, Polynomial Regression

Module III

Logistic Regression, Classification and Regression Trees (CART), Random Forest, Support Vector Machines, KNN, Naive Bayes.

Module IV

Unsupervised Learning Clustering, K-Means, K Nearest Neighbours, Association Rule Learning Dimensionality Reduction, PCA, SVD, Neural Networks- ANN

Module V

Reinforcement Learning- Markov Decision, Monte Carlo Prediction, Next Best Offer, Dynamic Pricing, Machine Learning Applications across Industries- Health Care, Retail, Financial Services, Manufacturing, Hospitality.

Text Book

Manaranjan Pradhan, U. Dineshkumar, Machine Learning using Python, Wiley, 2021

Reference Books:

1. Hastie, T., Tibshirani, R. and Friedman, J., 2017. The elements of statistical learning: data mining, inference, and prediction. Springer Science & Business Media.
2. Shalev-Shwartz, S. and Ben-David, S., 2015. Understanding machine learning: From theory to algorithms. Cambridge university press.
3. Kelleher, J.D., Mac Namee, B. and D'arcy, A., 2015. Fundamentals of machine learning for predictive data analytics: algorithms, worked examples, and case studies. MIT press.
4. Hareendran, A., 2014. Artificial intelligence and machine learning. PHI Learning Pvt. Ltd..



TRIMESTER: 5
APPLIED PEOPLE ANALYTICS

Course Code: 22MHB51

Credits: 3.0

Total No. of Sessions: 24

Course Overview:

People Analytics is a sunrise domain in the field of Human Resources Management. While there are many avenues to build knowledge on this subject, courses designed to offer the practical orientation in People Analytics are not many. This course is conceived having the practical aspects of People analytics in mind and offers a guided approach for practitioners.

Course Objectives:

- Understand business challenges and assess the talent landscape to make a strategic impact.
- Understand the empirical value of people data and identify metrics & measures that drive results.
- Gain the competencies that will enable source, analyze, present and productize data and insights
- Learn data analysis techniques using Excel, PowerBI & Azure ML Studio

Course Content:

Module I: Introduction to People Analytics - Contemporary view of Data driven HR management - Roll call: 'Full Stack' HR Professional - Analytics Maturity Model

Module II: Business case for People Analytics - *Toolkit:* HC Bridge, LAMP Model & HCM 21 - Strategic HR Metrics & Measurement models - *Toolkit:* Scorecards & KPI - Data Fluency/Literacy - *Toolkit:* data structure, sources, systems

Module III: Making Sense of data - *Toolkit:* Levels of Sophistication, Preparation & Statistical inferences - Leveraging data for People practices - *Toolkit:* Human centered design, MVP - Evidence based decision making process - *Toolkit:* Validation, Experimentation, Causation vs Correlation

Module IV: Analysing data - *Toolkit:* Descriptive & Diagnostic cases using Excel and Power BI - Presenting data for decisions - *Toolkit:* Data vizualisation & Storytelling - Productization of Analytics - *Toolkit:* Dashboards, Conversational AI, Digitized processes

Module V: The changing face of HR Processes with analytics - *Toolkit:* Case studies - Predictive analytics using MS Azure ML Studio

Reference Books

1. Cascio, W.F. & Boudreau, J.W. Investing in People: Financial Impact of Human Resource Initiatives. 2nd Edition, Prentice Hall, 2015.
2. Jac Fitz-enz & John Mattox, Predictive Analytics for Human Resources, Wiley, 2014.
3. Lewis, M. Moneyball: The Art of Winning an Unfair Game, W. W. Norton & Company, 2004.
4. McBassi L., Carpenter, R. & McMurrer, D. HR Analytics Handbook, McBassi and Company, 2012.
5. Siegel, E. Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die. 2nd Edition, Wiley, 2016.
6. Soundararajan, R. Singh, K. Winning on HR Analytics: Leveraging Data for Competitive Advantage, Sage Publications India Pvt Ltd, 2016.
7. Swanson, D., & Dearborn, J. The Data Driven Leader, A Powerful Approach to Delivering Measurable Business Impact Through People. Wiley, 2018.
8. Uppal, N. Human Resource Analytics: Strategic Decision Making, Pearson, 2021



TRIMESTER 5
FUNDAMENTALS OF OPERATIONS ANALYTICS

Course Code: 22MOB52

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

The objective of this course is to prepare students to analyse various management decision issues using advanced analytical and quantitative methods. Topics included address the areas such as Waiting Line Models, Decision Tree Analysis, Stochastic Process, Time Series Modelling and Nonlinear Optimization Theory. The course designed especially keeping Operations Management and Finance student in mind to take optimal decision in many business problems. The concept building for this course will probably place a much stronger emphasis on various decision-making criterions falling under Prescriptive Analytics.

Course Content:

Module-I: Introduction: Data Analytics: Perception & Reality, Implication and applications of Analytics in industries and real life. Examples, Effective visual techniques, Data-ink Ratio, Effective table designs, Pivot Table report, Charts, Dashboard preparation, Data Visualization: Importance & cautions, Creating effective table, charts and data dashboard.

Module-II Waiting Line Model & Simulation: Impact of Ques, various types of services with respect to kind of Queue. Queuing model Layout, Queue Characteristics. Utilization factor. Waiting Line Model-I, M/M/1: Model, Infinite queue and Infinite population, Waiting Line Model-II, M/M/1: Model, Model for finite Queue length, Hands-on Simulation for one server- infinite queue model: Hospital with one Nurse and One Doctor., Analysis and interpretation of simulation/M/C: Model, M/M/C: Models

Module III: Decision Analysis & optimization: Elements in Decision Analysis- payoff tables, Possible decision criteria, Decision Trees – Applications and Concepts, Bayesian Decision Rules, Examples, The precision tree add-in through spreadsheet- Part-I, Risk Profiles –Applications in Operations Management and financial portfolio analysis, Developing risk Profiles, Evaluation of Risk profiles, Multi-stage decision problems and developing decision tree models., Basics of utility theory- utility and decision making, Risk Avoiders vs Risk Traders, Expected Monetary Value Vs Expected utility, examples.

Module IV: Introductory Stochastic Process: Introduction to Stochastic Process-definition and basic concepts, Markov Process examples, Markov Chain, Ito's lemma, Transition Probability Matrix (TPM), Chapman, Kolmogorov and other theorems in management., Random Walk problem and Other applications

Module V: Time Series Modelling in Operations Management: Introduction to Time Series Analysis- Regression, Autocorrelation, Test Statistics for, Statistical Inferences, Concepts of Homoscedasticity and Heteroscedasticity, Autoregressive Process-Simple AR process- Hands-on Analysis through Gretl & Eviews, ARIMA process, Hands-on Analysis through Gretl & Eviews., ARCH & GARCH Models with applications, Hands-on Analysis through Gretl & Eviews

Reference Books:

1. S. Christian Albright and Wayne L. Winston, "*Management Science Modeling*", 4th Edition, Cengage Learning India Private Limited, New Delhi.
2. Douglas C. Montgomery, *Design and Analysis of Experiments*, International Student Version, 8th Edition Wiley India, Pvt. Ltd, New Delhi.
3. Ruey S. Tsay "*Analysis of Financial Time Series*", (Wiley Series in Probability and Statistics) 2nd Edition, Wiley India, Pvt. Ltd, New Delhi.
4. Akinc, U. (2013). Preferred Customer Service at US Airways. *Case Research Journal*, 33(1).
5. Krieger, D., & Ruback, R. S. (2001). Merck & company: evaluating a drug licensing opportunity. *Harvard Business School Case*, 9-201.



TRIMESTER 6
BLOCK CHAIN TECHNOLOGIES

Course Code: 22MS61

Credits: 3.0

Total No. of Sessions: 24

COURSE OBJECTIVES

By the end of the course, students will be able to

- Understand how blockchain systems (mainly Bitcoin and Ethereum) work,
- To securely interact with them,
- Design, build, and deploy smart contracts and distributed applications,
- Integrate ideas from blockchain technology into their own projects.

Module I: Basics: Distributed Database, Two General Problem, Byzantine General problem and Fault Tolerance, Hadoop Distributed File System, Distributed Hash Table, ASIC resistance, Turing Complete. Cryptography: Hash function, Digital Signature - ECDSA, Memory Hard Algorithm, Zero, Knowledge Proof.

Module II: Blockchain: Introduction, Advantage over conventional distributed database, Blockchain Network, Mining Mechanism, Distributed Consensus, Merkle Patricia Tree, Gas Limit, Transactions and Fee, Anonymity, Reward, Chain Policy, Life of Blockchain application, Soft & Hard Fork, Private and Public blockchain.

Module III: Distributed Consensus: Nakamoto consensus, Proof of Work, Proof of Stake, Proof of Burn, Difficulty Level, Sybil Attack, Energy utilization and alternate.

Module IV: Cryptocurrency: History, Distributed Ledger, Bitcoin protocols - Mining strategy and rewards, Ethereum -Construction, DAO, Smart Contract, GHOST, Vulnerability, Attacks, Sidechain, Namecoin

Module V: Cryptocurrency Regulation: Stakeholders, Roots of Bit coin, Legal Aspects-Crypto currency Exchange, Black Market and Global Economy. Applications: Internet of Things, Medical Record Management System, Domain Name Service and future of Blockchain.

Tutorial & Practical: Naive Blockchain construction, Memory Hard algorithm – Hashcash implementation, Direct Acyclic Graph, Play with Go-ethereum, Smart Contract Construction, Toy application using Blockchain, Mining puzzles

Text Book

1. Chandramouli Subramanian, Asha A George, Abhilash K.A and Meena Karthikeyan, Block Chain Technology, Universities Press, 2021
2. Arvind Narayanan, Joseph Bonneau, Edward Felten, Andrew Miller and Steven Goldfeder, Bitcoin and Cryptocurrency Technologies: A Comprehensive Introduction, Princeton, University Press, 2019.

Reference Books

1. Antonopoulos, Mastering Bitcoin: Unlocking Digital Cryptocurrencies, 2019
2. DR. Gavin Wood, "ETHEREUM: A Secure Decentralized Transaction Ledger,"Yellow paper.2014.
3. Satoshi Nakamoto, Bitcoin: A Peer-to-Peer Electronic Cash System



TRIMESTER 6

DEEP LEARNING AND NEURAL NETWORKS WITH PYTHON

Course Code: 22MS62

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

- To understand the intuition behind various Deep Learning algorithms.
- To learn hands on Implementation of Deep Learning based used cases in various domains.
- To understand the fundamental architecture of IoT and the association between deep learning data analytics and Internet of Things
- To appreciate and understand the business applications of Internet of Things.

Module I

Introduction to Deep Learning and Internet of Things, Machine Learning Vs Deep Learning, Neural Network Architecture, Mathematics of Deep Learning, Single Layer Perceptron.

Module II

Multilayer Perceptron, Back Propagation, Cost Function, Loss Function, Optimization techniques, Artificial Neural Networks (ANN), Application of Artificial Neural Network in Business.

Module III

Convolution Neural Network (CNN) – Image Processing, Max-Pooling, Flattening, Rectified Linear Unit (ReLU). Max Pooling. Business Application of Convolution Neural Networks. Business applications of CNN.

Module IV

Recurring Neural Network (RNN)- Long and Short Term Memory (LSTM), Implementation of Recurrent Neural Networks in Keras . Vanishing and Exploding Gradient Problem. Applications of RNN in predictive analytics.

Module V- Natural Language Processing (NLP)- artificial intelligence concerns with the interactions between computers and natural languages. Lemmatization, Morphological segmentation, Part-of-speech tagging, Parsing, Stemming.

Text Books:

1. Chollet, F. (2021). Deep Learning with Python, Second Edition. United States: Manning.
2. Weidman, S. (2019). Deep Learning from Scratch: Building with Python from First Principles. United States: O'Reilly Media, Incorporated.
3. Patterson, J. and Gibson, A., 2017. *Deep learning: A practitioner's approach*. " O'Reilly Media, Inc."
4. Buduma, N. and Locascio, N., 2017. *Fundamentals of deep learning: Designing next-generation machine intelligence algorithms*. " O'Reilly Media, Inc."
5. Goodfellow, I., Bengio, Y. and Courville, A., 2016. *Deep learning*. MIT press.



ELECTIVE –GENERAL MANAGEMENT & PUBLIC POLICY



TRIMESTER 6

NEW VENTURE MANAGEMENT: FROM START-UP TO SCALE-UP

Course Code: 22MP51

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

In contemporary times words like StartUp, Entrepreneurship, Seeding have become a popular topic of discussion among youths. For youth also the dream of being an entrepreneur comes with aspirations of doing quality courses par with universal excellence. This course aims to sensitize the students on new business ventures and its importance, it will help students understand the roadmap for starting and sustaining a business venture.

Course Content:

MODULE 1 – Understanding the Entrepreneurial Journey

Why Entrepreneurship- Introduction to Innovation and Entrepreneurial Idea Generation and Creative Thinking and Identifying business opportunities

Learning from other Entrepreneurs' Experiences Knowing Your Entrepreneurial Self

MODULE 2 – Crystalising the Business Idea

Startup Environment and Eco System, Managerial Economics for Entrepreneurs, Entrepreneurial Finance: Conceptualization- Identifying, Recognizing, and Screening Opportunities, Ethics and Environment in India, Understanding the Regulatory Framework and Law, Crafting a Business Model.

MODULE 3 – Starting a Business: From Ideation to Launch

Concept and Best Practices of Pre-Incubation Services Facilities, Corporate and Social Entrepreneurship, New Venture Establishment- Measuring and Managing Strategic Performance of Existing and New Ventures- Demand and Forecast, Market Segmentation, Honing Marketing Skills, Operations for Entrepreneurs

MODULE 4 – Essential Management Tools for Entrepreneurs II

Pricing Strategy, Social Responsible Managerial Decision Making, Forming and Building a Team, Finances and Funding for new ventures- Budgeting. Developing a Business Plan

MODULE 5 – Managing Early Growth and Scaling Up.

Financing of New Ventures: Issues in Early Stage and Late Stage Financing, Understanding Issues in Scaling-up, Managing Teams through Growth, Managing Change, Learnings from the success/ failure stories of entrepreneurs- Scaling up and Managing Growth Challenges , Governance Structure and Practices: Key to Credibility

Text Book:

1. Weinberg, G., Mares, J. (2020). Traction: How Any Startup Can Achieve Explosive Customer Growth. United Kingdom: Penguin Books Limited.
2. Ganesh, V. K. I. a. M. (2020). Manual for Indian Start-Ups. India: Penguin Books India PVT, Limited.
3. Grover, H., & Goyal, V. (2020). *Let's Build a Company: A Start-up Story Minus the Bullshit*. Penguin Random House India Private Limited.
4. Eyal, N. (2014). Hooked: How to Build Habit-Forming Products. United States: Penguin Publishing Group.

Reference Books

1. Bansal, R. (2012). Connect the Dots. India: Westland.
2. Bansal, R. (2008). Stay Hungry Stay Foolish. India: Westland



TRIMESTER 6
PUBLIC POLICY AND MANAGEMENT
Credits: 3.0

Course Code: 22MP61

Total No. of Sessions: 24

Course Objectives:

The subject of "Public Policy and Management" is a unique course that identifies the various subtleties of the effect of policy making from the Governance perspective on businesses and small, medium and big corporate houses. The external world is as crucial as the internal efforts of any company to grow organically in all dimensions. In today's world marred by Covid-19 pandemic this field has exponentially gained importance owing to its nature. The government policies, regulatory bodies and the role of other important institutions play a large role in expanding the Economy. The awareness, comprehension and application of the knowledge attained by learning this subject will help a learner solve problems in troubled times like the ones we are in. Keeping this in mind this course is designed to benefit the student in a way that he/she develops a holistic view of the business ecosystem.

This is an elective course offered for second year students in the Area of Public Policy.

Course Content:

Module I: Public Policy in India

1. Introduction to Public Policy
2. Policymaking Institutions
3. NITI Aayog
4. Major Ministries
5. Ministry of Corporate Affairs
6. State level policymaking

Module II: Fiscal Policy

1. Fiscal ecosystem
2. Tax havens
3. Fiscal Stimulus to combat crisis
4. MSMEs and Current issues

Module III: Monetary Policy

1. Banking system overview
2. Evolution of Indian Banking
3. Bank Mergers
4. Reserve Bank of India
5. Bank for International Settlements Basel norms
6. Capital Markets and SEBI

Module IV: Promoting Economy through Policymaking

1. Major Schemes of Government of India
2. Foreign Direct Investments and Make in India
3. Startup Ecosystem and Job creation
4. Policies leading to self-dependence (Atmanirbhar Bharat)



Module V: Expanding Economy in a globalized world

1. Export Promotion & foreign trade
2. Multinational Corporations
3. Management during global pandemics and crisis
4. Institutions and interventions during global meltdowns

3. Reference

- 1) Our Constitution – Subhash C. Kashyap – National Book Trust
- 2) Our Parliament - Subhash C. Kashyap – National Book Trust
- 3) Indian Economy – Dutt and Sundaram
- 4) www.niti.gov.in
- 5) www.weforum.org
- 6) www.india.gov.in
- 7) www.asean.org
- 8) www.europa.eu
- 9) www.imf.org
- 10) www.worldbank.org
- 11) www.wto.org
- 12) www.weforum.org
- 13) www.mea.gov.in
- 14) www.rbi.org.in
- 15) www.makeinindia.com

All leading newspapers and current affairs magazines



TRIMESTER 6
COURSE OF INDEPENDENT STUDY
Credits: 3.0

Course Code: 22MG62

Total No. of Sessions: 24

The student can undertake an industry-based or research project for a duration of 1 trimester. It represents an opportunity for the participant to explore a topic in-depth in his/her area of special interest. It makes possible the integration of several fields of study in searching for the solution for a real-time industry problem/project.

Evaluation:

Industry-based Project: Completion of the Project certified by Industry Mentor & Internal Evaluation by the Faculty Panel.

However, the Project theme should be a real-time managerial problem duly approved by the Faculty Panel.

Research Project: At least one conference proceeding organized by premier Institutions like IITs/IIMs and other international Universities.

In both the cases, the student need to apply atleast one trimester prior for evaluation and approval of the proposal. This course carries 3 credits and the grade will be mentioned in the VI Trimester.



CORE PAPER



TRIMESTER 4
BUSINESS ETHICS AND CORPORATE GOVERNANCE
(INTERNAL COURSE)

Course Code: 22MT41

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

The course seeks to:

- * Sensitise the student on the various ethical aspects concerning the functioning of business enterprises, within the organizations and in their relationship with the external-world,
- * Analyse ethical issues using moral principles, and how to make recommendations to resolve the issues.
- * Understand the need for and appreciate the critical importance of Corporate Governance in an organisation. This could also build and reinforce the ethical issues discussed in functional courses. The course also sensitise the students on Corporate Social Responsibility aspects wrt Corporations and also underscores the importance of Sustainability and its importance for the planet

Course Content:

Module I: Introduction - Ethics and Organisations - Personal Ethics and Organisational Ethics - The Ethical Decision Making Process - Ethical Theories - Ethical Relativism - Shareholders and Other Stakeholders interests.

Module II: Employee Duties and Rights - Discriminatory and Prejudicial Employee Practices - Whistle Blowing - Downsizing the Workforce. Handling Ethical Dilemmas at Work - Marketing Strategy & Ethics - Ethical Practices in Market Place - Consumer Rights and Welfare.

Module III: Ethics and Finance - Business and the Environment and contemporary Issues - Ethical principles in business – Concept of the stakeholders' organization - Business dilemma versus decision, characteristics of ethical dilemmas; the dilemma resolution process;

Module IV: Building an Ethical Organisation - Steps to becoming an Ethical Manager - Ethics and Corporate Culture - Corporate Social Responsibility, Social Audit and Ethical Investing - Corporate Governance: Nature & Evolution of Corporate Governance: Global and National Perspectives - Why Governance?

Module V: Corporate Governance: Global Practices - Clause 49 (Listing Agreement - SEBI) and its interpretations. Roles and Responsibilities of Directors and Shareholders, Dilemmas facing Directors – Increasing expectations from Directors. Roles of independent directors- Challenges of business ethics and corporate leadership.

Module VI: Corporate Social Responsibility - Importance in the Indian Context, Provisions under the Companies Act 2013, Benefits for the society

Module VII - Sustainability - Role of sustainability in Corporations , SDG Goals Under United Nations

Text Book:

1. S. Manikutty- Being Ethical (Ethics as The Foundation of Business) – IIM Ahmadabad

Reference Books:

1. William Shaw, Business Ethics, Wadsworth Publishing Company, 6/e, 2007.
2. Richard T. De George, Business Ethics, Prentice Hall India, 6/e, 2005.
3. Manuel G. Velasquez, Business Ethics – Concepts and Cases, PHI, 6/e, 2006
4. Joshi, Business Ethics, Latest Edition – Ebook



VALUE ADDED COURSES



VALUE ADDED COURSE EXCEL FOR MANAGERS

Credits: 1.0

Total No. of Sessions: 8

Course Objectives:

The course seeks to

- * To familiarize the students with Excel functions
- * To have hands on experience in excel formulas
- * To experience data cleaning & data crunching

Course Content:

Module I: Managing the Work book

Create workbook & worksheet; Navigation & formatting; Customise toolbars; Name ranges & cells; custom data formats; conditional formatting & filtering
Create & manage tables; table styles and options; Filter & sort a Table; Page layout & Print options
Protect cells, sheets, workbook, manage comments

Module II: Functions

Data functions: SUM, MIN, MAX, COUNT, AVERAGE
Logical functions: AND, OR, IF, IFERROR, SUMIF, AVERAGEIF, COUNTIF
Text functions: RIGHT, LEFT, MID, UPPER, LOWER, PROPER, CONCATENATE
Date functions: TODAY, DAYS, MONTH, EDATE, EMONTH,

Module III: Charts, Objects & Workbook elements

Create & format charts, switch between rows and columns in source data, modify chart elements
Insert text boxes, shapes, images, modify object properties
Custom cell formats, autofill, data validation, filtering options, Trace precedence & dependence

Module IV: Formula & Operations

Logical operations using AND, OR functions, simple nested formula,
VLOOKUP, HLOOKUP, XLOOKUP operations

Module V: Data analysis & Macros

Data cleaning, Text to Data, Group rows & columns, Pivot tables & charts
Creating & executing simple Macros

Reference Books:

1. Michael Alexander, Dick Kusleika, Microsoft Excel 365 Bible, Wiley Publication, March 2022
2. Michael Alexander, Microsoft Excel 2019 Bible, Wiley Publication, December 2018
3. William Fischer, Excel: Quick start guide from beginner to expert, Createspace Independent publication, May 2016
4. Michale Alexander, Pivot Table Data Crunching, Microsoft Press, February 2019



**VALUE ADDED COURSE
CORPORATE READINESS TOOLKIT**

Credits: 1.0

Total No. of Sessions: 8

Course Objectives:

1. Enabling placement cracking skills (Personal Interviews & Group Discussions).
2. Developing effective tactics to deal with day-to-day office difficulties.

Course Content:

For convenience, the course is divided into 4 modules.

Module 1: Placement Season Readiness

Duration: 2 Sessions

Module Objective:

- Understanding the characteristics of good vs. bad interviews.
- How to crack Behavioural, Stress & Case Study Interview questions?

Module 2: E-Mail Etiquettes

Duration: 2 Sessions

Module Objective:

- Why E- mails matter? Characteristics of Convincing vs Unconvincing e-mails.
- Fighting E-mail non-responsiveness.

Module 3: Swimming with Sharks

Duration: 2 Sessions

Module Objective:

- How to handle beaurocracy at work?
- What to do when boss says NO!

Module 4: How to be better organized?

Duration: 2 Sessions

Objective:

- Cultivating the habit of moderation.
- Giving-Accepting feedback.

Textbook:

1. Karamchandani, Anil. (2015). *21 Office Situations: How to Deal With Them?*. A K Books.

Reference Books:

1. Raman, Meenakshi., Singh, Prakash. (2021). *Business Communication* (2nd Ed., 14th impression). Oxford University Press.
2. HBR's 10 Must Reads. *On Communication*. (2013). Harvard Business review Press.



VALUE ADDED COURSE

RURAL & DEVELOPMENT IMMERSION PROGRAMME

Credits: 1.0

Total No. of Sessions: 8

Course Objectives:

The objectives of this course is

- Expose the students of Business Management to the issues of poverty, inequality and development in rural and urban context
- Make them understand the status, issues and interventions related to livelihoods, health and education
- Help them to critically look at the roles of different stakeholders (govt., NGOs and corporate) in the process of development at the grassroots
- Facilitate self-reflection process to connect self (as a business management professional) in development process

Course Content:

This is a full time course running for 9- 10 days. The course delves in to the following dimensions:

- I. Poverty, Inequality and Development
- II. Livelihoods and Development
- III. Social Development (Health and Education)
- IV: Contemporary issues and case analysis

Methodology

The following methods would be used in the course:

- Documentaries followed by dialogue
- Simulation exercise
- Case studies from field
- Resource lectures and interaction
- Observation-reflection – documentation
- Focused discussion with communication Modules facilitated by field visits.

Course Evaluation:

The course is proposed to be offered in collaboration with DHAN Foundation, Madurai.

Evaluation would be based on the Reports of Field visits, Class Participation and Term Paper



VALUE ADDED COURSE

ART AND SCIENCE OF HEALTHY LIVING

Credits: 1.0

Total No. of Sessions: 8

Course Objective

The value-added course "Art and Science of Healthy Living" emphasizes the benefits of healthy living habits like yoga, and meditation. The importance of mental, physical, and psychological well-being in a healthy lifestyle was widely acknowledged by medical practitioners and research scholars. Educational institutions can make significant contribution to Government of India's "Fit India" initiative (<https://fitindia.gov.in>) through such courses. Young people can reach their full potential if they can follow a healthy lifestyle and have good health.

Course Content:

1. To Promote healthy living practices among students' community
2. To create awareness about Yoga and integral approach to mind body well being
3. To appreciate importance of meditation and its relationship to mental health.

Module 1- Introduction to healthy living practices

Introduction to five element theory- Interconnectedness of five element theory with wellbeing of an individual- Wood- Earth- Water- Fire- Metal- Meridians- characteristics of five elements that are associated with season, weather, color, and symptoms/disease states.

Module 2- Importance of Yoga

Foundations of Yoga- Relevance of yoga with health - Pranayama and its importance – Selected Asanas- Integral approach to mind body wellbeing.

Module 3- Importance of Meditation

Relaxation, Meditation, Sleep, and its importance. Entrainment of mind and Generation of feelings resulting in Entrainment of brain- Savasana Meditation, Aga Oli Meditation, Chakra Meditation, Kavasa Meditation, Vipassana Meditation.

Module 4- Mind, Body and Spirit Connectedness

Endocrine glands, Thymus, Hypo thymus gland, pituitary Gland, Pineal Gland and its importance, Emotional Quotient Vs Spiritual Quotient, and its interconnectedness.

Books

1. Hegde, B. M. (2006). What Doctors Don't Get to Study in Medical School. United Kingdom: Anshan.
2. Vora, D. (n.d.). Health in Your Hands. India: Gala Navneet Publications Limited.
3. Murphy, J. (2018). The Power of Your Subconscious Mind. India: Jaico Publishing House.
4. Lipton, B. H. (2015). Biology of Belief. United States: Hay House, Incorporated.



YouTube Links

S.No	You tube videos	Link
1	How Music Can heal your brain and heart	https://www.youtube.com/watch?v=NIY4yCsGKXU
2	Five element theory	https://www.youtube.com/watch?v=T7TqPPGsZqo
3	Yoga Therapy BKS Iyengar	https://www.youtube.com/watch?v=G2dPW0KaUYI
4	The science of Yogic Breathing	https://www.youtube.com/watch?v=aIfwbEvXtwo
5	How to Activate your Pineal Gland	https://www.youtube.com/watch?v=Un7O8SiBvHM

Further Readings

S.No	Research Articles	Topic
1	Li, S., Xu, J., Tang, L., Li, Y., Wang, H., Zhao, L., ... & Li, N. (2021). Application of five-element music therapy in pain coping skills training in patients with knee osteoarthritis. <i>Journal of Integrative Nursing</i> , 3(4), 161.	Music Therapy
2	Francisco, S., & Puwacharoen, C. (2019). Multiple Sclerosis Symptom Management Using Constitutional Five Element Acupuncture: A Case Report. <i>Available at SSRN 3506382</i> .	Five Element therapy
3	Manoharan, P. (2021). PROSPECTS OF MUSIC AS A FORM OF HEALING IN TIMES OF A GLOBAL PANDEMIC. <i>Jurnal Gendang Alam (GA)</i> , 85-96.	Music as a form of healing
4	Kakumanu, R. J., Nair, A. K., Venugopal, R., Sasidharan, A., Ghosh, P. K., John, J. P., ... & Kutty, B. M. (2018). Dissociating meditation proficiency and experience dependent EEG changes during traditional Vipassana meditation practice. <i>Biological psychology</i> , 135, 65-75.	Vipassana Meditation
5	Jackson, S. B. (2020). Rolling My Third Eye: The Third Eye and Pineal Gland Connection. <i>DU Quark</i> , 5(1), 6-13.	Third Eye: Pineal Gland



**VALUE ADDED COURSE
DESIGN THINKING**

Credits: 1.0

Total No. of Sessions: 8

Course Objectives:

- * Introduce the mindset, transfer the toolkit and impart the knowledge required to think and act like a Designer.
- * Develop the empathic, creative, collaborative, and problem-solving skills of the students which form part of the Design Thinking Toolkit.

Course Content:

Module I: Laying the Foundation

Right and Left Brain Thinking – Origin, Nature, and Scope of DT - Problems and Opportunities – Wicked Problems and Design Thinking - Design Principles – Design in Business – Five Phases in DT.

Module II: Understanding the Problem

Empathy – Beginner’s Mindset – Empathic Habits – Empathic Design – Instruments: Listening – Observation – Questioning – Immersion – Storytelling – Traits: Sincerity – Humility – Curiosity – Empathy Mapping.

Module III: Stating the Problem

Defining the Problem – Analysis and Synthesis – Good Problem Statement – Human- Centricity– Scope: Broad and Narrow – Point of View (PoV) – How Might We (HMW) – Why-How Laddering.

Module IV: Generating Ideas

Ideas – Going Wide – Creativity and Innovation – Challenging Assumptions – Ideation Methods: Brainstorming – SACMPER – Mindmap – Storyboard – Worst Possible Ideas – Best Practices – Guidelines.

Textbook:

1. Design by Change: How Design Thinking Transforms and Inspires Innovation by Tim Brown, Harper Collins (2009)

Reference Books:

1. A Whole New Mind by Daniel Pink, Riverhead Books (2006)
2. The Innovator’s Dilemma: Mastering Five Disruptive Innovation by Clayton M Christensen, et al HBR Press (2011)
3. Design Thinking: Understanding How Designers Think and Work by Nigel Cross, Bloomsbury (2011)
4. Design of Business: Why Design Thinking Is the Next Competitive Advantage by Roger Martin, HBR Press (2009)
5. Designing for Growth: A Design Thinking Toolkit for Managers by Jeanne Liedtka and Tim Ogilvie, Columbia Business School Publishing (2011)



**VALUE ADDED COURSE
TAX LAWS FOR MANAGERS**

Credits: 1.0

Total No. of Sessions: 8

Course Objectives:

- * To familiarize the students with Taxation Rules & Procedures in India
- * To experience Income Tax Return filing & Indirect Tax procedures

Course Content:

Module I – Elements of Taxation

Cannons of Taxation; Direct & Indirect Taxes; Union List & State List of Taxes; Budget & Tax Collection by Government; Tax administrative Structure in India

Module II – Direct Taxes

Income Tax; Personal Tax Vs. Corporate Tax; Residential Status; Heads of Income; Deductions under Income Tax; TDS & TCS; Return of Income; Income Tax Authorities

Black Money Act; Benami Transactions; Prevention of Money laundering

Module III – Indirect Taxes

Goods & Service Tax; Value added tax; Input tax credit; Registration & Returns

Customs Act; Import & Export Procedures; Foreign Trade Policy

Module IV – Personal Tax Planning

Tax Planning for Salaried Assesseees; Small Business Assesseees; Filing of Income Tax returns

Reference Books

1. Goods & Service Tax Ready Reckoner – V S Datey – Taxmann publication
2. Income Tax Ready Reckoner – Dr Vinod K Singhanian – Taxmann publication
3. Customs Law & Foreign Trade Policy – V S Datey – Taxmann Publication
4. Tax Planning for Salaried Assesseees – Dr Girish Ahuja – Walter Kluwer Publication – Relevant Assessment year



End of BOS Document for MBA 2022-2024 batch



THIAGARAJAR SCHOOL OF MANAGEMENT (AUTONOMOUS)

**Accredited by NAAC with 'A' Grade
PambanSwamy Nagar, Thirupparankundram,
Madurai - 625005**



MASTER OF BUSINESS ADMINISTRATION

Two-Year AICTE Approved Full-Time Residential Programme

ACADEMIC REGULATIONS FROM

11-July-2022

MBA 2021-2023 BATCH

Version Number: 1

Date: 08 July 2022



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Thiagarajar School of Management (Autonomous)
Madurai
Board of Studies – MBA
Agenda

A meeting of MBA Board of Studies is proposed to be conducted online on **11-July-2022** (Monday) at 11:30 am.
The agenda for the meeting is given below:

1. Overview by Dr. Murali Sambasivan, Director.
2. MBA Programme structure presentation by Dr. M. Balaji, Chairperson -MBA.
3. To review and approve the MBA programme structure, the scheme of examinations and related matters for the batch of 2021-23.
4. To review and approve the MBA programme structure, the scheme of examinations and related matters for the batch of 2022-2024.
5. Any other matter with the permission of the Chair.

Chairperson-MBA



Thirupparankundram, Madurai 625 005, Tamil Nadu.

(Autonomous college affiliated to Madurai Kamaraj University)

OUR VISION

A leading academic institution of choice amongst management students and faculty and employers alike, respected for grooming ethical managerial and entrepreneurial leadership through high quality teaching, training and research.

OUR MISSION

- *To promote wide application of professional management principles, practices and attitudes in the management of economic and social institutions, primarily through teaching, training, research and consultancy.*
- *To groom young men and women into technically proficient, managerially competent, and socially purposeful professionals deeply committed to upholding and practising highest standards of probity.*
- *To help transform entrepreneurial ideas into scalable and sustainable economic and social institutions.*
- *To promote responsible leadership by seamlessly weaving ethical values, social dimensions and long-term sustainability into all aspects of our activities and academic programmes.*

OUR MOTTO

Learn to Learn

TSM's Programme Educational Objectives (PEOs) are as given below:

1. To develop industry ready graduates
2. To prepare TSM graduates for effective leadership
3. To inculcate the habit to think and act ethically
4. To cultivate in TSM graduates application-oriented learning along with integrated, multi/cross-functional perspective.
5. To impart a strong sense of inclusiveness and sustainability in TSM' graduate's work ethic.



Program Outcomes:

1. Apply knowledge of management theories and practices to solve business problems
2. Foster Analytical and critical thinking abilities for data-based decision making
3. Ability to develop value-based leadership ability
4. Ability to understand, analyse and communicate global, economic, legal, and ethical aspects of business.
5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

Introduction to MBA Programme

TSM offers a 2 year PGDM programme and a 2 year MBA programme preparing young men and women for rewarding career in any walk of economic or social activity that calls for application of management and/or information technology tools and inputs. TSM seeks to develop young men and women into technically proficient, managerially competent, ethically sensitive and socially responsible professionals.

Regulations for MBA Degree Programme

TSM-MBA Program is divided into 6 trimesters over 2 years, with a summer internship at the end of first year. TSM seeks to constantly review the design, content and delivery of various courses for their continued relevance and need for updating in the context of changing business environment and management practices. As noted, there is a growing emphasis on project work and case studies as part of the regular courses at the School. While working on projects sponsored by organizations, students get the opportunity to interact with practicing managers and gain insights into real-world problems.

Conditions For Admission

Candidates for admission to the programme leading to the Degree of Master of Business Administration (MBA) during the 2021-22 session should have passed any Degree examination or any other examination of any recognized University or authority for the time being accepted by Madurai Kamaraj University (MKU) as equivalent thereto and subject to amendments as may be made by the MKU from time to time.

Duration Of The Programme

- (i) Minimum duration: The program leading to the Degree of Master of Business Administration (MBA) will extend over a period of 2 years comprising of 6 trimesters with 3 trimesters per academic year.
- (ii) Maximum duration: The candidate shall complete all the passing requirements of the MBA Degree program within a maximum period of 4 years (12 trimesters), the period being reckoned from the commencement of the trimester to which the candidate was first admitted.

TSM MBA Programme

TSM MBA programme is a general management programme, with opportunities for functional specialisation. TSM has set a quality policy that emphasizes on developing young management graduates who, besides meeting the immediate needs and expectations of the Industry, would also evolve into empowered individuals with an urge for constant and continuous learning and bias for action. The Programme is spread over 6 trimesters equally spread over the 2 years, with each trimester of approximately 12 weeks duration.



MBA Programme: I Year

The first year seeks to build the foundation through a rigorous set of core courses on all major functions such as Marketing, Finance, Operations and Human Resources Management and disciplines such as Economics and Organizational Behaviour. A broad perspective of the industrial environment is presented and a sound foundation is laid for advanced and more specialized learning in the second year. The scheduling of various courses through the 3 trimesters is done balancing academic logic and the learning difficulties from the student perspective.

At the end of the first year, students are required to undergo internship of 6-8 weeks duration in an organization working on a project relating to any functional area. The objective is to help students gain insights into the actual working of an organization, its structure, systems and processes and apply some of the tools and techniques learned in solving real world problems in an organizational setting.

MBA Programme: II Year

TSM endeavors to offer a bouquet of electives currently permitting specialization in the areas of Finance, Marketing, Operations, Analytics and Human Resources Management. The elective courses focus on applications of tools and techniques in a variety of managerial situations and seek to offer sharper insights and broader perspectives in the areas of specialization.

Structure of Programme

The overall structure of the MBA Programme is:

- Orientation Programme (prior to the beginning of Trimester 1)
- Trimesters 1 to 6
- Summer internship project
- Rural Development Immersion Programme



COURSE STRUCTURE AND SCHEME OF ASSESSMENT MBA (2021-2023) BATCH

(Minimum Total Credits Requirement for Completion: 109.0)

COURSE CODE	Title of the Paper	Sessions	Credits	Marks allotted		
				CA	ET	Total
TRIMESTER 1						
21MT11	Organizational Behaviour - I	24	3	60	40	100
21MT12	Managerial Economics	24	3	60	40	100
21MT13	Data Analysis for Management – I	24	3	60	40	100
21MT14	Financial Accounting and Reporting	24	3	60	40	100
21MT15	Marketing Management – I	24	3	60	40	100
21MT16	Managerial Communication – I	16	2	100	-	100
Total		136	17			
TRIMESTER 2						
21MT21	Organizational Behaviour – II	16	2	60	40	100
21MT22	Economic Policies for Managers	24	3	60	40	100
21MT23	Data Analysis for Management – II	16	2	60	40	100
21MT24	Marketing Management –II	24	3	60	40	100
21MT25	Managerial Cost Accounting	16	2	60	40	100
21MT26	Operations Management	24	3	60	40	100
21MT27	Corporate Finance – I	16	2	60	40	100
21MT28	Managerial Communication-II	16	2	100	-	100
Total		152	19			
TRIMESTER 3						
21MT31	Corporate Finance-II	24	3	60	40	100
21MT32	Strategic Management	24	3	60	40	100
21MT33	Decision Making with Optimization Techniques	16	2	60	40	100
21MT34	Human Resource Management	24	3	60	40	100
21MT35	Legal Aspects of Business	24	3	60	40	100
21MT36	Business Research Methodology	24	3	60	40	100
21MT37	Advanced Business Analytics	24	3	60	40	100
21MT38	Business, Government and Society	24	3	60	40	100
21MV31	Comprehensive Viva -voce	-	2	100	-	100
21MI31	Rural Development Immersion Programme	7-8 days	Pass /Fail	100	-	100
Total		184	25			
TRIMESTER 4						
	5 electives to be chosen	120	15	60	40	100
21MT41	Business Ethics and Corporate Governance	24	3	60	40	100
21MI41	Summer Internship/Project (8 weeks Duration) (Internal)	-	Pass /Fail	100	-	100
Total		144	18			
TRIMESTER 5						
	5 electives to be chosen	120	15	60	40	100
21MV51	Comprehensive Viva-Voce (Internal)	-	3	100	-	100
Total		120	18			
TRIMESTER 6						
	4 electives to be chosen	96	12	60	40	100
Total		96	12			
Grand Total		832	109			



COURSE STRUCTURE AND SCHEME OF ASSESSMENT MBA (2021-2023) BATCH

(Minimum Total Credits Requirement for Completion: 109.0)

MBA (2021-23) Batch INDICATIVE LIST OF ELECTIVES

IV Trimester	V Trimester	VI Trimester
FINANCE AREA		
Advanced Financial Analysis	Company And Business Valuation	Computational Finance
Financial Analytics*	Corporate Funding and Financing Decisions	Fixed Income Securities
Financial Markets & Institutions	Financial Derivatives	Strategic Financial Decision Making
Financial Risk Management	The New Age Banking- Management Strategies	Financial Modelling Through Spreadsheet
Insurance Management	Strategic Cost Management*	Personal Tax Planning & Wealth Management
Security Analysis and Portfolio Management	Fintech: Foundations & Applications	
MARKETING AREA		
Consumer Behavior	Services Marketing	B2B Marketing
Sales and Distribution Management	Marketing of Financial Products and Services	Retail Marketing
Customer Relationship Management	Digital and Social Media Marketing	Marketing at the Bottom of the Pyramid
Strategic Brand Management	Agri-business Marketing	Contemporary Issues in Marketing
Advanced Marketing Analytics*		
OPERATIONS AREA		
Project Management	International Logistics Management	Industrial Safety Management Systems
Lean Six Sigma & Business Excellence	Strategic Cost Management *	Strategic Sourcing
Supply Chain Management	Fundamentals of Operations Analytics*	Continuous Improvement
	Environment & Sustainability Development	
HUMAN RESOURCE AREA		
Labour Legislation and Administration	Applied People Analytics*	Emotional Intelligence and Leadership
Managing Organizational Transformation	Political Behavior in Organizations	Interpersonal Effectiveness
Talent Management	Learning and Development	Positive Psychological Capital
SYSTEMS & BUSINESS ANALYTICS AREA		
Data Visualization for Decision Making	Big Data in Management	Block Chain Technologies
Financial Analytics*	Artificial Intelligence and Machine Learning	Deep Learning and Neural Network
Advanced Marketing Analytics*	Applied People Analytics*	
	Fundamentals of Operations Analytics*	
GENERAL MANAGEMENT & PUBLIC POLICY AREA		
	New Venture Management: From Start-up to Scale-Up	Public Policy and Management
		Design Thinking
		Course of Independent Study
CORE PAPER		
Business Ethics and Corporate Governance		

*Courses common in more than one area.



Attendance Requirement:

There will be a minimum of 75% attendance requirement to write the end-term examination.

Attendance Percentage in a Course	Marks to be added/subtracted in the CA
≥95%	5
91-94	3
86-90	2
85	0
75-84	-2
<75%	REDO THE COURSE

Continuous Assessment

There will be continuous assessment of a student's performance throughout the trimester and grades will be awarded by the faculty concerned or by the appropriate committees appointed for the purpose on the basis on following:

Evaluation components	Range of Marks
Mid term	25-30
Term paper/Project/Assignments/Quiz/Seminars*	25-30
Attendance	5
Total Continuous Assessment	60
End term (Exam for 100 Marks)	40
Total Marks	100

** Course Faculty may choose the combination of components and its weightage*

Evaluation components may vary for elective courses.

Course Evaluation:

60% - Continuous Assessment and 40% - End-Term Examination.

Passing Minimum is 50% in the aggregate of continuous assessment and end-term examination.

End-Term Examinations:

- Physical Hall ticket is not required for the end-term examinations. However, Identity card is mandatory. Students can also access their e-hall tickets available in the ERP portal as approved by CoE office.
- No-Dues form is required only for III and VI Trimester. Students will be permitted to write the III/VI trimester end-term examinations only after settling the dues.



Announcement of Results:

- CA marks for a course to be sent to Programme Office within the deadline as mentioned by the Programme Office.
- The Programme Office will send the consolidated CA marks for all the courses to the CoE office.
- CoE office will call for an instructors meeting to discuss the results.
- CoE office will arrange a transparency session in which students can see their evaluated answer scripts. Any discrepancies to be sorted out during the session itself.
- Principal will convene a Programme Executive Committee (PEC) meeting to discuss and approve the total marks and grades (both end-term and CA marks),
- A Faculty Council meeting will be convened by the CoE to discuss and approve the marks, after which the results will be published.
- Marks and Grades will be announced to the students only after the approval by the PEC and the Faculty Council.
- Course grading method will be Absolute Method of Grading.
Grades will be as under for the students who have passed in the course.

Total Marks	Grade Point	Grade
≥96	10.0	S+
91-95	9.5	S
86-90	9.0	A+
81-85	8.5	A
76-80	8.0	A-
71-75	7.5	B+
66-70	7.0	B
61-65	6.5	B-
56-60	6.0	C+
51-55	5.5	C
50	5.0	C-
Aggregate < 50 or End-Term < 50%	0.0	F
Absent	0.0	I



Supplementary Examination:

- If a student has failed in the course, he/she can take ONE supplementary examination with reduction in one grade.
- Students unable to take regular end-term examinations due to serious health issues or similar exigencies will be allowed to take supplementary examination with the prior approval of the Programme Chair, CoE and Principal.
- If the student has again failed in the supplementary examination, then the student may take regular end-term examination in the following year (up to 2 examinations) or alternatively be required to REDO the course if he/she hasn't scored a minimum of 50% in continuous assessment.
- While there is no exam fees for first supplementary, the subsequent supplementary examinations would involve a fee of Rs.3000/- per exam. For course redo, the tuition fees will be Rs. 20,000/- (inclusive of supplementary examination fees).

CGPA Calculation:

Cumulative Grade Point Average = $\frac{\sum(\text{Credits} \times \text{Grade Points})}{\sum \text{Credits}}$

Classification

Minimum of 5 CGPA is required for the completion and award of MBA degree.

CGPA Range	Class
8.5 and above	First Class with Distinction
6.0 - 8.4	First Class
5.0 – 5.9	Second Class
4.9 and below	Incomplete



Syllabus for I Year



TRIMESTER – 1



TRIMESTER 1
ORGANIZATIONAL BEHAVIOUR - I

Course Code: 21MT11

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

This course provides an overview of topics and concepts in the field of Organizational Behavior (OB). Emphasis is on developing a theoretical grasp of issues and problems and an understanding of practical implications of various theories of human behavior at work. The goal of this course is to help you develop a conceptual understanding of OB theories and to provide you with skills to put those ideas and theories into practice. Key techniques and processes designed to improve organizational efficiency and effectiveness are fully examined from the perspective of management, workers, and society at large.

- To improve understanding of how people behave within the context of an organization. To learn how individual employees' values, attitudes, personality, learning and human motivation shape an organization and facilitate or hinder its success
- To reflect on one's own past and present behaviors, recognizing that individual skills dramatically impact achievements in the workplace
- To acknowledge that a great product, limitless financing, brilliant marketing and a clear, defensible strategy are of little value unless employees and managers can actually do their jobs effectively – and that this requires outstanding people practices

Course Content:

Module I: Introduction: Definition of OB -- disciplines that contribute to the OB field, Challenges and Opportunities for OB – Organizational behaviour models

Module II: Attitudes, Characteristics – Components – Formation – Measurement- Values
Emotions and moods – Affective Events Theory – Emotional Labour - Emotional Intelligence

Module III: Personality - Meaning of Personality – MBTI - Personality attributes that influence OB – Personality Theories – Values – Personality and values in the workplace

Module IV: Perception - Importance – Factors influencing perception – Interpersonal perception- Impression Management - Learning - Types of learners – The learning process – Learning theories – Organizational behaviour modification.

Module V: Motivation - Definition of Motivation, Theories of motivation– Motivation and job design –Job enrichment and job enlargement - Work life balance – Stress Management

Text Book:

1. Robbins, S.P., Judge, T.A., & Vohra, N. Organizational Behavior, 18th Edition, New Delhi: Prentice Hall of India, 2019.

Reference Books:

1. Robbins, S.P., & Judge, T.A. Organizational Behavior, 17th Edition (Global), Boston: Pearson Education Limited, 2017.
2. Nelson, D.L., Quick, J.C. & Khandelwal, P. ORGB: A South-Asian Perspective, 2nd Edition. Cengage Learning India Pvt. Ltd, 2016.



TRIMESTER 1
MANAGERIAL ECONOMICS

Course code: 21MT12

Credit: 3.0

Total No. of Sessions: 24

Course Objectives:

- * Introduce basic micro-economic concepts such as theories of demand, supply, pricing, costs and market structure.
- * Build a conceptual foundation for courses in the functional areas of management such as marketing and finance for understanding the behaviour of consumers, firms and markets.

Course Content:

Module I: Foundation of Economics

What is economics-Three key economic questions- Basic postulates- Economic terms and concepts-Economic and noneconomic goals of firm- The circular flow of economic activity

Module II: Demand, Supply, and Market Equilibrium

Theory of demand and supply - Elasticity of demand (Price, income, cross and advertisement)- Elasticity of supply- The theory of consumer choice-Demand forecasting techniques

Module III: Theory of Production and Cost

Estimation of production function-Short run and long run production function- Terms in costs- Short run and long run cost function- learning curve- Economies of scale and scope

Module IV: Pricing and output decisions in Various Market Structure

Perfect competition-Monopoly-Monopolistic Competition-Oligopoly- Break-Even Analysis

Module V: Pricing Practices, Game theory and Asymmetric Information

Cartel arrangements- Price leadership-Price discrimination- Nonmarginal, multiproduct and transfer pricing-Game theory- Markets with Asymmetric information

Text Book:

1. Dominick Salvatore, *Managerial Economics: Principles and Worldwide Applications*, 6th Edition, Oxford Higher Education, 16th Ed.,

Reference Books:

1. Tim Harford, *The Undercover Economist*, Abacus, 2006.
2. Paul G Keat, Philip K Y Young and Sreejata Banerjee, *Managerial Economics: Economic Tools For Today's Decision Makers*, 6th Edition, Pearson Education Inc., 2011
3. Robert S. Pindyck, Daniel L. Rubinfeld and Prem L. Mehta, *Microeconomics*, 7th Edition, Pearson Education Inc., 2009.
4. William A. McEachern and A. Indira, *Micro ECON: A South Asian Perspective*, Cengage, 2010 (or latest)
5. Suma Damodaran, *Managerial Economics*, Oxford University Press



TRIMESTER 1
DATA ANALYSIS FOR MANAGEMENT – I

Course Code: 21MT13

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

- * To provide the student with understanding of basic techniques of statistics analysis and their applications in business.
- * To familiarize about the use and application of common statistical tools and analysis in the context of common business problems.
- * Familiarising the use of Application software like MS-Excel for Statistical data Analysis

Course Content:

Module I: Techniques of Data Arrangement, Frequency distribution, graphing frequency distribution, Different types of tabulations – Polygon, Ogive, Histogram, Bar chart, Pie diagram, Box plot, stem & leaf display. Application of MS-Excel for Tables and Charts.

Module II: Measures of Central Tendency – AM, GM, weighted AM, Median, Mode, different formulas, comparison, Measures of Dispersion – Range, QD, MD, SD, Coefficient of variation – Application in Business situations.

Module III: Probability Applications in Management – Probability – Three types of probability – conditional probability – Bayes' Theorem, Random Variable – Mathematical Expectations, Binomial, Poisson and Normal Distributions-Tests for Normalcy of a distribution-Application of MS-Excel for Probability Distribution (Using Add-in of MS-Excel PHStat).

Module IV: Sampling – Types of Sampling, Sample Size, Parameter and Statistic- Standard Error – Estimation – Point Estimation, Interval Estimation-Sampling Distribution-Central Limit Theorem.

Module V: Testing of Hypothesis – Hypothesis – Null and Alternate Hypothesis-Types of Errors- Power of a test-Confidence Interval Method and Testing of Significance Method-p-Value and Exact Level of Significance-Tests for Large samples – Means, Proportions, Standard deviations , Tests for small sample- student t test – F test - Testing of Significance for Two samples-Large and Small Samples - Application of MS-Excel for Testing of Significance.

Text Book:

1. Naval Bajpai, Business Statistics, Second Edition, Pearson Publication

Reference Books:

1. Anderson, Sweeney and Williams, Statistics for Business and Economics, 11/e, Cengage Publication
2. Ken Black, Business Statistics for Contemporary Decision Making, Wiley-India Edition, New Delhi, 4/e, 2007.
3. Arnold O. Allen, Probability, Statistics & Queueing Theory with Computer Science Applications, Academic Press Inc., 2/e, 2008
4. Richard I Levin and David S. Rubin, Statistics for Management, Prentice Hall of India, New Delhi, 7/e, 2005
5. G.C. Beri, Business Statistics, Tata McGraw Hill Publishing Co. Ltd., New Delhi, Fourth Reprint, 2007.



TRIMESTER 1
FINANCIAL ACCOUNTING AND REPORTING

Course Code: 21MT14

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

The course seeks to

- * To familiarize the students with financial statements and its principles to develop their skills in reading Annual Report and interpreting the same.
- * To acquaint them in brief with accounting mechanics, process and system to develop their application skill and decision making.

Course Content:

Module I: Introduction to Financial Accounting

Book Keeping and Record Maintenance- Fundamentals of Double Entry System- Journal, Ledger, Trial Balance and Cash Book.

Module II: Preparation of Financial Statements

Preparation of financial statements – the accounting equation approach, Balance Sheet, Multi-Step Income Statement, Statement of Stockholders' Equity, Cash Flow Statement, Accounting Package (Tally).

Module III: Accounting Policies for significant elements of Financial Statements

Accounting Policies – Internal controls and cash, Receivables, Inventory Valuation, Tangible assets and Depreciation, Intangible Assets, Liabilities, Stockholder's equity

Module IV: Preparation of Cash Flow Statement

Statement of Cash Flow- Operating, Financing and Investing Activities, Preparation of operating cash flow by direct and indirect methods.

Module V: Financial Statement Analysis

Ratio Analysis, Horizontal and Vertical Analysis, Pro forma statement.

Text Book:

1. Godwin, Alderman and Sanyal (2016), Financial Accounting 2nd edition, , Cengage Learning India Pvt. Ltd., 2016
ISBN-13: 978-81-315-2024-6, ISBN-10: 81-315-2024-3.

Reference Books:

1. S.K.Bhattacharyya, John Dearden, " Accounting For Management Texts & Cases"- Vikas
2. Amrish Gupta, "Financial Accounting for Management", Pearson Education, 3/e, 2009



TRIMESTER 1
MARKETING MANAGEMENT - I

Course code: 21MT15

Credits: 3.0

Total No. of Sessions: 24

“Marketing is too important to be left only to the marketing department”- David Packard

Course Objectives:

The prime objectives of this course are to develop the student’s conceptual abilities, basic analytical skills and substantive knowledge for enhanced decision making in the area of marketing management. It aims to attain the course objectives by helping the participants undergo relevant activities and exercises for better decision making in diverse real-life marketing scenarios.

By the end of the course, students will be able to:

- Understand basic concepts of marketing discipline and recognise their contribution towards achievement of organisational objectives.
- Develop domain knowledge and acquire decision making skills through case analysis, data analysis and other in-class activities.
This course will
- Develop decision making skills and analytical abilities of students to arrive at feasible solutions through quantitative and qualitative analysis of data and contextual information/industry analyses.
- Build critical analysis and creative communication skills among students to help them in identifying key issues, develop perspectives and arrive at decisions by applying leadership traits.
- Help in developing marketing plans and analysis

Course Content:

Module I: Understanding marketing management

Evolution and scope of marketing; core marketing concepts; company orientation toward the market place, marketing mix, holistic marketing

Module II: Marketing planning and strategy process

Marketing Process- Creation, Communication and Capture and Sustain Value, 5C analysis; Strategic planning for competitive advantage; Competitive Strategies- challenger, follower and nicher

Module III: Capturing marketing insights

Marketing information system, marketing research, consumer behavior insights (consumer and business markets) Digital Marketing- SEO, Social media, pay- per- click, conversion optimization, digital analytics, content, mobile and email marketing.

Module IV: STP Model

Segmentation, bases for segmenting consumer markets, effective segmentation criteria, segmenting business markets, targeting, developing brand positioning, POP & POD

Module V: Building strong Brands

Brand equity, brand equity models, branding strategies, luxury brands, Product life cycle (PLC), New product development

Text Book:

1. Kotler, Keller, Marketing Management, Pearson, 15th Edition

Reference Books:

1. Lamb, Hair, Sharma, Mc Daniel, MKTG- A South Asian perspective, Cengage Learning, 2018



TRIMESTER I
MANAGERIAL COMMUNICATION – I

Course Code: 21MT16

Credits: 2.0

Total No. of Sessions: 16

Course Objectives:

This course provides wide-ranging opportunities for supervised practice of an individual's managerial communication skills and to render feedback to enhance their managerial communication skills. Managerial Communication course paves way to acquire the basics of oral communication skills such as Presentation Skill, Group Communications, all type of business correspondences practically and how the learners could adapt, lead and exhibit their communication skills in their life situations and in their business world. This course introduces the key concepts of managerial communication and helps the learners to develop their skills and put to use in actual situations.

Course Content:

Module I:

- * Talking about oneself
- * Talking about others
- * Talking about one's future plans
- * Talking about an organization
- * Talking about one's perspective on different jobs
- * Talking about latest business news in India and abroad.

Module II:

- * Persuading/Convincing
- * Asserting/Developing an argument
- * Negotiating
- * Evaluating different views
- * Taking a stand
- * Positivity
- * Motivating
- * Creativity

Module III:

- * Contributing to Group Discussions (initiating, sustaining & concluding a discussion, turn giving, turn taking)
- * Making Presentations (introducing the topic, outlining, exemplifying, summarizing, concluding, referring to the audience, inviting questions, different types of presentations-discursive, informative, argumentative)
- * Speaking in Conferences/Meetings/Press Meets
- * Social and business Etiquette
- * Effective Use of Body Language

Module IV:

- * Appreciative listening (Listening to a story/ information- to get the gist/to learn)
- * Critical listening (to evaluate, analyze, to get specific information)
- * Therapeutic or Empathetic listening (Listening to Understand Feeling and Emotion)
- * Comprehensive listening Comprehensive listening (to infer, note-taking)

Module V:

- * Listening to presentations and analyzing (Video's, video-conferencing)
- * Listening to different views/case studies and forming opinions
- * Discriminative listening (discriminating to identify the differences in sounds ,in accents Stresses and emphasized words or sounds)



Text Book:

1. Mathukutty M.Monippally,' Business Communication-From Principles to Practice', McGraw-Hill Education, Seventh edition.

Books for Reference:

1. Lesikar, R.V., and Flatley, M.E. Basic Business Communication Skills for Empowering the Internet Generation. Tata McGraw Hill Publishing Company Ltd: New Delhi, 2005.
2. M Ashraf Rizvi, Effective Technical Communication, TMH: 2005.
3. Michael McCarthy and Felicity O'Dell, English Vocabulary in use – 100 units of Vocabulary Readings and practice: Cambridge University Press, 2001.
4. E.C. McGrath S J Basic Managerial Skills for All, Prentice Hal of India, 8th edition, 2009
5. Mary Ellen Guffey,' Business communication: Process and Product', Thomson Learning, Third edition.
6. Herta A Murphy, Herbert W Hildebrand, Jane P Thomas, 'Effective Business Communication' McGraw-Hill Education, Seventh edition.
7. Lehman / Dufrene /Sinha, Cengage Learning, 'Business Communication- An Innovative approach to Learning and Teaching', Cengage Learning
8. Bell Smith, 'Management Communication', Wiley, Third Edition.
9. Shalini Kalia/ Shailja Aggrawal, 'Business Communication-A Practical Oriented Approach', Wiley.

Video Links

1. <https://youtu.be/JYOsqjYQXYM>
2. <https://youtu.be/EzGH3hZuJVk>
3. https://youtu.be/bLjPX1_E78E
4. <https://youtu.be/n1zNwA61Y7g>
5. <https://youtu.be/o6JGi2voyDM>
6. <https://youtu.be/848MrvCOnfk>



TRIMESTER - 2



TRIMESTER 2
ORGANIZATIONAL BEHAVIOUR - II

Course Code: 21MT21

Credits: 2.0

Total No. of Sessions: 16

Course Objectives:

Understanding organizational behaviour (OB) has never been more important for managers. Business environment has become highly volatile, uncertain, complex and ambiguous. To add to this complexity, global competition and diverse workforce requires employees to become more flexible and cope with rapid change. The study of OB offers meaningful insights toward solutions. This course provides an overview of concepts in the field of OB with special emphasis on models and theories of human behavior at work. In this course, a great deal of time will be on talking about how to work in teams, manage conflict, and provide feedback. The classes bring in more personal involvement of the students and the instructor because managing change relies heavily on personal skills as well as acknowledging the humanity of the people going through the change within the group or teams.

1. To define group, understand the stages of group development, compare and contrast groups and work teams and describe factors contributing to the cohesiveness and effectiveness of work teams.
2. To discuss the communication process, distinguish between formal and informal communication and demonstrate the importance of interpersonal skills and communication in work teams.
3. To define leadership, contrast leadership and management, summarize leadership styles and address the challenges of leadership effectiveness.
4. To understand power, politics, conflicts and negotiations and its implications on organizational effectiveness.
5. To discuss organizational culture, change and OD interventions.

COURSE CONTENT:

Module I: Interpersonal communication, Interpersonal relationships. Leadership – concept and styles.

Module II: Work teams and Group behavior - Nature of Groups, Various types of groups, stages of group development, group properties - group decision making, types of teams.

Module III: Conflict – Nature and causes of Conflict, the Conflict Process, Conflict management - Negotiation - The Negotiation Process.

Module IV: Power and Politics - Definition and meaning of power, Bases of Power, Organizational Culture - Characteristics, Functions of culture.

Module V: Organizational change - Forces of change, the change process, Resistance to change, Overcoming resistance to change.

Textbook:

Robbins, S.P., Judge, T.A., & Vohra, N. Organizational Behavior, 18th Edition, New Delhi: Prentice Hall of India, 2019.

Reference Books:

1. Robbins, S.P., & Judge, T.A. Organizational Behavior, 17th Edition (Global), Boston: Pearson Education Limited, 2017.
2. Nelson, D.L., Quick, J.C. & Khandelwal, P. ORGB: A South-Asian Perspective, 2nd Edition. Cengage Learning India Pvt. Ltd, 2016.



TRIMESTER 2

ECONOMIC POLICIES FOR MANAGERS

Course Code: 21MT22

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

Macroeconomics bases itself on the assumption that students who are first introduced to the economic perception behind a concept are encouraged to think independently and deeply about the rigor that underlies the intuition. Understanding macroeconomics shall make a B- School graduate participate in the economy and will be able to relate and reason the influence of economic policies in business and day to day life. This course deals with the measurement, fluctuations, and growth in economic aggregates like national income, employment, and the price level in a coherent and logical approach. It shall also take the students through latest economic developments in macroeconomics, including the emergence of the recent global financial crisis, economic survey and monetary policy. After undergoing this course, the student will be able to:

- * Learn full gamut of macroeconomic variables, their appropriate grouping into target, indicators and policy variables.
- * Get a feel of the data on monetary magnitudes, fiscal variables, exchange rates and international transactions across select major countries.
- * Understand general concept of consumption, investment and saving; their effects and the rationale behind them.
- * Appreciate the contributions of macroeconomic theory and policy, which are evident in the measurement of macroeconomic variables, explanation of economic fluctuations and the policy prescriptions for promoting sustainable and inclusive economic growth.

Course Content:

Module I: Key Concepts of Macroeconomics

The arts and science of economic analysis- The economy's production possibilities- Economic systems-Economic decision makers-Origin and growth of Macroeconomics- -Circular flow models of economy-Measurement of National Income- Economic fluctuations and growth-Issues and concerns of Macroeconomics

Module II: Macroeconomic Aggregates

Unemployment and inflation- Aggregate expenditure (Consumption, Investment, Government, Exports)-Aggregate expenditure and aggregate demand- Aggregate supply - The multiplier

Module III: Fiscal policy and macroeconomic goals

Meaning, scope and evolution of fiscal policy-Fiscal instruments-The union budget process- Impact of the budget-The national debt- Fiscal policy in India-Economic development under the Five-year plans (review of fiveyear plan till 2014, NITI Aayog)

Module IV: Monetary policy and macroeconomic goals

The evolution of money-Financial institutions in India- Money aggregates- Role of commercial banks – Evolution, functions & instruments of a Central Bank- Monetary theory and policy (Demand & supply of money, interest rates, Philip's curve, IS-LM frame work)

Module V: Open-Economy Macroeconomics

Balance of payments- Foreign exchange rates and markets-Exchange rate system-Development of international monetary system- Application of macro variables in Business Cycle

Text Book :

1. William A. McEachern and A. Indira, *Macro ECON: A South Asian Perspective*, Cengage, 2010 (or latest)

Reference Books:

1. G S Gupta, *Macroeconomics: Theory and Applications*, 4th Edition (latest edition), McGraw-Hill Education (India) Private Ltd, 2014
2. Paul A Samuelson and William D. Nordhaus, *Macroeconomics*, 19th Edition (latest edition), Tata McGraw-Hill Publishing Company Limited New Delhi, 2012



TRIMESTER 2
DATA ANALYSIS FOR MANAGEMENT - II
Credits: 2.0

Course Code: 21MT23

Total No. of Sessions: 16

Course Objectives:

- * Deals with advanced tools of statistics for business applications,
- * Stresses the importance of applying advanced statistical analysis to the solution of common business problems.
- * Application of Software (MS-Excel) in advanced data analysis

Course Content:

Module I: Design of Experiments-Analysis of Variance –One-way ANOVA, Two-way ANOVA –Applications, randomized block design and Factorization. Tools: Applications through software packages.

Module II: Analysis of categorical data-Chi-Squared Test –Goodness of fit test, Contingency test-Chi-square test of independence.

Module III: Regression Analysis –simple linear regression, covariance and correlation coefficient, Measuring autocorrelation, Application in inferential statistics. Tools: Applications through software packages.

Module IV: Multiple regression Models-Determination of coefficient of multiple determination R^2 , adjusted R^2 , residual analysis for the multiple regression model, Collinearity. Tools: Applications through software packages.

Module V: Time Series Analysis and forecasting –Components of time series, smoothing techniques, trend and seasonal effects, forecasting models. Index numbers applications.

Text Book:

1. Naval Bajpai, Business Statistics, Second Edition, Pearson Publication

Reference Books:

1. Business Statistics – G.C. Beri, Fourth Reprint, Tata Mc-Graw Hill Publishing Co. Ltd., New Delhi, 2007.
2. Business Statistics for Contemporary Decision Making – Ken Black, 4th Edition, Wiley-India Edition, New Delhi, 2007.
3. Probability, Statistics & Queuing Theory with Computer Science Applications – Arnold O. Allen, Second Edition, Academic Press Inc., 2008
4. Probability & Statistics with Reliability, Queuing and Computer Science Applications – Kishore S. Trivedi, Prentice Hall of India Pvt. Ltd., New Delhi 2005.



TRIMESTER 2
MARKETING MANAGEMENT - II

Course Code: 21MT24

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

Marketing precisely involves decisions regarding the design of product, price, place (distribution) and promotion (consumer awareness generation), otherwise known as marketing mix. The course focusses on developing strategies related to all the areas of Marketing. It builds on students understanding of the core theories and concepts related to Marketing Management-I and enables them to apply those concepts in solving real-life managerial decision making.

After completion of the course participants will be able to;

- * Comprehend a company's marketing strategy related to the 4 Ps;
- * Develop a disciplined approach to the analysis of marketing problems and diagnosis thereof.
- * Gain experience in tools for building sustainable marketing practice, implementation and control.

Course Content:

Module I: Creating Value- I

Product strategy- Product characteristics, classifications, product levels, product differentiation, product mix decisions- Designing and managing services- Nature and characteristics of services

Module II: Creating Value- II

Pricing decisions- Understanding pricing, consumer psychology and pricing, Setting the price, adapting the price, Yield management, Initiating and responding to price changes, Ethics of pricing

Module III: Communicating Value

Marketing communications- Marketing communication mix, communication process, developing effective communications, advertising, sales promotion- consumer and trade promotion, Digital and social media marketing, personal selling and other direct marketing tools

Module IV: Delivering Value

Channel Decisions- Role of marketing channels, channel functions and flows, Channel management decisions, channel conflicts- Managing retail, types of retailers, private labels, new developments in retailing, e-commerce, m-commerce, omnichannel retailing

Module V: Sustaining Value

Customer relationship management (CRM), socially responsible marketing, corporate social responsibility (CSR), marketing implementation and control

Text Book:

1. Kotler, Keller, Marketing Management, Pearson, 15th Edition

Reference Books:

1. Lamb, Hair, Sharma, Mc Daniel, MKTG- A South Asian perspective, Cengage Learning, 2018



TRIMESTER 2
MANAGERIAL COST ACCOUNTING
Credits: 2.0

Course code: 21MT25

Total No. of Sessions: 16

Course Objectives:

- * To enable the students to apply and analyze the concepts and principles of Cost Accounting.
- * To sharpen the decision making ability based on various costing techniques.
- * To familiarize the students about the various methods for Variance Analysis.

Course Content:

Module I: Cost Volume Profit Analysis and Profit Planning

Behaviour of cost – Variable and Fixed costs, Cost-Volume-Profit Analysis, What-if decisions using CVP; PV ratio; Break Even Analysis, Target profit Analysis, Margin of Safety, Cost structure and Operating Leverage

Module II: Relevant Costs for Decision Making

Special orders, Outsourcing and other Make or Buy decisions, Decision to drop a product or a service, Resource Utilisation Decisions, Theory of Constraints, Joint Product & By Product Analysis, Decision making at split-off point, Further Processing Decision

Module III: Overhead Allocation

Elements of Cost, Allocation & Apportionment of Overheads, Overheads Absorption Rate, Preparation of Cost Sheet for Product & Service Industries

Module IV: Budgeting & Control

Production Budget, Sales Budget, Cash Budget, Material, Labour, Overhead and expenses budget, Budgeted Financial Statements

Module IV: Standard Costing and Variance Analysis

Standard Costs, Variable Manufacturing Cost Variance, Direct Material variance, Direct Labour Variance, Variable Overhead variance, Fixed Overhead Variance, Interpreting and using Variance analysis

Text Book:

1. MCCT – MANAGERIAL COST ACCOUNTING – FOUR LETTER BOOKS SERIES – CENGAGE LEARNING – 2 Edition

Reference Book:

1. Managerial Accounting – James JiaPGDMLvo- Wiley Student edition



TRIMESTER 2 OPERATIONS MANAGEMENT

Course Code: 21MT26

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

The intent of this course is to give participants an understanding of an integrated and structured approach to organizational planning and decision-making. Thus, the course is oriented towards applications of different management science tools in the design, operation, and improvement of the systems that create the firm's products and services. Different applications will be discussed in class, and the benefits resulting from use of the structured approach to problem solving will be emphasized

- * To understand the fundamental concepts of operations management and its significance in business.
- * Familiarize about the functions of OM including inventory, operations planning and control, quality management and contemporary approaches to managing the business operations.
- * To demonstrate through the application of case studies and simulation games, the significance of systematic approach in addressing business problems.

Course Content:

Module I:

Objectives of operations Management - Functions of Operations Management – Systems Perspective of Operations Management – Priorities & Challenges of Operations Management - Forecasting - Use of forecasting in operation planning - Techniques of forecasting - Regression analysis, Time series, Moving average, exponential smoothing - Accuracy of forecasts.

Module II:

Plant location concepts - Factors affecting location decisions and techniques - Plant layout concepts - Types of layouts and their characteristics – Performance measures for layout design - Material handling principles and practices – Stages in the product development process.

Module III:

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

Module IV:

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

Module V:

Concept of Quality - TQM Concepts – Quality Management Tools - Design of Quality Assurance System - Statistical Process Control – Setting up a process control system – Acceptance sampling - O.C. Curve, AQL, AOQL Concepts – Introduction to ISO Standards. Service Operations Management: Nature of Services, Operations Strategies for Services, Types of Service Operations, Scheduling Challenges in Services.

Textbook:

1. Norman Gaither and Greg Frazier, "Operations Management", Cengage Publishers, Ninth Edition, 2015.
2. Heizer J and Render B, "Production and Operations Management: (Strategies and Tactics)", Prentice Hall New Jersey, 12th Edition, 2017.



Reference Books:

1. Mahadevan B, "Operations Management – Theory & Practice", Pearson Education, Third Edition, 2015.
2. Dr. Ravishankar, "Industrial Engineering & Management", Galgotia Publishers, 2007.
3. Lee J. Krajewski and Larry P. Ritzman, "Operations Management-Strategy and Analysis", 6th ed. Pearson Education, 2005
4. Chase R B, Aquilano N J and Jacobs F R, "Operations Management for Competitive Advantage", 11th ed., Tata McGraw Hill, New Delhi, 2006.
5. Ravi Anupindi, Sunil Chopra, SD Deshmukh, JAV Miegham, E.Zemel, "Managing Business Process Flows", 3rd edition, Pearson Education.



TRIMESTER 2
CORPORATE FINANCE - I

Course code: 21MT27

Credits: 2.0

Total No. of Sessions: 16

Course Objectives:

- * To help the students to understand the financial decisions made in a corporation.
- * To make the students to understand the concepts and techniques related to corporate finance.
- * To illustrate how the financial concepts and techniques are applied in practice.

Course Content:

Module I: Corporate Finance-Introduction

Corporate finance introduction – Financial management decisions-Forms of business organization- Goals of financial management-Agency problems - Role of financial manager.

Module II: Financial Analysis and Planning

Financial Statements: Balance Sheet, Income Statement, Statement of Cash flows; Financial Statement Analysis: Liquidity ratios, Asset Management ratios, Debt management ratios, Profitability ratios, Market value ratios –Trend Analysis-The DuPont Analysis.

Module III: Risk and Return: Measuring Returns

Basis for time value of money – Future value and compounding- Present value and discounting- Future and present value of multiple cash flows-Valuing level cash flows: Annuities and Growing Annuity- Perpetuities and Growing perpetuity - Effect of compounding-Effective annual rates and Annual percentage rates- Continuous compounding- Amortization of Loans- Arithmetic averages and compound annual returns.

Module IV: Risk and Return: Mean Variance Analysis

Measuring Risk - Portfolio risk – Unsystematic Versus Systematic Risk- Beta Estimation — Markowitz theory – Relationship between the risk and the rates of return: The Capital Asset Pricing Model - Arbitrage Pricing Theory.

Module V: Financial Markets, Institutions and Instruments

Financial institutions –Money market- Capital market: Primary market, Secondary market - Public issue - Right Issue - Private placement Financial Intermediaries – Regulatory financial infrastructure - Securities and Exchange Board of India (SEBI) – Money market instruments – Mutual Funds- Bond and Equity Valuation.

Text Books:

1. Principles of Corporate Finance, Richard A. Brealey, Stewart C. Myers, Franklin Allen & PitabasMohanty: 11th Edition (SIE).
2. Corporate Finance, by Stephen A. Ross, Randolph W. Westerfield, Jeffrey Jaffe, 11th Edition, (The McGraw-Hill Publisher).



TRIMESTER 2
MANAGERIAL COMMUNICATION – II

Course code: 21MT28

Credits: 2.0

Total No. of Sessions: 16

Course Objectives:

- * The main goal of this course is to provide plenty of opportunities to the learners to convey their ideas clearly, confidently as well as to refine, enhance and sustain their written communication skills in different relevant contexts especially to provide more practice and feedback on the written communication skills needed for successful managers.
- * The course will be highly participative with most of the time spent in exercises on written communication.
- * In brief, the course will help the students to involve and practice the writing skills needed to master competent and professional writing

Course content:

This course provides a wide-range of opportunities for supervised practice of an individual's managerial communication skills and to render feedback to enhance their skills. The class will be a mixture of presentations, large and small group discussions, and practice using different written skills. The major component of this course is to enable the students to work in small groups.

The objectives of the course are to:

- * Enhance the written communication skills and use the skills appropriately in various managerial contexts and situations.
- * Provide the learners adequate exposure to the different types of written communication across functional areas of an organization and the importance of ethics in managerial communication.
- * Develop the managerial decision making ability and cultivate a greater sense of social responsibility.
- * Create an environment to acquire skills to think strategically and demonstrate ethically in given a situation.

Module I:

Important business administration vocabulary - Vocabulary building, vocabulary patterns – word order – business word building - words of multiple meaning – single word for a group of words – choice of words – words frequently mis-spelt, advanced business words and phrases - abbreviations.

Module II:

Different styles of Management writing- Reading and understanding different styles of Management Writing (Expository, Descriptive, Persuasive, and Narrative) - Reading different text types - Expository texts - Narrative texts - Argumentative texts (articles, letters, business reviews, reports, case studies, company profiles, advertisements, etc...)

- * To get the gist of the text
- * For specific information
- * To infer (read between the lines)
- * To enhance one's repertoire of vocabulary related to business management.



Module III:

Construction of clear sentences and paragraphs –

- * Writing error-free sentences
- * Choice of appropriate vocabulary to write specific texts (using idioms & phrases, borrowed words & phrases)
- * Guided writing of different text types
- * Drafting minutes of Meeting

Module IV:

Written communication major plans

- * Process of writing different higher order text types - reviews, reports, articles, persuasive letters, etc... (Brainstorming, drafting, editing, redrafting, evaluating, organizing, etc...)
- * Writing different text types - circulars, memos, reports, proposals, letters, mails, messages, complaints, etc...

Module V:

- * Creativity in Written Communication
- * Drafting advertisements (focus on persuasive use of attention-seeking language, commercial spellings, deviation from the standard usage, etc...)
- * Sketching a good resume and application messages

Text book

1. Lesikar and Flatley, Basic Business Communication, Tata McGraw-Hill, 13th edition, 2019

Reference Books:

1. Mary Ellen Guffey, Business communication: Process and Product, Thomson Learning, Third edition
2. Murphy, Hildebrandt and Thomas, Effective Business Communication, Tata McGraw-Hill, Seventh edition.
3. M Ashraf Rizvi, Effective Technical Communication, TMH: 2005.
4. Michael McCarthy and Felicity O'Dell, English Vocabulary in use – 100 units of Vocabulary Readings and practice: Cambridge University Press, 2001.
5. E.C. McGrath S J Basic Managerial Skills for All, Prentice Hal of India, 8th edition, 2009.
6. Herta A Murphy, Herbert W Hildebrand, Jane P Thomas, 'Effective Business Communication' McGraw-Hill Education, Seventh edition.
7. Lehman / Dufrene /Sinha, Cengage Learning, 'Business Communication- An Innovative approach to Learning and Teaching', Cengage Learning.
8. Bell Smith, 'Management Communication', Wiley, Third Edition. .
9. Mathukutty M.Monippally, ' Business Communication-From Principles to Practice', McGraw-Hill Education, Latest Edition,2018.
10. Shalini Kalia/Shailja Aggrawal, 'Business Communication-A Practical Oriented Approach', Wiley.



TRIMESTER - 3



TRIMESTER - 3
CORPORATE FINANCE - II
Credits: 3.0

Course Code: 21MT31

Total No. of Sessions: 24

Course Objectives:

- * To help the students to understand the financial decisions made in a corporation.
- * To make the students to understand the concepts and techniques related to corporate finance.
- * To illustrate how the financial concepts and techniques are applied in practice.

Course Content:

Module I: Investment Decisions

Investment criteria –Accounting Rate of return – Pay Back Period - Net present value –Internal Rate of Return – Profitability Index - capital rationing - Capital investment process; Assessment of Risks: Sensitivity analysis –Monte Carlo simulation – Real options and Decision trees.

Module II: Securities Valuation and Cost of Capital

Cost of capital – Cost of equity – Cost of Debt –Cost of Preference Shares – Cost of Retained Earnings- Securities Valuation: Equity and Bond Valuation- Discounted Dividend Model Approach-Project risk – valuation by certainty equivalents - weighted average cost of capital – Adjusted present value.

Module III: Financing Decisions/Capital Structure

Capital structure: Debt Policy and long term financing – Net Income Approach –Net Operating Income Approach – Traditional Approach - Modigliani and Miller Approach –Pecking order theory- Taxation and Capital Structure- PBIT- EPS Analysis - ROI-ROE Analysis – Leverage Analysis – Capital Structure Planning.

Module IV: Management of Working Capital

Working Capital- Meaning, Need, Determinants - Working Capital Cycle - Estimation of working capital need – Working capital investment and financing policies – Cash management – Marketable securities management - Accounts Receivables management – Inventory management and financing.

Module V: Dividend Decisions and other Payouts

Dividend policy and stock value: Factors influencing dividend policy –Dividend policy models: Traditional position- Miller and Modigliani position; Bonus Shares, Stock Splits, Bonus Shares,-Stock Repurchases-Financial Strategy for growth – Financial Distress – Corporate Restructuring.

Module VI: Special Topics in Finance

Financial Derivatives: Types of Financial Derivatives- Forwards-Futures- Options; Overview of International Finance: Foreign Exchange Markets and Exchange Rates-Purchasing Power Parity-Interest Rate Parity-Exchange rate Risk; Mergers & Acquisitions and Valuation.

Text Books:

1. Principles of Corporate Finance, Richard A. Brealey, Stewart C. Myers, Franklin Allen & PitabasMohanty: 11th Edition (SIE).
2. Corporate Finance, by Stephen A. Ross, Randolph W. Westerfield, Jeffrey Jaffe, 11th Edition, (The McGraw-Hill Publisher).



TRIMESTER 3
STRATEGIC MANAGEMENT

Course Code: 21MT32
Course Objectives:

Credits: 3.0

Total No. of Sessions: 24

The learning objectives of the course are to:

- * Help develop an integrated view of all functional areas of management
- * Familiarize the learners about some of the well known frameworks in analyzing industry structure and components.
- * Provide an understanding of the determinants of and processes in the formulation and implementation of competitive and corporate strategy

Course Content:

Module I:

Strategic management and the concept of strategy –Process- Vision, mission and corporate strategy - Evaluating a Company's External Environment – PESTLE Analysis -Structural analysis of industry and Porter's 5-forces framework

Module II:

I/O model , Evaluating a Company's Resources and Capabilities- Resource based View (RBV)- VRIO framework- Generic competitive strategies and value chain analysis- Business Level Strategy- cost leadership - differentiation - Strategic group analysis - Approach to strategy formulation: SWOT analysis,

Module III:

IFE/EFE Matrix, SPACE Matrix , Grand Strategy, Corporate growth strategies-expansion- Vertical and Horizontal Integration; Diversification – Related and Unrelated -Organic Growth Vs. M & A Vs. Alliances- Blue Ocean Strategy

Module IV:

Managing diversified portfolio: BCG and other framework – Corporate restructuring - Strategy implementation: Building an Organization Capable of Good Strategy Execution - Importance of structure and systems

Module V:

Corporate Culture and Leadership - Ethical choice and value systems in strategic choice-Strategies for international business - Strategic analysis and review of specific sectors and companies (selection based on topical relevance and contemporary interest)

Text Book:

1. Hitt, Ireland, Hoskisson & Manikuttu (2011, Strategic Management-A South Asian Perspective 9th Edition, Cengage Learning

Reference Books:

1. Pierce and Robinson, Strategic Management, Tata-McGraw-Hill Publishing Company Limited, 10/e, 2008
2. Charles W. L. Hil, Gareth R. Jones, Strategic Management An Integrated Approach, 9/e, Cengage Learning, 2012
3. Michael E Porter, Competitive strategy: Techniques for Analyzing Industries and Competitors, Free Press, 1/e, 1998
4. Robert M. Grant, Contemporary Strategy Analysis, 8/e,Wiley



TRIMESTER 3

DECISION MAKING WITH OPTIMIZATION TECHNIQUES

Course Code: 21MT33

Credits: 2.0

Total No. of Sessions: 16

The course seeks to:

- * Provide an introduction to analytical methods for managerial decisions,
- * Stress the importance of applying analytical methods to common business problems,
- * Develop skills in identifying typical problems; formulating, solving, and interpreting using appropriate models.

Course Content:

Module I: Introduction to Operations Research -Application of Operations Research Techniques – Linear Programming Formulation – Solution to LP Problems: Graphical Method

Module II: Linear Programming Problems – Solution by Simplex method, Big M Method, Sensitivity Analysis – Applications using Excel Solver

Module III: Duality – Economic Interpretation of Duality

Module IV: Transportation and Assignment Models –Transportation problem –North-West Corner rule, Least Cost Method, VAM, MODI Method, Hungarian Method –Travelling Salesman Problem

Text Book:

1. Managerial Decision Modeling with Spreadsheets, Third Edition, Nagraj Balakrishnan, Barry Render, Ralph M Stair, Pearson
2. Bernard W Taylor, Introduction to Management Science, Pearson, 12/e.

Reference Books:

1. Hamdy A Taha, Operations Research, Prentice Hall of India, New Delhi, 8/e, 2006.
2. SD Sharma, Operations Research, KedarnathRamnath, 15/e, 2006.
3. J.K. Sharma , Operations Research: Theory and Applications , MacMillan Publishers India, 4/e, 2009.
4. Harvey M. Wagner, Principles of Operations Research, Prentice Hall of India, New Delhi, 2/e, 2007.
5. F. Hillier & G. Liberman, An Introduction to Operations Research, Tata McGraw Hill, New Delhi, 8/e, 2007.



TRIMESTER 3
HUMAN RESOURCE MANAGEMENT

Course Code: 21MT34

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

This course will help you to understand aspects of the human resource functions and give an exposure to current developments on human dimensions in today's business environment. This course seeks to:

- * Demonstrate an understanding into how HRM theory and practice has emerged to play a key role in shaping organizational life
- * Understand how HRM strategy and practices are developed and applied in organizations in order to drive business performance
- * Analyze and critically evaluate the role and effectiveness of key HRM practices

Learning Objective:

- * The course seeks to give an exposure to the theories in human resource management and its practice in contemporary business context, with global perspective. (MA, MB)
- * The students will be able to analyze and develop decisions for managing human resource practices in an organization(MA, MC)
- * Understanding IR and welfare issues (MC, MD)

Course Content:

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

Module II: Human resource planning - Models for HRP - Job Analysis - Definition, scope and methods, Job Description – Job Specification - Recruitment - Internal and external recruiting –Selection - Tools for selection, criteria for choosing selection devices - Reliability and validity of tests.

Module III: Performance Appraisal – functions - criteria for a good appraisal system – methods - performance appraisal interview. Training & Development – Introduction – Phases of training - need assessment phase, training Phase, evaluation phase - training methods. Compensation Management – Job evaluation - Compensation policy, Incentives & Benefits, employee satisfaction and motivation

Module IV: Grievance Handling and Discipline, grievance redressal, Need and concept of discipline – Standing orders – Natural justice - Employee Welfare and social security legislations – Essentials of The Factories Act - ESI Act - Provident Fund Act -Gratuity Act - Bonus Act.

Module V: Industrial Relations: Concept – ID Act – Trade Union Act: Industrial Disputes- Settlement of disputes – provisions regarding strikes, lock outs, lay-off, retrenchment, closure. Collective Bargaining - Concepts, Benefits, ethical dilemma in HRM.

Text Book:

1. Desslar, G. & Varkkey, B. Human Resource Management, 16th Edition, Pearson Education, 2020.

Reference Books:

1. Aswathappa, Human Resource Management, 8th Edition, Tata McGraw Hill, 2017.



TRIMESTER 3
LEGAL ASPECTS OF BUSINESS

Course Code: 21MT35

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

- * To make the Students to Understand, Assimilate the Legal and Tax Provisions
- * To Emphasize the importance of Legal Aspects in Business Decision Making in Operations, Sales, Marketing, Accounting and Finance, Business Combinations

Course Content:

Module I: Law

Meaning of law, its significance and relevance to modern civilized society; sources of law.

Module II: Law relating to Contract

Contract - meaning; essentials of a valid contract; nature of contract; performance of contract; termination and discharge of contract; indemnity and guarantee; bailment and pledge; law of agency.

Module III: Law relating to Sale of Goods

Essentials of a contract of sales; sale distinguished from agreement to sell, bailment, contract for work and labour and hire-purchase; conditions and warranties; transfer of title by non-owners; doctrine of caveat emptor; performance of the contract of sale; unpaid seller - his rights against the goods and the buyer.

Module IV: Law relating to Negotiable Instruments

Definition of a negotiable instrument; instruments negotiable by law and by custom; types of negotiable instruments; parties to a negotiable instrument - duties, rights, liabilities and discharge; material alteration; crossing of cheques; payment and collection of cheques and demand drafts; presumption of law as to negotiable instruments.

Module V: Elements of Company Law

Meaning and nature of company; promotion and incorporation of a company; Memorandum of Association, Articles of Association, Private Companies, Prospectus & Allotment, Other Matters Relating to Shares or Debentures Share Capital and Debentures, Registration of Charges Management and Administration -Provisions relating Micro Economics & Marketing Function

Text Book:

1. A Text book of Company law –Dr. A.K. Singhal-Vayu education of India.

Reference Books:

1. Elements of Mercantile law –N.D. Kapoor – Sultan chand & Sons.
2. Company law –N.D. Kapoor - Sultan chand & Sons
3. Legal Aspects of Business – Akhileswar Pathak –McGraw Hill.



TRIMESTER 3

BUSINESS RESEARCH METHODOLOGY

Course Code: 21MT36

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

The objectives of the course are to:

- * Develop the research skills of the students in investigating the business problems with a view to arrive at objective findings, interpretation of data and conclusions of their investigation in the form of systematic reports.

Course Content:

Module I: Foundations

Research Approaches - Significance of Research - Research Process - Defining the Research Problem - Research Design - Features of a Good Design – Types of Research Designs

Module II: Sampling

Census and Sample Survey - Steps in Sampling Design - Characteristics of a Good Sample Design - Different Types of Sampling - Probability Sampling-Non Probability Sampling - Sample Size and its Determination - External Validity

Module III: Collection of Data Measurement and Scaling

Collection of Primary Data - Observation Method - Interview Method -Collection of Data through Questionnaires - Collection of Data through Schedules - Case Study Method - Collection of Secondary Data, Measurement in Research - Sources of Error in Measurement - Construct Validity-Reliability- Levels of Measurement - Survey Research-Scaling-General Issues in Scaling-Thurstone Scaling-Likert Scaling-Guttman Scaling

Module IV: Analysis of Data and Testing of Hypotheses

Basic Concepts Concerning Testing of Hypotheses - Procedure for Hypothesis Testing -Chi-square as a Test for Comparing Variance - Chi-square as a Non-parametric Test -Analysis of Variance (ANOVA) - Important of Nonparametric or Distribution-free Test

Module V: Multivariate Analysis

Processing of data with computer package-SPSS, Application of Correlation and regression, Factor Analysis, Cluster Analysis, MANOVA. Introduction to multi criteria decision making.

Module VI: Interpretation and Report Writing

Meaning of Interpretation - Precaution in Interpretation - Significance of Report Writing -Different Steps in Writing Report - Layout of the Research Report - Types of Reports -Mechanics of Writing a Research Report - Computer Applications

Text Book:

1. Business research methods, 8/e by William Zikmund, Barry Babin, Jon Carr, Atanu Adhikari, Mitch Griffin, 2016, Cengage publisher

Reference Books:

1. Business research methods, 12/e, Cooper and Schindler, 2019, Tata mcgraw hill
2. Research Methods for business: A skill building approach, 7/e by Uma Sekaran and Roger Bougie, 2016, Wiley publishing.



TRIMESTER 3
APPLIED BUSINESS ANALYTICS
Credits: 3.0

Course Code: 21MT37

Total No. of Sessions: 24

Course objectives:

- * Embrace the fundamentals of statistical analysis and its applications in solving business problems.
- * To make students understand the business applications of R and Python Programming Languages
- * To appreciate and understand various types analytics in solving complex business problems.

Course Content:

Module I: Introduction to Business Analytics, four types of analytics and its implications- difference between statistics and analytics, Importance of descriptive statistics and inferential statistics, Getting Started and Basics of R, R as a calculator, Vectors and matrices, Getting help and loading packages, Data Pre-processing using R

Module II: Exploratory Data Analysis with R, Summary statistics, Simple Data visualisation using R, Inferential Statistics: Using R to perform one-sample tests: t-test, Wilcoxon signed-rank test, Use R to perform two-sample tests: Wilcoxon test, paired t-test, Use R to perform one-way analysis of variance and Kruskal-Wallis test and interpret the results.

Module III: Concepts of correlation and simple linear regression, perform correlation and regression analysis using R, interpret results from correlation and regression, perform residual analysis to check the assumptions of regression.

Module IV: Fundamentals of Python programming language, Anaconda Navigator- getting started with Jupyter Notebook- Basics of spyder- understanding the basics of Numpy- Pandas- Matplotlib- seaborn libraries in Python -

Module V: Descriptive statistics- Frequency distribution- simple data visualization using Python. Performing simple linear regression using Python. Business Problem Solving using Python programming Language.

Text Books:

1. The R Book, Michael J. Crawley, Wiley Publications, 4th Edition, 2016
2. Field, A., Miles, J., Field, Z. (2017). Discovering Statistics Using R. United Kingdom: SAGE Publications.
3. Griffel, M., Guetta, D. (2021). Python for MBAs. United States: Columbia University Press.
4. Marvin, R., Ng'ang'a, M., Omondi, A. (2018). Python Fundamentals: A Practical Guide for Learning Python, Complete with Real-world Projects for You to Explore. United Kingdom: Packt Publishing.

Reference Books:

1. Garrett Golemund and Hadley Wickham, R for Data Science, 2017
2. Winston Chang, The R Graphics Cookbook, 2020
3. S, G., A, V. (2018). Introduction to Python Programming. United Kingdom: CRC Press.



TRIMESTER 3
BUSINESS, GOVERNMENT AND SOCIETY

Course Code: 21MT38

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

The subject of "Business, government and society" is a unique course that decodes the various inter-linkages both within and between the businesses, governments and societies. Keeping this in mind this course is designed to benefit the student in a way that he/she develops a holistic view of the business ecosystem. Since the government and society is very much a part of any business ecosystem the knowledge of the interconnectedness between the three really helps the student in integrating the different strands of any given business problem.

Course Content:

Module I: Indian Business Environment

1. Indian Business Environment - History
2. License Quota Permit Raj
3. Corruption
4. Political Environment
5. Economic Environment
6. Regulatory environment
7. Ease of Doing Business Index

Module II: Governance System and Policy formulation

1. Our constitutional history
2. Fundamental Rights
3. Parliamentary System
4. Bills & Amendments
5. PMO and major ministries
6. Policy making & NITI Aayog
7. Major Schemes

Module III: Societal Issues and Economic Development

1. Social Systems
2. Environmental Issues

Module IV: Asian Political and Economic Landscape

- 1 The Growth of China
- 2 Success story through SEZs
- 3 ASEAN countries
- 4 India's relations with Asian countries

Module V: European landscape & the World

1. Evolution of European Union
2. EU today
3. Eurozone Crisis & Brexit
4. Global bodies like IMF, WB, WTO, etc.



This in total is a 3 credit internal course and is spread out in two trimesters in a 2 credit and 1 credit ratio, so that Modules IV and Module V will be taught in the next trimester and evaluation pattern will also be spread out in both trimesters and the final evaluation grades will be assigned only at the successful completion of the course in both trimesters. Therefore this course plan only highlights the 2 credit component of the BGS Course.

Reference Books :

1. Our Constitution – Subhash C. Kashyap – National Book Trust
2. Our Parliament - Subhash C. Kashyap – National Book Trust
3. Indian Economy – Dutt and Sundaram, Latest Edition
4. www.niti.gov.in
5. www.weforum.org
6. www.india.gov.in
7. www.asean.org
8. www.europa.eu
9. www.imf.org
10. www.worldbank.org
11. www.wto.org
12. www.english.gov.cn
13. www.weforum.org
14. www.mea.gov.in

All leading newspapers and current affairs magazines



Syllabus for II Year



ELECTIVE – FINANCE



TRIMESTER 4
ADVANCED FINANCIAL ANALYSIS

Course Code: 21MF41

Credits: 3.0

Total No. of sessions: 24

Course Objectives:

- * To make the students understand Financial Statements and the relation between information.
- * To calculate various ratios to evaluate the performance of a Company over a period of time and with its competitors and with Industry standards

Course Content:

Module I: Financial Reporting Framework

Introduction to overview of financial statement analysis – Basis of financial statement analysis; Preview of financial statement analysis; Flow of Financial information; An overview of Financial Reporting Standards; IFRS, GAAP and Indian GAAP requirements; Reporting Environment; Contents of Annual Reports; Analysis of Director's Report & auditor's report; Analysis of Accounting Policies

Module II: Analysing Assets, Liabilities & Operations

Analyzing Assets: Plant Assets and Natural Resources; Aging of assets; Intangible Assets; Inter-corporate Investments; Business Combinations; Derivative Securities; Current Assets; Inventories; Investments and Accounting Treatments

Analyzing Liabilities: Liabilities & Provisions; Leases; Post retirement Benefits; Contingencies and Commitments; Off Balance Sheet Financing; Shareholders' Equity.

Analyzing Operations: Income Measurement; Non-Recurring Items; Revenue and Gain Recognition; Deferred Charge; Supplementary Employee Benefits; Interest Costs; Extra ordinary & Exceptional items

Practical problems on Ratios and Its interpretation with respect to above each analysis

Module III: Analysing Cash Flows & Working Capital

Cash Flow Analysis: Statement of Cash Flows, Implications of Cash Flows, Specialized Cash Flow Ratios

Working Capital Analysis: Working Capital Cycle Analysis; Efficiency Ratios; Negative Working Capital

Module IV: Analysing Efficiency & Profitability

Return on Capital Invested & Profit analysis: ROCE Vs. ROA; Short term efficiency & long term growth; Return on Net Operating Assets & Return on Total Assets; Return on Equity & Return on Capital Employed; Dupont Analysis; Book Value Vs. Market Value;

Analysis of Non Operating revenue; Analysis of Profitability from cash flow statement; Cash Profit Vs. Book Profit;

Module V: Analysing Financing Decisions

Capital Structure Analysis: Leveraged Vs. Unlevered firm; Short Term Vs. Long Term source of financing; Conversion of Debt to Equity; Investment by VCs and Private Placements

Dividend Decision Analysis: Dividend Vs. Bonus Decision; Stock Split Vs. Stock Consolidation; Buy Back of Shares;

Effect of Mergers & Acquisitions: Settlement of Consideration; Integration of Net Assets; Accounting for Goodwill; Valuation of the Intangible Assets

Text Book:

1. K.R. Subramanyam, Financial Statement Analysis, McGraw-Hill Education, 11/e,2020.

Reference Books:

1. Business Analysis and Valuation Using Financial Statements – Krishna G Palepu, Paul M Healy, 5th Edition, Cengage Learning
2. Financial Statement Analysis and Security Valuation – Stephen H Penman, 4th edition, Mc Graw Hill



TRIMESTER 4
FINANCIAL ANALYTICS
Credits: 3.0

Course Code: 21MFB42

Total No. of sessions: 24

Course Objectives:

- * To enable the students to learn about the applications of various analytical methods in business finance
- * To focus on identifying and measuring market risk and credit risk

Course Content:

Module I:

Financial Analytics: Concept, Evolution and Applications

Financial Forecasting: Concept, Types, ML Techniques for Forecasting and Applications in Finance

Module II:

Data pre-processing: Collection, Integration, Cleaning, Summarization, Transformation, Visualization, Handling Missing values and Outliers;

Machine Learning Methods: Classification; modeling; users

Logistics Regression: Introduction, Applications, Classifier Performance Measures;

Principal Component Analysis: Introduction, Purpose Application;

Tree-based Algorithms: Regression Tree Vs. Classification Tree; Splitting Point

Module III:

Introduction to Credit Risk and Credit Risk Analytics, Importance, Basel Regulations, Types, Factors Affecting Credit Risk: Probability of Default, Loss Given Default, Exposure at Default, Expected Loss, Financial Modeling of Credit Risk Factors

Module IV:

Introduction to Market Risk, Importance, Types: Currency Risk, Interest Rate Risk, Country Risk, Commodity Risk; Evaluation of Market Risk using Machine learning methods and Value at Risk (VaR)

Text Book

The course is predominantly case-based involving detailed analysis of cases in a variety of industries and situations. The cases and readings from Harvard Business Press (HBP) will be distributed to the students in the course pack.

Reference Books

- Financial Risk Manager Handbook by Phillippe Jorion GARP, Wiley, 5th Edition or latest
- Forecasting Methods and Applications by Spyros Makridakis, Steven C Wheelwright and Rob J Hyndman, Wiley, 3rd Edition or latest



TRIMESTER 4
FINANCIAL MARKETS & INSTITUTIONS

Course Code: 21MF43

Credits: 3.0

Total No. of sessions: 24

Course Objectives:

- * To familiarise the students with different aspects of financial markets, financial institutions, financial intermediaries involved and their roles
- * To help the students develop the critical-thinking skills needed to respond to the challenging situations.

Course Content:

Module I: Financial System & Institutions overview

Financial Markets – Financial Institutions – Function & Structure of Financial Markets – Types and Regulation of Financial Intermediaries – Developmental Financial Institutions, Banks, etc CRR, SLR, trends in banking industry. Role of regulatory authorities

Module II: Equity & Debt Market

Overview of Primary Equity Markets - Secondary Market and its Operations – Stock Exchanges – Buying & Selling of Shares – Quotations & Indices – Stock Market Regulations, Depositories. International capital markets - instruments Overview of Debt Market – Types of Bonds – Corporate Bonds & NCDs – Bond markets– Investing in Bonds – Bond Market Regulations

Module III: Money markets, Mutual funds

Purpose of Money market – Participants – Instruments – Valuation - Intermediaries

Commercial paper, CD, Repo, reverse repo, Treasury bills

Mutual Funds – Benefits – Fund Structure – Investment Objective – Classes – Fee Structure – Regulation of Mutual Funds

Module IV : Foreign Exchange & Commodity Markets

Overview – Role & Importance – International Financial System – Functioning of Forex Markets – Forex Regulations, FEMA, Currency convertibility, currency forwards, futures and options, trading in FX markets. Commodity Markets – Fundamentals – Base & Precious metals – Energy & Agriculture – Regulations

Text Book

The course is predominantly case-based involving detailed analysis of cases in a variety of industries and situations. The cases and readings from Harvard Business Press (HBP) will be distributed to the students in the course pack.

Reference books

- 1) "Financial Markets and Institutions" by Mishkin & Eakins, 8th edition, Pearson
- 2) "Financial Markets and Institutions: An Introduction to the Risk Management Approach" by Anthony Saunders and Marcia Millon Cornett, 3rd edition, McGraw Hill
- 3) "Indian Financial system", Bharti Pathak, Pearson education.



TRIMESTER 4 FINANCIAL RISK MANAGEMENT

Course Code: 21MF44

Credits: 3.0

Total No. of sessions: 24

Course Objectives:

- * To provide Conceptual Understanding on different types of Risks and Practice oriented real-world examples on Financial Risk Management.
- * To inculcate Intensive Quantitative Orientation and Problem Solving.
- * To apply the Risk Management Concepts for business operation.

Course Content:

Module I: Financial Risk Manual

Principles of Risk Management; Quantitative Risk Analysis; Fundamentals of probability & statistics in Risk Assessment; Monte Carlo Methods; Modeling Risk Factors; Linear & Non Linear Risk Models
Concept of Hedging; Asset Liability Management; Reporting of Risk

Module II: Exchange Rate Risk

Basic Concepts, Exchange Rate Markets, Types of Exposures, Exchange Rate Hedging; Exchange Rate Derivatives; Forward & Option Contract; Future as a Hedging Tool; Operation of Arbitrage; Forex Currency Swaps

Module III: Interest Rate Risk

Fixed Income Instruments; Risk Premium; Risk & Inflation; Term Structure; Duration; VaR of Fixed Income; Interest Rate Derivatives; Interest Rate Swaps; Forward Rate Agreements; Cap, Floor & Collar; Structured Bonds

Module IV: Commodity Risk

Methods of measuring commodity risk; Risk management strategies; risk management for producers; risk management for buyers; Other price risk management practices

Module V: Other Financial Risk

Liquidity Risk: Probabilistic measurement of liquidity – Concepts & Methods; Dynamic modelling of liquidity; Liquidity portfolios; Term structure of liquidity

Credit Risk: Portfolio Selection Theory; framework of Credit Risk management models; Credit Risk Pricing Model; Market Risk Pricing Model; Exposure Model; Capital & Regulation

Textbook

The course is predominantly case-based involving detailed analysis of cases in a variety of industries and situations. The cases and readings from Harvard Business Press (HBP) will be distributed to the students in the course pack.

Reference Books

- 1) Risk Management & Financial Institutions, John C Hull, Wiley
- 2) Financial Risk Management: Identification, Measurement & Management, Francisco Javier
- 3) Quantitative Financial Risk Management, Michael Bernard, Miller, Wiley
- 4) Financial Risk Manager Handbook (Part I/II), 6/e, Philippe Jorion, Wiley
- 5) Elements of Financial Risk Management (2/e), Peter F Christoffersen, Academic Press
- 6) Professional Handbook of Financial Risk Management – Lore M Borodovsky



TRIMESTER 4
INSURANCE MANAGEMENT

Course Code: 21MF45

Credits: 3.0

Total No. of sessions: 24

Course Objectives:

- * To enable the students to understand principles of insurance and its usefulness in business, along with its regulatory framework.
- * To develop an understanding of what risk is, how it can be measured and transferred.

Course Content:

Module I: Insurance & Risk Management

Meaning of Insurance – The Evolution and Growth of Insurance – Types of Insurance – Fundamentals and principles of Insurance – Techniques of managing risk. Insurance Market - Organization and Management of Insurance Companies – Certificates of Insurance – IRDAI and Regulatory Framework for Insurance in India.

Module II: Insurance Policies and Underwriting

Marine Cargo and Hull Underwriting, INCOTERMS 2020- Fire Insurance, Motor Insurance, Health Insurance and Mediclaim policies, Personal Accident Insurance, Liability Insurance, Burglary Insurance, Rural and Agricultural Insurance

Module III: Insurance Actuarial Services

Compound Interest – Accumulated Value – Present Value- Varying rates of interest – Annuity – Types of Annuities – Deferred Annuity – Evaluation of present values and accumulated values- case study. Life Tables - Probabilities of Survival and Death- Complete Expectation of Life - Numerical problems

Module IV: Life Assurance Plan

Assurance Benefits – Pure Endowment Assurance – Endowment Assurance – Temporary Assurance or Term Assurance – Interrelationship – Whole Life Assurance – Double Endowment Assurance – Commutation Functions – computation of Actuarial Present Values for assurance plans - Case study.

Module V: Net premium for assurance plans and Settlement of Claims

Natural premium –level annual premium and net annual premium – Estimation of net premium for assurance plans based on commutation functions – Claim procedure – Claim settlement Documents – Third Party Administrators and in-house claim settlement.

Text Book

- 1) Principles of Risk Management and Insurance (12/e), George E. Rejda and Michael J. McNamara, Pearson Education: New Jersey.
- 2) General Insurance - Principles and Practice, K.C. Mishra and G.E. Thomas, Cengage Learning: New Delhi.
- 3) Foundation of Actuarial Science, Mumbai – IC 28, Insurance Institute of India

Reference Books

- 1) Insurance Institute of India – IC 11- Practice of General Insurance
- 2) Insurance Institute of India , Mumbai – IC 45- General Insurance Underwriting
- 3) Bowers, Gerber, Hickman, Jones and Nesbitt, Actuarial Mathematics, Society of Actuaries: USA.
- 4) Mathematical Basis of Life Assurance – IC 81, Insurance Institute of India.
- 5) Schaum's Outline of Mathematics of Finance, Second Edition, McGraw Hill.
- 6) Dickson, D.C.M., Herby, M.R., and Waters, H.R., Actuarial Mathematics for Life Contingent Risks, Cambridge University Press: New York.



TRIMESTER 4
SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Code: 21MF46

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

- * To acquaint the students with the working of security market and principles of security analysis.
- * To develop the skills required for portfolio management so as to be able to judge the competitive position of firms in capital market and review the related business decisions.
- * To analyse and assess different methods for security selection and use the methods of Portfolio Performance Evaluation.

Course Content:

Module I: Introduction to Investment

Nature of investing, Asset Classes and Financial Instruments – Investment Process: Market Players - Types of Markets - Trading Mechanisms.

Module II: Risk and Return

Return Concepts: Holding period return, Realised and Expected, Other return estimation approaches. – Risk and Return: Risk and Elements of risk, measurement of Risk: Variance, S.D. and Sharpe Ratio etc. Security Market Indices and Efficient Market Hypothesis: Efficient Market Hypothesis, Forms of Market Efficiency.

Module III: Portfolio Theory and Practice

Asset Allocation – Asset Allocation: Risky vs. Riskless, CML, SML - Optimal Risky Portfolios: Efficient Diversification and Asset Selection: Two and Multiple Risky Assets - Portfolio Optimisation: Markowitz Portfolio Optimisation Model - Optimisation of Risky Portfolios

Module IV: Equilibrium in Capital Markets

The Capital Asset Pricing Model: The CAPM and Single-Index Market - Arbitrage Pricing Theory: APT and Portfolio Optimisation; Fama-French Three Factor Model - Multifactor Models of risk and return and Random Walk Theory: Factor models of security returns.

Module V: Securities Analysis

Market Analysis and Industry Analysis: Business Cycles and industry sectors, Sensitivity to the Business cycles, Industry structure and performance. - Fundamental Analysis: Equity & Bond Valuation: Company analysis, Accounting aspects of earnings. - Financial Statement Analysis - Technical Analysis: Price chart patterns, Elliot wave theory, Market Indicators. - Assumption, Advantages, Challenges, Types of Charts, Technical Trading Rules and Indicators

Module VI: Portfolio Management

Portfolio Performance Evaluation: Theory of Portfolio Management, Average rates of returns and Time weighted returns. - Portfolio Performance Evaluation Measures: M2 Measure, Sharpe ratio, Jensen ratio and Treynor ratio - International Diversification: Investment risk in International markets and Diversification of risk. - Hedge Funds: Hedge Fund Strategies, Portable Alpha and Style Analysis. - Active Portfolio Management: Treynor-Black and Black-Letterman Model.

Text Book:

- 1) Investment Analysis and Portfolio Management, Reilly F.K., and Brown K.C., Cengage Learning

Reference Books:

- 1) Investments and Portfolio Management, Bodie Z, Kane A, Marcus A.J., McGraw Hill.
- 2) Investment Management, Bernstein P.L. and Damodaran A., Wiley



TRIMESTER 5
COMPANY AND BUSINESS VALUATION

Course Code: 21MF51

Credits: 3.0

Total No. of sessions: 24

Course Objectives:

- * "What valuation": Value, valuation and what they involve.
- * "Why valuation": The need for and circumstances under which valuation is done and is required.
- * "How valuation": The different models used for valuation such as DCF (cash flow-based), multiple-based etc. The focus will be predominantly be on DCF valuation and its variants. The discussions would also include valuation issues in specific situations/industries
- * "How not": What can go wrong in applying valuation models and how to avoid/mitigate the common pitfalls.

Course Content:

Module I: Introduction

Valuation - Why Value; Valuation Concepts and Methods – An Overview

Module II: Discounted Cash Flow (DCF) Valuation Models

Revisiting NPV: The foundation of valuation; Discounted Cash Flow (DCF) Valuation-Free Cash Flow (FCF) Model; Estimating WACC and Terminal Value; Issues in DCF Valuation; DFC Variant: Capital Cash Flow (CCF), Equity Cash Flows (ECF) and Adjusted Present Value (APV); Dividend Discount Model; Residual Income Model

Module III: Multiple-based Valuation and Other Valuation Issues

Relative Valuation, Valuation of Multi-business Companies and Valuation in M&A Context; Valuation of Privately-held Companies; Valuation in Private Equity Context; Valuation of Public Issue; Valuation of Start-ups.

Module IV: Valuation Issues in Specific Industries/Situation

Valuation of Banks and Financial Services Firms; Valuation of Renewable Energy Firms; Leveraged Buyout modeling.

Text Book:

The course is predominantly case-based involving detailed analysis of cases in a variety of industries and situations. The cases and readings from Harvard Business Press (HBP) will be distributed to the students in the course pack.

Reference Books:

- 1) Damodaran on Valuation, Second Edition, Aswath Damodaran, John Wiley & Sons
- 2) Valuation - Measuring and Managing the value of companies Sixth Edition by Tim Koller, Marc Goedhart and David Wessels (referred as KGW), John Wiley & Sons



TRIMESTER 5
CORPORATE FUNDING AND FINANCING DECISIONS

Course Code: 21MF52

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

- * To prepare the students to understand the various options available for raising of funds both in the domestic and international market.
- * To enable the students to understand the various regulations, documentation, governance, risk and control aspects.

Course Content:

Module I: Finance Decision

Review of Corporate Finance Decision - Sources of Funds- Structure of Equity vs Debt - Working Capital Management - Norms, Options - Project Finance - Documentation - Leveraging decision - Industry characteristics - Asset Light vs Asset heavy

Module II: Long Term & Short Term Funding

Raising of Equity - IPO and FPO - Raising of other Domestic instruments for Working Capital - Raising of Domestic instruments for Project Finance - Funding options based on Life Cycle of Companies - Start up, Angel funding, Venture Capital, Infrastructure - Impact on Financing structure wrt - Regulated vs Unregulated industries

Module III: International Funding

Effects of use of Long Term Funds raised for Short Terms needs - Issues in Diversion - Impact of Financial Ratios in Funding Decisions - Opportunities of Raising Funds in the International Market - ADR, GDR, Sec 144, Bonds (Non US markets) - Impact of Financial Restructuring of the Borrowings

Module IV: Legal & Accounting aspects

Domestic and International - Impact of Covenants , Pari pasu in borrowings - Legal Provisions in Companies Act, SEBI, Listing agreement LODR, AA , MA w.r.t Borrowings - Making of a Loan Proposal to the bank - Group Work - Insolvency and Bankruptcy Code - Legal Provisions

Module V: Insolvency and Bankruptcy Code

Legal Provisions - IBBI, NCLT, NCLAT , RP - Legal provisions and Procedure

Text book:

The course is predominantly case-based involving detailed analysis of cases in a variety of industries and situations.



**TRIMESTER 5
FINANCIAL DERIVATIVES**

Course Code: 21MF53

Credits: 3.0

Total No. of sessions: 24

Course Objectives:

- * To understand and apply the Concepts, Theories and Models of Derivative Instruments
- * To calculate the value of derivative instruments

Course Content:

Module I: Derivative world

Introduction to derivatives, underlying product details, Types of derivatives and comparison between them, Forwards/ Futures/ Options, Participants in the derivatives market (Hedgers, Speculators, and Arbitrageurs), contract specifications.

Module II: Lexicons

Spot price, futures price, contract cycle, expiry date, settlement date, basis, mark to market, Contract specification in NSE, Tick size. The market for forward and futures- Marking to market and margins - Valuing forward contracts and the forward price- Determination of futures price and Hedging with futures contract, Arbitrage using Index futures - Forward Rate Agreement. Interest Rate Futures-Choice of Delivery-Treasury related futures-Duration based hedging.

Module III: Commodity markets

Market operations; Participants; Traded Vs. Non Traded Commodities; Commodity Indices; Exchange Traded Products; Structured products; Forward price Curves; Principles of Commodity Valuation; Commodity Swap & Options; Measurement of Option Risk Management

Module IV: Option contracts

Specifications-Put and Call- Pay Offs-Clearing Mechanism- Regulation- Options Moneyness, Intrinsic value and time value, Option Pay-off, Break- Even Price, Determination of Premium-Arbitrage Restriction on Option Pricing - Put-Call Parity - Option Valuation: Stock Price Behavior Model-Markov Property-Weiner Process. Option Pricing Model: Black Scholes Pricing Model, One Step Binomial and Two Step Binomial Trees, Delta-Risk Neutral Valuation.

Module V: Hybrid Options

Options on Stock Indices and Currencies-Pricing of Options on Indices and Currencies. Future Options. Estimating Volatility. Credit Risk-Credit Derivatives-Credit Default Swaps. Exotic Options. The interest Rate Derivatives- Bond Options- Quantos. Swaptions. Future Direction of Derivatives.

Module VI: Option Greeks

Option Greeks: Delta hedging, Theta, Gamma, Vega and Rho - Option Trading Strategies: Bull Spread, Bear Spread, Butterfly Spread, Calendar Spread, Straddle and Strangle.

Text book:

The course is predominantly case-based involving detailed analysis of cases in a variety of industries and situations. The cases and readings from Harvard Business Press (HBP) will be distributed to the students in the course pack.

Reference Books

- 1) Hull, John C. & Basu, S., Options, Futures, and Other Derivatives, 10th Edition, Pearson Education
- 2) Wilmott, Paul, Derivatives: The Theory and Practice of Financial Engineering, John Wiley & Sons
- 3) Kolb, W. R and Overdahl J, A, Futures, Options, and Swaps, 5th Edition, Wiley India Private Limited.



TRIMESTER 5
THE NEW AGE BANKING-MANAGEMENT STRATEGIES

Course Code: 21MF54

Credits: 3.0

Total No. of sessions: 24

Course Objectives:

- * To go beyond conventional banking competency & skills to create awareness and knowledge on running the business of banking
- * To aid with insights into various business and operating models, industry trends and outlook, changing influence of technology, customer experience enrichment.
- * To prepare participants to handle and manage banking business in an extremely competitive and dynamic market place and enrich and broaden their knowledge of the global banking environment.

Course Content:

Module I - The Yesterday, Today & Tomorrow of Banking

What it was, what it is and what it will be - across multiple parameters in Retail banking, SME/ Corporate Banking and Investment Banking. Global Outlook and Trends - Retail and wholesale Banking, Future of Banking and Bank of the Future

Module II – Digital Financial Services

Unleashing the Power of Digital in Financial Services, Digital re-imagination, revolution and transformation, Omni-channel environment

Module III – Technology in Banking

Technology & Customer Experience Enrichment / Management Introduction to Business / Functional Architecture, Front-office, mid-office, FinTech world, Distance Banking, Privacy, Security & Confidentiality, Operational Risks / Mitigation / management, customer preference management

Module IV – Regulations

Regulatory & Compliance in the Global Financial sector, Global Regulations covering all important geographies, financial crimes and global collaboration of Regulatory entities, GRC (Governance Regulation and Compliance) put to Practice. Successful Banks across the Globe - Business models, Operating models, Evolution of banking models, Profitability & Balance sheet management etc.

Text Book:

The course is predominantly case-based involving detailed analysis of cases in a variety of industries and situations.

Reference books:

- 1) Web site - Retail Banking 2020 Evolution or Revolution? – PwC
- 2) Book - Digital Bank - authored by Chris Skinner
- 3) Book - authored by Brett King
- 4) Book - authored by Kannan Subramanian R & Dr Chitra Selvaraj
- 5) Web site: The Outsourcing handbook - A guide to outsourcing
- 6) Through the looking glass- Are IT and ITeS SMEs geared for the next growth wave? - NASSCOM publication
- 7) Bank of the Future - A Point of View by R Krishnan



TRIMESTER 5
STRATEGIC COST MANAGEMENT

Course Code: 21MF055

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

- * To Enable the students to Understand the technique of Decision making in Uncertainties
- * To familiarize the students with Pricing Decisions
- * To make the students acquaint themselves with cost based decision making

Course Content:

Module I: Decision Making using CVP Analysis and Relevant Costing:

Review of Costing Terms and Concepts. Uncertainty and CVP Analysis. Decision Making under conditions of Risk and Uncertainty: Cost Behaviour, Product Mix, Bottlenecks.

Changing competitive environment, Relevant Cost in Costing Decision, Decision under Constraints, Decision for Short Term, Decision under Scarce Resource, Facilities Location decisions, Product design considerations

Module II: Activity Based Costing:

Full Cost Pricing, Assigning Service Department Costs, Measuring Costs of using service departments. Nature and Problems of Reciprocal Services. Differential Pricing Techniques. Activity Based Costing, Value Chain Analysis.

Module III: Pricing Decisions & Cost Management

Role of cost information in pricing decision. Long term Vs. Short term pricing. Short term product mix Vs. Long term product mix decisions. Weighing Customers, Competitors and Costs

Understanding Customer perceived value. Competitor price analysis. Implementing Target pricing. Value chain analysis. Value engineering, cost incurrence and locked in cost.

Module IV: Integration of cost systems with shop-floor systems

Cost Control/ Waste Control, Cost Reduction, Back flush Costing, Kaizen Costing, Total Quality Management & Total Productive Maintenance (TPM), JIT Accounting

Module V: Cost based Decision Making

Performance budgeting; Balance Score Card, Throughput Accounting and Theory of Constraints, Cellular Manufacturing/ One-Piece Flow Production Systems, Target Costing, Life Cycle Costing, Customer life cycle costing

Text Book:

The course is predominantly case-based involving detailed analysis of cases in a variety of industries and situations. The cases and readings from Harvard Business Press (HBP) will be distributed to the students in the course pack.

Reference Book:

1. Horngren's Cost Accounting – Srikant M Datar, Madhav V. Rajan, Pearson 16/e
2. Advanced Management Accounting – Robert S.Kaplan, Anthony A.Atkinson, Pearson 3/e
3. Management & Cost Accounting – Drury Colin, Cengage Learning, 11/e
4. Cost and Effect – Kaplan, Cooper – HBS Press

Case Studies:

- 1) Classic Pen Company
- 2) Dakota Office Products
- 3) Birch Paper Company



TRIMESTER 5
FIN TECH: FOUNDATIONS & APPLICATIONS

Course Code: 21MF56

Credits: 3.0

Total No. of sessions: 24

Course Objectives:

- * To make students understand the current issues in the financial infrastructure and familiarize the students with the concepts of Fintech
- * To expose students with the existing issues surrounding the application of Fintech, especially related to regulations and the data privacy

Course Content:

Module I – Fintech – Overview & existing landscape

The existing financial ecosystem; Introduction to Fintech: Overview, size and landscape; Potential and opportunities for Fintech firms; Energy Trading

Module II – Payment System: History & Current trends

Evolution of digital payments; Unified Payment Interface; Participants in UPI; UPI Transaction procedure; Factor Authentication; Payment banks

Module III – Alternative Financing Models

Alternative Finance Market; Crowd funding; Digital Banks; Peer 2 Peer lending; Buy Now Pay Later

Module IV – Fintech Solutions for Financial Industry

Blockchain; Cryptoassets; Big Data Analytics; Internet of Things; Artificial Intelligence; Robotic Process Automation; Low code capabilities & Integration

Module V – Other Technology Solutions

Regulatory Technology (Regtech); Monitoring, reporting & Compliances; Wealthtech; Robo Advisors; Digital Brokers & Investment Tools; Insurtech; On demand insurance; peer to peer model; customised groups & group rebates

Module VI – Special Topics in Fintech

Valuation of digital assets; Non-fungible tokens; Valuation of Bitcoins

Text Book:

The course is predominantly case-based involving detailed analysis of cases in a variety of industries and situations..

Reference Books

- 1) Arslanian, H and Fischer, F. (2019).The Future of Finance: The Impact of FinTech, AI, and Crypto on Financial Services. Palgrave Macmillan, 1st ed. (ISBN-13: 978-3030145323).
- 2) Liermann, V and Stegmann, C. (2019) The Impact of Digital Transformation and FinTech on the Finance Professional. Palgrave Macmillan, 1st ed. (ISBN-13: 978-3030237189).

Case Studies

- 1) Power ledger & ESG Stockbroking
- 2) Paytm & UPI
- 3) WeFunder, GoFundMe, Ketto
- 4) Revolut, Monzo
- 5) CRED, RupeeCircle
- 6) Amazon Pay, Simpl, LazyPay
- 7) Bitcoin, Sidetrade, Metromile, Erica, UiPath
- 8) Wealthfront, Zenefits



**TRIMESTER 6
COMPUTATIONAL FINANCE**

Course Code: 21MF61

Credits: 3.0

Total No. of sessions: 24

Course Objectives:

- * To familiarise with modern econometric techniques applied in finance
- * To understand time series analysis towards financial derivatives;

Course Content:

Module 1: Univariate Time series analysis and forecasting

Time series analysis - Preparing data for analysis, Univariate time series analysis, Moving Average processes (MA), Auto Regressive processes (AR), ARMA process, Building ARMA models, Forecasting ARMA models using EViews, Exponential smoothing models, ARIMA models, applications in financial decision making

Module 2: Multivariate models

Multiequation modelling- Simultaneous equation modelling. Vector Auto Regression (VAR), VAR with exogenous variables, VAR estimation in E Views, Impulse Response, and variance decomposition

Module 3: Modelling long-run relationships

Stationarity and unit root testing, cointegration, equilibrium or error correction models, testing for cointegration using Johansen technique

Module 4: Modelling volatility in time series

Modelling time series volatility: Volatility - Historical volatility, Implied volatility models, ARCH processes, GARCH Processes, Estimation of ARCH, GARCH models in EViews, Extensions of GARCH models, Multivariate GARCH models

Text Book:

The course is predominantly case-based involving detailed analysis of cases in a variety of industries and situations. The cases and readings from Harvard Business Press (HBP) will be distributed to the students in the course pack.

Reference Books

- 1) Chris Brooks, Introductory Econometrics for Finance, Cambridge University Press, Cambridge
- 2) William Green, Basic econometrics McGraw-Hill inc. New York, 2000
- 3) Carol Alexander, Risk Management and Analysis Vol I, Measuring and modelling Finance Risk, John Wiley and sons,



**TRIMESTER 6
FIXED INCOME SECURITIES**

Course Code: 21MF62

Credits: 3.0

Total No. of sessions: 24

Course Objectives:

- * To understand the need of Fixed Income Securities
- * To analyse the usage of Fixed Income securities & identify the areas of applications

Course Content:

Module I: Overview of Fixed Income Securities:

Government Securities: Treasury Bills, Notes and Bonds, Municipal and Corporate Bonds, Convertibles, Preferred Stock, Floating Rate Notes, Inflation Linked Bonds, Medium Term Notes, and Asset Backed Securities.

Module II: Fundamentals of Bond Analysis and Valuation:

Bond Pricing, Yield and Total Return, Investment Returns, Term Structure Theories and their applications in Bond Investments and Portfolio Management. Concepts of Duration, Modified Duration, Effective Duration, Convexity in measuring Interest Rate Risk. Constructing theoretical Spot Rate Curves for Treasuries, Swap Curve [LIBOR Curve].

Module III: Valuing Bonds with Embedded Options and Convertible Bonds:

Elements of Bond Valuation Model. Benchmark Interest Rates and Relative Value Analysis. Interpretation of spread measures. Issuer specific benchmark. Option Adjusted Spreads, the benchmark and Relative Value. Valuing option free bond.

Module IV: Credit Risk and Valuation Concepts:

Credit Risk, Capital Structure, Seniority Ranking, Recovery Rates. Rating Agencies, Credit Ratings and their role in Debt Markets. Traditional Credit Analysis of Corporate Debt Securities. Credit Analysis Vs. Equity Analysis. Credit Risk Vs. Return: Yield and Spreads. Special considerations of High Yield, Sovereign and Municipal Bonds.

Text Book:

The course is predominantly case-based involving detailed analysis of cases in a variety of industries and situations. The cases and readings from Harvard Business Press (HBP) will be distributed to the students in the course pack.

Reference Books

- 1) Fixed Income Analysis Workbook, Frank J Fabozzi, CFA Institute Investment Books/Wiley
- 2) Handbook of Fixed Income Securities – 8e – McGraw Hill IncFrank J. Fabozzi, Steven V. Mann



TRIMESTER 6
STRATEGIC FINANCIAL DECISION MAKING

Course Code: 21MF63

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

- * To help the student understand the interrelationships between different financial decisions and the impact that such decisions have on firm value.
- * To gain insights into the interrelationships among financing and actual production and capacity decisions.

Course Content:

Module I – Developing a Pro forma Financial Statements

Construction of Pro forma Balance Sheet, Income Statement, Cash Flow Statement and Valuation Table;
Preparation of Assumption Sheet and linkage with all the Financial Statements

Module II – Capital Budgeting & Capital Structure Decisions

Analysing the Impact of Capital Budgeting Decisions, Investment Decisions, Partial Shut Down of Plant, Revamping of Plant, Capacity enhancement Vs. Outsourcing, Windup and Sale of Plant
Analysing the Impact of Capital Structure, Levered Firm Vs. Unlevered Firm, Impact of Taxes on Leverage, Dividend Decision, Buy Back of Shares, Bonus Shares, Fresh Issue of Shares, Fresh Borrowings, Inter Company Investments

Module III – Treasury Management

Analysing the Impact of Inventory Management, Receivables Management, Evaluation of Credit Policy, Cash Holding Ratio, Forex Management, Calculation of Working Capital Requirement, Individual Analysis for Large Cap and Small Cap Companies, Service Companies

Module IV – Pricing Strategy

Analysing the Impact of Change in Prices, Seasonal Fluctuations, Promotion & Advertisement activities, New Product Introduction, Pricing during various stages of Product Life Cycle

Module V – Integration of All Decisions

Summary Impact of All Decisions on Value of Business, Value of Share Prices, Tax Outflow or Tax benefits, Value addition to the Stakeholders

Text Book:

The course is predominantly case-based involving detailed analysis of cases in a variety of industries and situations. The cases and readings from Harvard Business Press (HBP) will be distributed to the students in the course pack.

Reference Books

- 1) Corporate Financial Strategy, Ruth Bender, Keith Ward, Butterworth-Heinemann (2008)
- 2) Finance for Strategic Decision-Making What Non-Financial Managers Need to Know, M. P. Narayanan, Vikram K. Nanda, (J-B-UMBS Series) (2004)
- 3) Ross, S. A., Westerfield, R. W., and Jaffe, J. (2005). Corporate Finance, McGraw Hill.



TRIMESTER 6
FINANCIAL MODELLING THROUGH SPREADSHEET

Course Code: 21MF64

Credits: 3.0

Total No. of sessions: 24

Course Objectives:

- * To familiarise with the various business-related applications including building and analysis of financial information using MS Excel
- * To have hands on working in forecasting and analysing in selected areas of Finance, Investments and Taxation

Course Content:

Module I: Introduction to Excel Applications

Customising Tool Bars, Arranging Data as Database, Arranging Data at Table, Defining Range Names, Logical Functions, Data Management Functions, Data Management Techniques

Module II: Tools & Utilities

OFFSET Function; Data Table; Scenario Manager; Slicers; Charting Techniques; Spin Buttons & Developer Tabs; Option Button & Group Boxes; Protection Tools: Cell, Worksheet Protection, File Protection

Module III: Case Studies

Building simple projected financial statements including capital budgeting and taxation, Projected Financial statements from set of assumptions and restrictions with decision recommendation based on sensitivity analysis

Module IV: Dashboards

Building dashboards for Basic & Advanced Level Financial Models, Building Corporate Financial Statements

Module V: Industry specific Financial modeling

Financial modeling for manufacturing industry, service industry, merchandising company

Text Book:

The course is predominantly case-based involving detailed analysis of cases in a variety of industries and situations.

Reference Books:

- 1) Financial Modeling Using Excel and VBA – Chandan Sengupta – John Wiley & Sons
- 2) Corporate Financial Analysis with MS Excel – Francis J Clauss – McGraw-Hill
- 3) Excel modeling in corporate finance - Holden, Craig W., Pearson (2015)



TRIMESTER 6
PERSONAL TAX PLANNING & WEALTH MANAGEMENT

Course Code: 21MF65

Credits: 3.0

Total No. of sessions: 24

Course Objectives:

- * To provide a foundational understanding of Personal Taxation in India
- * To gain knowledge on Tax Planning with respect to Salaried and Small Business Assesseees.
- * To understand about various Investment Avenues on Alternate Assets
- * To gain knowledge to provide advice on Wealth Management of Prospective Investors

Course Content:

Module I – Elements of Taxation

Previous Year & Assessment Year; Residential Status of Individual; Income Tax Slabs; Taxable Income; Advance Tax; Tax Deduction at Source; Heads of Income; Exempted Income; Set off & Carry Forward of Losses; Assessment & Authorities

Module II – Taxation of Income

Components of Salary; Taxation of Allowances; Perquisites; Retirement Benefits; Income from House Property; Taxation of Capital Gains; Income from Other Sources; Deductions from Taxable income.

Module III – Personal Tax Planning

Tax Planning & Tax Avoidance; Tax Planning for Salaried Assesseees; Small Business Assesseees; Tax impact on Business Assets & Personal Assets; Investments for Capital Gain Exemptions; Speculation profit / loss.

Module IV – Investment in Alternate Asset

Risk Profile of Alternate Assets; Investments in Gold; Real Estate; Mutual Funds; Hedge Funds; Structured Products; Portfolio Management Services; Estate Planning

Module V – Investment Evaluation

Evaluation Framework; Risk Return Framework; Risk Adjusted Returns; Risk Profiling & Asset Allocation; Life Cycle Vs. Wealth Cycle; Structuring a Financial plan; Rebalancing; Diversification in Perspective; Risk Management through Insurance; Taxation of Investment Products

Reference Book :

1. Wealth Management Module – NCFM Publications
2. Tax Planning & Wealth Management – Indian Institute of Banking & Finance Publications
3. Tax Planning for Salaried Assesseees – Dr Girish Ahuja – Walter Kluwer Publication – Relevant Assessment year



ELECTIVE – MARKETING



TRIMESTER 4 CONSUMER BEHAVIOR

Course Code: 21MM41

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

This course is a sub-part of Marketing and provides insight on consumer's psychological responses to the marketing mix elements which they are exposed to. It gives the general understanding about how customers make decision in general and how they make decisions in a marketing perspective. Students can understand the customer segmentation, factors influencing the decision-making process, attitude and intentions of the customer and the consumer decision making process.

- * To understand how the sociological, psychological and economic factors that underlie the effectiveness of marketing efforts of an organization.
- * To gain knowledge of critical assessments of different behaviors, metrics and research methods.
- * To provide concepts for understanding consumer reactions to marketing stimuli to enhance strategic decision making.

Course Content:

Module I: Introduction to Consumer Behaviour

Defining Consumer Behavior – Consumer behavior and Marketing strategy – Consumer behavior research – Methods. Gaining consumer insight - Making business decisions – Segmenting & Selecting target markets – Positioning – Promotions & Marketing communications decisions.

Module II: The Psychological Core

Motivation, Ability and Opportunity; Perception – Exposure to Comprehension – Memory, Knowledge and Understanding; Measuring knowledge & perception; Attitude on low and high effort – Attitude to Behaviour – Measuring Attitude.

Module III: The Consumer's Culture

Psychographics – Values, personality & lifestyle; Social Influences on consumer behavior – Consumer activity in Social media - Influencer Marketing – Customer social lifetime value – Cross-cultural variations in consumer behavior.

Module IV: The Decision Making Process

Need Recognition and Information Processing, Evaluation of Alternatives, Consumer decision making on high effort and low effort – Post Purchase Processes – Digitizing consumer decision journey - Creating customer loyalty

Module VI: Consumer Behavior Outcomes & Issues

Extended reality in consumer behavior - Technology to improve customer value - Customer value and Customer centricity – Impact of technology in consumer research – Measuring the success.

Text book:

1. Hoyer, W. D., MacInnis, D. J., & Pieters, R. (2017). Consumer behavior, 7/e, Cengage Learning

Reference books:

1. Leon G Schiffman, Joseph Wisenblit, and Ramesh Kumar, Consumer Behavior, 11/e, Pearson Education
2. J. Paul Peter & Jerry C. Olson, Consumer Behavior & Marketing Strategy, 7th Edition, McGraw-Hill
3. Paul W Farris, Neil T Bendle, Philip E Pfeifer, and David J. Reibstein, Marketing Metrics, 50+ Metrics Every Executive Should Master, Wharton School of Publishing



Case Studies:

1. TiVo Segmentation Analytics
2. Lay's potato chips – Creating Awareness and Brand Image at Product Launch
3. Behavioral Drivers of Brand Equity - Head & Shoulders in India
4. Amazon – Facing low customer satisfaction in Singapore
5. Pepperfry.com – Marketing to manage Customer Experience
6. Kobe Influencer Marketing: Building Brand Awareness via Social Media
7. Dettol: Marketing research for Understanding Consumer Evaluations of Brand Extensions
8. Customer Analytics at Bigbasket – Product Recommendations

Articles For Reference

- a) Duhigg, Charles (2012), "How companies learn your secrets," <https://www.nytimes.com/2012/02/19/magazine/shopping-habits.html>
- b) Leonard L. Berry, Lewis P. Carbone and Stephan H. Haeckel (2002), "Managing the total Customer Experience," *MIT Sloan Management Review*, <https://sloanreview.mit.edu/article/managing-the-total-customer-experience/>
- c) Eric Almquist and Gordon Wyner (2001), "Boost Your Marketing ROI with Experimental Design," *Harvard Business Review*, <https://hbr.org/2001/10/boost-your-marketing-roi-with-experimental-design>
- d) Balis, Janet (2020), "Brand Marketing Through the Coronavirus Crisis," *Harvard Business Review*, <https://hbr.org/2020/04/brand-marketing-through-the-coronavirus-crisis>
- e) Christine Moorman and Torren McCarthy (2020), "How Retailers Can Reach Consumers Who Aren't Spending," *Harvard Business Review*, <https://hbr.org/2020/04/how-retailers-can-reach-consumers-who-arent-spending>
- f) Edwin van Bommel, David Edelman, and Kelly Ungerman, "Digitizing the consumer decision journey," <https://www.mckinsey.com/business-functions/growth-marketing-and-sales/our-insights/digitizing-the-consumer-decision-journey>
- g) Vosgerau, Joachim, Irene Scopelliti, and Young Eun Huh (2020), "Exerting Self-Control ≠ Sacrificing Pleasure," *Journal of Consumer Psychology*, 30(1), 181–200.
- h) Deval, Hélène and Frank R. Kardes (2010), "Consumer Information Processing," in *Wiley International Encyclopedia of Marketing, Volume 3*, ed. Jagdish N. Sheth and Naresh K. Malhotra, Wiley, 100–107.
- i) Kristofferson, Kirk, Brent McFerran, Andrea C. Morales, and Darren W. Dahl (2017), "The Dark Side of Scarcity Promotions: How Exposure to Limited-Quantity Promotions Can Induce Aggression," *Journal of Consumer Research*, 43(5), 683–706.
- j) Hirunyawipada, T., & Paswan, A. K. (2006). Consumer innovativeness and perceived risk: implications for high technology product adoption. *Journal of consumer marketing*, 23(4), 182-198.
- k) Ofek, E., Libai, B., & Muller, E. (2018). Customer lifetime social value (CLSV). *Harvard Business School note 518-077*.



TRIMESTER 4
SALES AND DISTRIBUTION MANAGEMENT

Course Code: 21MM42

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

Structuring and managing a company's "route to market" is one of the most costly and difficult to reverse investments. Having a great product or service to sell is important, but without the right channel partners and strategies to bring your offering to the end-user, your chances of market success are slim. This course deals with questions regarding what and how many intermediaries to partner with, what each partner's role and responsibilities should be, and how to motivate channel partners to perform at the highest level. These issues affect consumer goods and services companies that hope to optimize their relationships with wholesalers and retailers; business-to-business firms working through independent distributors and sales representative firms; retailers seeking to improve their efficiency in an increasingly competitive marketplace; and intermediaries themselves, seeking to preserve their role in an increasingly fluid channel structure. We address these problems in the context of a wealth of current examples of companies whose channel decisions have had a strong impact on their performance. You will leave with a structure for analyzing existing channels or establishing new ones, as well as with tools for defining and resolving channel conflict and using your channel power to improve overall channel performance.

- * Identify and satisfy the need of the end users
- * Allocation of resources among channel members to maximize value creation and efficiency
- * Assess the performance of alternative channel designs: direct vs. indirect distribution, channel length, intensity of distribution, and exclusive versus nonexclusive distribution.
- * Diagnose sources of channel conflict and develop tools for channel conflict resolution.
- * Understand and appreciate the contemporary channel issues such as the growing power of retailers, managing hybrid channels, retailer-controlled brands (private labels), and distribution in an Internet world .(

Course Content:

Module I:

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

Module II:

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

Module III:

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

Module IV:

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

Module V:

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

Text Book:

1. Ramendra Singh, Sales and Distribution Management, Vikas Publication, 2016
2. PingaliVenugopal, Sales and Distribution Management – An Indian Perspective, 2008.

Reference Books:

1. Sales Management , Douglas J. Dalrymple, William L. Cron, Thomas E. Decarlo, Seventh Edition, John Wiley & Sons, Inc
2. Selling & Sales Managementby Geoffrey Lancaster, David Jobber, 3rd Edition, 2006.



TRIMESTER 4
CUSTOMER RELATIONSHIP MANAGEMENT

Course Code: 21MM43

Credits: 3.0

Total No. of Sessions: 24

Course objectives:

- * To familiarize students with customer relationship management concepts, strategies and techniques
- * To improve students' understanding of building and retaining customer loyalty as well as gaining back lost customers
- * To enhance students' capacity to apply customer relationship management to all business environments

Course Content:

Module 1: Understanding CRM

Introduction to customer relationship management- CRM Evolution- Growth of CRM- Factors driving the CRM industry forward. Strategic CRM Vs Functional CRM- Components of Strategic CRM- Developing CRM Strategy- CRM implementation at IBM.

Module II: Understanding Customers

The customer relationship management value chain - Customer portfolio analysis - Customer Intimacy, CASE 1

Module III: Customer Based Marketing Metrics

Customer acquisition measurement- Acquisition Rate- Acquisition Cost- Customer Activity Measurement- Average interpurchase time- Retention and Defection- Survival rate- Customer Life Time Value (CLV). Customer Selection Strategies. CASE 2,3

Module IV: Managing Customer Relationships

Designing Loyalty Programs- Satisfaction – Loyalty – Profit Chain- Characteristics of Loyalty Program- Drivers of Loyalty Program effectiveness- measuring effectiveness of loyalty program. Achieving Competitive advantage- Creating Value for Customers- Managing customer life cycle- customer acquisition, retention and development. CASE 4

Module V: Application of CRM Framework to Marketing Decisions

Sales-force automation/Marketing Automation/Service automation /Organizing for customer relationship management- Optimal resource allocation across marketing and communication channels to maximize customer profitability- recent opportunities and challenges for CRM.

Text Books:

1. Dyché, J., Mary O'Brien., Dych, J. (2018). The CRM Handbook: A Business Guide to Customer Relationship Management. Germany: Addison Wesley.
2. Buttle, F. (2018). Customer Relationship Management: Concepts and Technologies. Netherlands: Butterworth-Heinemann.
3. Kumar.V (2012), Customer Relationship Management- A Database Approach- Wiley, New Delhi, India.

Reference books:

1. Galka, R. J., Baran, R. J. (2016). Customer Relationship Management: The Foundation of Contemporary Marketing Strategy. United Kingdom: Taylor & Francis.
2. Siggelkow, N., Terwiesch, C. (2019). Connected Strategy: Building Continuous Customer Relationships for Competitive Advantage. United States: Harvard Business Review Press.



TRIMESTER 4
STRATEGIC BRAND MANAGEMENT

Course Code: 21MM44

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

The purpose of Strategic brand management course is to give the understanding of how to design a product and how to build and manage the brand. The course activities include readings from Keller's Strategic Management textbooks and cases on branding will allow the students as to how to identify and establish brand positioning and values, plan and implement brand marketing programs, measure and interpret brand performance, and grow and sustain brand equity apply the theories and strategies

- * To explore the meaning and importance of the brand management and new product development (NPD) branding process
- * To understand various branding issues.
- * To understand models of branding, brand equity and its implications.

Course Content:

Module I:

Product Management Organization, New Product Development and its phases. Test Marketing and its alternatives, Design considerations, Management of launch, tracking and Control.

Module II:

Developing a Portfolio Analysis, Product Planning and Strategies, Models utilized for NPD

Module III:

Brand Management – Brand Identity – Brand Equity – Definition and Different methods of measuring brand equity – Application of Keller's brand equity pyramid

Module IV:

Branding services – Brand Repositioning/Revitalizing – Issues in brand extension – Brand architecture – Corporate branding

Module V:

Brand industrial products – Technology branding – Branding on the net – Retail branding – Co-branding – Branding in developing countries

Text Books:

1. A.K. Chitale and Ravi Gupta, Product policy and brand management, PHI , 2/e, 2011
2. Kevin Lane Keller, Strategic Brand Management, Pearson, 3/e, 2008

Reference Books:

1. Lehmann & Winer, Product Management, Tata McGraw –Hill , 4/e, 2011
2. D. Aaker brand management , Free Press



TRIMESTER 4
ADVANCED MARKETING ANALYTICS

Course Code: 21MMB45

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

- This course builds the understanding of marketing analytics and how to develop innovative strategies to enforce sound leadership and managerial applications.
- It also equips the participants with the basic understanding needed for marketing decision making in consumer perspective and sales as an entrepreneur or as a professional.
- To learn appropriate research methodology tools and techniques as in which suits analytics metrics and to learn the importance of consumer tracking, privacy, and universal analytics without amplifying a negative momentum among users personal/ethical touch, mostly touching the analysis with social aspects.

Course Content:

Module I: Building Client-centric solutions - Part (A) – Data Exploration and Storyboarding

Understanding and managing real-time data with emphasis on developing logical storyboarding as enablers of marketing decision-making. Extensive use and understanding of survey tools, softwares like MS Office to prepare, manipulate and construct data tables and meaningful data visualizations, that help to structure a coherent marketing thought-process using data. *Tools:* Excel / R/ any platform for data wrangling

Obj: Think like a client. Think like a consultant and appreciate data-driven-client-centric solutions.

Module II: Building Client-centric solutions - Part (B) – Choice models – Foundations in Conjoint Analyses

Customer-centricity is key to sustainability. There is a great deal of emphasis on being customer focused. The agenda of this module is to understand customers for products and services planning and to a smaller extent pricing dynamic. The objective is to understand customer preferences, perceptions and purchase behavior. *Tools:* Custom-made tools. Sawtooth software. SPSS.

Obj: Learn and apply customer-choice models and apply them in creating customer-centric products and services

Module III: Building Client-centric solutions - Part (C) – New Product Forecasts | Optimizing Marketing

Spends VUCA environments have made forecasting a challenging task for marketers. Predicting future sales is key to planning marketing budgets and executing marketing plans. We will focus on the industry-standard and widely used diffusion-models to build sales forecasts. Another important role of marketers is to understand keenly the impact of their marketing spends. The second focus of this module will therefore address marketing-response models. *Tools:* Custom-made tools.

Obj: Learn and apply response – models. Use diffusion – models to forecast sales for new products

Module IV: Evaluating multi-variable relationships using structural equation models

Halo effects, indirect effects and other complex relationships that impact the critical outcome variables of marketing need special tools to evaluate them. This module introduces the marketer to new tool and platform to model and evaluate such complexity. *Tools:* AMOS-SPSS

Obj: Learn and apply SEM and evaluate marketing impact

Textbooks

Marketing Research | Malhotra & Dash | Pearson | 7th Edition

Reference Book:

- 1.Kellogg on Marketing | Second Ed. | Alice M. Tybout
- 2.Choice-Based Conjoint Analysis: Models and Designs | Raghava Rao, Wiley & Chitturi | Chapman & Hall | 1st Editio



TRIMESTER 5
SERVICES MARKETING
Credits: 3.0

Course Code: 21MM51

Total No. of Sessions: 24

Course Objective:

To examine theoretical foundations and practical application of marketing of services. Topics include the nature of services, marketing framework and the marketing mix for services, service encounter, human factor and service quality. This course focusses on the key elements (culture, communications, strategy, operations, people and technology) that marketers must integrate to establish and sustain service excellence and provide customer value. How customer value is created is major question. It covers service products, consumer behaviour in service settings, service quality and satisfaction, developing service strategies, managing customer service, servicescape strategies, service recovery and service technologies not the last.

After completion of the course participants will be able to;

- * To understand the unique challenges involved in marketing and managing services.
- * To identify, analyze and apply the various components of the service marketing mix to create customer value.
- * To understand and discuss key issues required in managing customer retention, customer satisfaction, creating a service culture and service quality.
- * To appreciate the role of employees and often customers in service delivery, customer satisfaction, retention, complaints and service recovery.

Course Content:

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

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

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

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

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

Text Book:

1. Wirtz Jochen, Lovelock Christopher, Chatterjee Jayanta, Services Marketing People Technology Strategy, Eighth Edition, Pearson, 2017

Reference Books :

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



TRIMESTER 5
MARKETING OF FINANCIAL PRODUCTS & SERVICES

Course Code: 21MM52

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

- * Develop an understanding of what retail financial services are and to be able to evaluate marketing implications
- * Develop the ability to critically evaluate the sufficiency of core marketing theory in this context and to identify gaps and opportunity for extension of theory
- * Develop a critical appreciation of industry practice and sector trends
- * Develop the ability for independent study, communication of complex ideas and team-working.

Course Content:

Module I:

Financial products in services - Business environment – Categories of financial products and services - Marketing financial products/Transformation in marketing practices.

Module II:

Factors affecting financial services – Financial buyer behavior – Consumer Centricity in financial services - Market segmentation, Target market selection, Positioning, Customer service imperative – Service Quality – Service experience.

Module III:

Marketing strategies - Product and Branding strategies, Importance of CRM – Customer profitability - CRM implementation and evaluation. Customers relationships in Corporate banking – New Services development – Financial Innovation – New product development in Fintech – Man Vs. Machine - Coproduction vs. co-creation vs. alliances.

Module IV:

Product mix – Digital disruption – Fintech business models – Robo advisors adoption– Point of sale financing – single click loans – crowdfunding and Peer to Peer lending - Pricing – Promotion – Consumer convenience and Distribution; Personal Selling in Financial Sector – Bottom-up – Third Party Sales – High Net-worth Sales – Institutional Sales - Advertising, PR, sponsorship, internet marketing.

Module V:

Corporate Social Responsibility and Sustainability - Social issues and Financial Inclusion – Legal and Ethical issues - Data privacy issues in Fintech – Regulatory adaptation to Fintech industry.

Text Book:

1. *Christine Ennew, Nigel Waite, Roisin Waite, Financial Services Marketing: An International Guide to Principles and Practice, 3rd Edition Copyright Year 2018; ISBN 9781032038124.*
2. 'Marketing Financial Services' by Jillian Farquhar and Arthur Meidan,' ISBN 9780230201187, Pub date May 2010, Palgrave, MacMillan. And web resources.
3. The Financial Services marketing handbook by Duke Fanelli and Evelyn Ehrlich, ISBN 9781118065716, 2012, John Wiley & Sons.



TRIMESTER 5

DIGITAL AND SOCIAL MEDIA MARKETING

Course Code: 21MM53

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

Digital presence for every organization is necessary in the growing and changing business trends. As a design for successful strategy and operational element, this course covers the present marketing trends in digital platform.

- * This course builds the understanding of the digital marketing and how to develop innovative strategies in displaying advertising, social media marketing, mobile and internet marketing, search engine optimization and marketing and website design to produce a higher response to online marketing efforts, which cultivates sound leadership and managerial application in digital sphere.
- * It also equips the participants with the basic understanding needed for practical digital marketing and sales as an entrepreneur or as a professional.
- * To learn appropriate research methodology tools and techniques as in which it suits digital marketing strategies and to learn the importance of behavioural tracking, privacy, and universal analytics without amplifying a negative momentum among users personal/ethical touch, mostly touching the analysis with social aspects like measuring WHO page

Course Content:

Module I: Introducing to Digital and Social Media Marketing

Internet Evolutions - e-Definitions - Introduction to digital marketing and social media strategy - The digital marketing environment, Online marketing mix, Marketing in a virtual world

Module II: Development in Digital and Social Media Marketing

e-CRM, Web 2.0 and social media, online branding, traffic building Strategy, Consumer choice and digital influence - Business models for e-commerce -Engagement marketing through content management

Module III: Digital and Social Media Marketing

Segmentation, Targeting and Positioning through online tools, Delivering Value to Online Customer – Online campaign management , Facebook, LinkedIn, Twitter, Instagram campaigns ,Gamification and apps

Module IV: Digital and Social Media Marketing Implementation and Practice

Content Marketing – Sponsored Advertisements - Search Engine Optimization– Search engine advertising - e-Marketing Communication Tools and Models - Website Development - Design and Content

Module V: Practice and improvement of digital channel performance

Responsibilities for customer experience and site management - Google Analytics: - Social Media measurement – Cross Device Platform – Social media marketing and Analytics.

Text Book:

1. Chaffey, D. and Ellis-Chadwick, F., "Digital marketing: Strategy, Implementation and Practice", 6/e, Pearson Education: USA

Reference Book:

1. Dave Chaffey, PR Smith, "eMarketing eXcellence – Planning and optimizing your digital marketing", 3/e, Elsevier publications
2. Jason Miletsky, "Principles of Internet Marketing" Cengage learning
3. "eMarketing – The essential guide to digital marketing", 4/e, Quirk emarketing pvt ltd.
4. Damian Ryan & Calvin Jones, "Understanding Digital Marketing – Marketing Strategies for engaging the digital generation"



TRIMESTER 5
AGRI-BUSINESS MARKETING
Credits: 3.0

Course Code: 21MM54

Total No. of Sessions: 24

Course Objectives:

The purpose of Agri-business marketing is to give the understanding of how to do marketing of agriculture-based product. The course activities include readings from textbooks and cases on the subject will allow the students as to how to identify and explore the world of Agri-business in terms of product, pricing, establish supply chain, plan and implement marketing programs, measure and interpret performance, and grow and sustain equity by applying theories and strategies.

Course Content:

Module I:

Principles of Agri-business marketing and Informatics.

Module II:

Strategic Marketing of Agro products, Interplay of Marketing Mix variables.

Module III:

Fertiliser marketing issues, Agri-supply chain management Brand Management – Brand Identity – Brand Equity – Definition and Different methods of measuring brand equity.

Module IV:

Watershed development projects, Govt policies and their impact on marketing -challenges

Module V:

Corporate branding issues, Market survey and Price analysis.

Text Book:

Agribusiness Management, Theory and Practice by S.L. Bairwa, C.Sen, L.K.Meena, and M.Kumari, Write and Print Publications, 2020.



TRIMESTER 6 B2B MARKETING

Credits: 3.0

Total No. of Sessions: 24

Course Code: 21MM61

Course Objectives:

Being a course in the VIth Trimester, it is assumed that students possess a good knowledge and understanding of the basic concepts and frameworks in marketing. The course provides students with in-depth knowledge of business to business market structures and how they function, basics of business to business marketing, industrial buying behaviour, channel strategy, and marketing communication and pricing policies.

The objectives of this course is to

- * To share perspectives in the area of B2B Marketing and measure performance
- * To strengthen the knowledge and conceptual base in the area of B2B Marketing
- * To prepare for a career in the field of B2B Marketing

Course Content:

Module I: Introduction to B to B Marketing

Dimensions of Business to Business Marketing - B to B Marketing vs. Consumer Marketing, Nature of Industrial demand – Types of B to B Markets, Classifying Industrial Products – The B to B Marketing Environment – Understanding customer value in B2B Markets – Value propositions - Nature of B to B buying - Organizational buying activity, Buying models and buying centre concept, Inter personal dynamics of Industrial Buying Behavior, Roles of buying centre, Conflict resolution in decision making, Vendor analysis, Ethics in purchasing

Module II: Organizational Buying

B to B Market Segmentation - Segmenting the Business Market -Choosing Target Segments - Industrial Market Research - Special challenges – Branding in B2B Context – Brand Value - Brand Decision – Building Loyalty and building profitable relationships.

Module III: B2B Product Planning and Brand Strategy

The impact of product to service shift in industrial markets – Value co-creation – EVI - Formulating Product Planning - Developing Product Strategy, Analyzing Industrial product life cycle, Developing Strategies for new and existing products.

Module IV: Channel and Pricing Strategies

Formulating Channel Strategy - Managing Business Marketing Channels - E-Commerce Strategies for Business Markets - Supply Chain management strategies – B2B through Ecommerce - Pricing strategies - Price determinants, Factors that influence the pricing strategies, concept of learning/experience curves, pricing strategies – Marketing Plan - Measuring performance.

Module V: Relationship Building

Business Marketing Communications: Social Media and B2b Sales – Personalization and Self-image in B2B - Managing the Personal Selling Function - Customer Relationship Management Strategies for Business Markets - Key Account Management and Account Based Marketing.

Text Book :

1. "B2B Marketing, A South – Asian Perspectives Eleventh Edition " by Hutt , Sharma and Speh , Cengage Publication.

Reference Books:

1. Sharad Sarin, Business Marketing concepts and cases , Mc Graw Hill Education. New Delhi, 3/e, 2013
2. Robert R. Reeder Edward G. Brierty & Betty H. Reeder, Industrial Marketing – Analysis Planning and Control, Prentice Hall of India, New Delhi, 2/e, 2009
3. Robert Dwyer, John F. Tanner Jr, Business Marketing, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2008



TRIMESTER 6
RETAIL MARKETING
Credits: 3.0

Course Code: 21MM62

Total No. of Sessions: 24

Course Objectives:

This course provides the student with a comprehensive view of retailing and an application of marketing concepts in a practical retail managerial environment. We will use a series of interactive lectures, Harvard case analysis, assignments, quizzes and group projects to deliver a holistic learning for students. Retailing is changing today, and the successful business will know how to identify, adapt, and plan with the changes! We will consider: the development of a retail format and its strategy, the analysis of retail consumer, location decision, and merchandise planning. Pricing and promotion strategies will also be investigated.

The course will investigate the changing role of e-commerce and m-commerce in retailing as a major topic. You are expected to read in advance of each class and think about how you would respond to the questions that are noted on this syllabus. Much of our class time will be spent in discussion of case examples. Many are in the text, so bring it regular. Course projects are designed to enable students to observe retail management in the field and conduct ongoing retail research.

By the end of the course, students will be able to:

- * Understand the functions of retail business and various retail format.
- * Develop domain knowledge and acquire decision making skills through case analysis and other in-class activities.
- * To apply the technological learning interfaces in any setup of retailing.

COURSE CONTENT:

Module I: Retail Marketing Overview

Introduction and overview, evolution and current trends in retailing, retail life cycle, retail store formats, retail consumer behavior, retail marketing mix

Module II: Merchandise Management and Pricing Strategy

Concepts, category management, assortment planning, factors influencing pricing, approaches to pricing retail product

Module III: Retail Communication and Promotion

Retail communication mix, managing displays and visual merchandising, events, retail branding, private label brands

Module IV: Retail Distribution and Location Strategies

Retail supply chain, retail logistics, store location decisions

Module V: Retail analysis

Retail stock turnover ratio, customer churn analytics, market basket analysis

Text Book:

11th Edition by Michael Levy and Barton Weitz and Dhruv Grewal ISBN10: 1264157444; ISBN13: 9781264157440, McGrawHill publications



TRIMESTER 6
MARKETING AT THE BOTTOM OF THE PYRAMID

Course Code: 21MM63

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

Bottom of the pyramid (BOP), also known as base of the pyramid, has emerged as an important area of enquiry among researchers and academicians. Practicing managers are also increasingly interested in exploiting the opportunities offered by the BOP markets. BOP is generally defined as population living in lowest tiers of economic pyramid or those earning less than US\$ 2 per day. The BOP concept calls for private sector participation in the low income markets. The key proposition of BOP is that by directly engaging in these markets business organisations can integrate profit with purpose. Therefore, they can simultaneously pursue goals of economic and social value creation. The BOP proponents advocate market based solution for reducing poverty and improving quality of life of the poor population. On this dimension it differs from pure charity or philanthropic and traditional corporate social responsibility (CSR) based approaches often followed by business enterprises.

- * To develop deeper level of understanding of BOP markets among the course participants.
- * To provide in-depth coverage of extant research on the BOP, various theoretical concepts and frameworks.
- * To focus on business model innovation for exploiting BOP markets and for creating economic and social value.

Course content:

UNIT I:

Introduction and overview of bottom of the pyramid – Opportunities and Challenges at the BOP – Listening to the voices of the poor - Approaches

UNIT II:

Reinventing strategies at the BOP - Social and commercial entrepreneurship - Business model innovation - Organizational form and structures – Scaling up.

UNIT III: Mutual value creation - Competition vs. cooperation at bottom of the pyramid markets – Building ecosystems in BOP markets – Value co-creation

UNIT IV: Consumption behavior of the bottom of the pyramid population – Marketing Strategies for the BOP markets – Segmenting and positioning strategies for BOP markets

UNIT V: Developing products for BOP – Channel strategies and pricing – Communication strategies – Social Marketing

Reference Articles:

1. London, T., & Hart, S. L. (2004). Reinventing strategies for emerging markets: beyond the transnational model. *Journal of international business studies*, 35(5), 350-370.
2. Prahalad, C. K., & Hammond, A. (2002). What works: Serving the poor, profitably. *World Resources Institute*. Retrieved October, 15, 2007.
3. Dawar, N. D. N., & Chattopadhyay, A. (2002). Rethinking marketing programs for emerging markets. *Long Range Planning*, 35(5), 457-474.
4. Sheth, J. N. (2011). Impact of emerging markets on marketing: Rethinking existing perspectives and practices. *Journal of marketing*, 75(4), 166-182.
5. London, T., Anupindi, R., & Sheth, S. (2010). Creating mutual value: Lessons learned from ventures serving base of the pyramid producers. *Journal of Business Research*, 63(6), 582-594.
6. Wheeler, D., McKague, K., Thomson, J., Davies, R., Medalye, J., & Prada, M. (2005). Creating sustainable local enterprise networks. *MIT Sloan Management Review*, 47(1), 33.
7. Prahalad, C. K., & Bruggman, J. (2007). Co-creating business's new social compact. *Harvard Business Review*, 85(2), 80-90.



8. Rangan, V. K., Chu, M., & Petkoski, D. (2011). Segmenting the base of the pyramid. *Harvard business review*, 89(6), 113-117.
9. Chikweche, T., & Fletcher, R. (2012). Revisiting the marketing mix at the bottom of pyramid (BOP): from theoretical considerations to practical realities. *Journal of Consumer Marketing*.
10. Gudlavalleti, S., Gupta, S., & Narayanan, A. (2013). Developing winning products for emerging markets. *McKinsey Quarterly*, 2(2013), 98-103.
11. Neuwirth, B. (2014). Marketing channel strategies in rural emerging markets. *Kellogg School of Management. Available Online*, 22.
12. Mathur, S., & Sinitsyn, M. (2013). Price promotions in emerging markets. *International journal of industrial organization*, 31(5), 404-416.



TRIMESTER 6
CONTEMPORARY ISSUES IN MARKETING

Course Code: 21MM64

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

Being a course in the VIth Trimester, it is assumed that students possess a good knowledge and understanding of the basic concepts and frameworks in marketing. The course provides students with in-depth knowledge of business to business market structures and how they function, basics of business to business marketing, industrial buying behaviour, channel strategy, and marketing communication and pricing policies.

The objective of this course is to take students further by introducing state-of-the-art developments in marketing post-Covid-scenario. Health marketing, Tourism Marketing, Event Marketing, Content Marketing are said areas where lot of progress has taken place. Only Research papers will be taken for study. After a brief review, students will assimilate and present their opinions. Faculty may come from outside if appropriate.

1. Health Marketing ---- 6 sessions
2. Tourism Marketing-- 6 sessions
3. Event Marketing -- 6 sessions
4. Content marketing --- 6 sessions



ELECTIVE – OPERATIONS



TRIMESTER 4
PROJECT MANAGEMENT
Credits: 3.0

Course Code: 21MO41

Total No. of Sessions: 24

Course Objectives:

This course deals with a variety of issues associated with project management. Its emphasis is on using a project management tools to analyze the project performance that is scope, time and cost. The students will learn insights in three phases of project phases that is initiation, planning and execution.

- * Expose the student to the scope of project management in achieving overall business objective.
- * Familiarize about Project Management tools and techniques.
- * To demonstrate through examples and how project management tools can effectively utilized.

Course Content:

Module I: Overview of Project Management

Introduction to Project management, : Project management Process and role of Project Manager, Project screening and Selection Techniques, Structuring concepts and Tools (WBS, OBS, and LRC). lift cycle analysis.

Module II: Project Planning Tools:

PERT- GERT- LOB - GAN - Time Cost Trade off and Crashing Procedure — Multi Project Scheduling with limited resources, Dynamic Project Planning and Scheduling, Project Scheduling with Resource Constraints, Risk Analysis and Management.

Module III: Project Cost Estimating:

Market Feasibility - Technical Feasibility - Financial Feasibility- Economic Feasibility - Financial Economic Appraisal of a project, Social Cost Benefit Analysis in India - Project Types of Estimates and Estimating Methods, Project Budgeting.

Module IV: Project Monitoring and Control

Monitoring Techniques and time control System, Project Procurement and Materials Management, Project Management Information System. Value analysis in Project Management.

Module V: Project Organization:

Project organization and Communication, Organization Design – Types of project organizations. Conflict –Origin & Consequences. Managing conflict – Methods for resolving conflict. Environmental Impact assessment.

Text Book:

1. Project Management 1st Edition (2019), Pradeep Pai, Pearson India.
2. Project Management: A Managerial Approach 8th Edition, Meredith J R WILEY India, (2011).

Reference Books:

1. Project Management Handbook, Lock, Gower.
2. Project Management Handbook, Cleland and King, VNR
3. Project Management: Systems approach to Planning Scheduling and Controlling, H. Kerzner.
4. Management guide to PERT/CPM, Wiest and Levy, PHI.



TRIMESTER 4

LEAN SIX SIGMA AND BUSINESS EXCELLENCE

Course code: 21M042

Credits: 3.0

Total No. of Sessions: 24

Course Objectives

Lean Six Sigma (LSS) is a philosophy which is a constituent of best practices of manufacturing / service organizations to be ahead of their peers in their lines of business. LSS is viewed as a competitive strategy with the twin objectives of eliminating waste and variations in the entire system resulting in higher productivity across the organization.

- * Need to eliminate waste from any process thro Lean concept and how
- * Need to minimise variations in any process using Six Sigma approach and how
- * What is BPR and its relevance to Business Excellence
- * How to track Business Excellence and Balance Score Card as a methodology.

Course Content

Module I: Six Sigma(SS): Introduction; Six Sigma philosophy; Characteristics of Six Sigma; Six Sigma Objectives; Levels of Six Sigma; Methodologies- DMAIC, DMADV; Implementation roles ; Control plans for monitoring , sustenance and improvements.

Module II: Lean Manufacturing: Introduction; Toyota Production System; Types of Waste; Principles of Lean Manufacturing; Implications of Lean Manufacturing Techniques ;Tools of Lean Manufacturing; JIT; Cellular Manufacturing; 5S; SMED; Lean Material Control; Lean Purchasing; Lean Roles; Steps of Lean Transformation; Sustaining a Lean Culture; Economics of Lean.

Module III: TPM : Introduction ; House and pillars of TPM; OEE as a measure of productivity ; 16 types of losses as a drain on resources with practical examples ; Synergy between TQM and TPM ; 8D approach in problem solving

Module IV: Business Process Excellence (BPE): Introduction; Business Processes; Process Management; Reengineering; Principles and framework of BPR ; BPR Lifecycle; Process of BPR; Benefits of Reengineering; Implementing BPR strategy; Benchmarking ; Business Excellence Models , Balance Score Card as a measure of Excellence

Module V: Hands on Group Project applying TQM / Six Sigma / Lean principles on any area of improvement within the campus / academics with continuous review and mentoring

Text Book:

1. Lean Six Sigma Pocket Tool book –Michael George, David Rowlands, John Maxey, Mark Price. Publisher McGraw-Hill, Edition: 2005.

Reference Books:

1. Basic Tools for Process Improvements – Module 10 – Control Charts.
2. Total Quality Management – L. Suganthi and Anand A Samuel.
3. Toyota Production System - Taiichi Ohno.



TRIMESTER 4
SUPPLY CHAIN MANAGEMENT
Credits: 3.0

Course Code: 21MO43

Total No. of Sessions: 24

Course Objectives:

This course deals with a variety of issues associated with managing the supply chains. It emphasize on the elements of supply chains and its drivers using a structured approach to analyze the operations.

- To understand the fundamental concepts of supply chain management and its significance in business.
- Familiarize about the elements of SCM, logistics functions and contemporary approaches to sourcing and supply chain integration.
- To demonstrate through the application of case studies, the significance of holistic approach in addressing business problems

Course Content:

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

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

Module III: Sourcing strategies Sourcing issues and strategies, sourcing process –Types of Purchasing Strategies. Supplier Evaluation, Selection, and Measurement. Supplier Quality Management. Case on sourcing strategies.

Module IV: Supply chain disruption, Supply chain resilience, Supply chain Integration and Coordination in the Supply Chain. Introduction to SCOR model, supply chain sustainability. Case on Supply chain coordination

Case Studies

Case 1: Cold Chain Distribution Issues at Indo-Euro Pharma by, Helen Rogers, Kulwant Pawar, Janat Shah, Ivey Publishing, 2013

Case 2: Supply Chain Resilience in the Telecom Industry by Guillaume Roels, David Simchi-Levi, Anne-Marie Carrick, INSEAD, 2019

Case 3: Movie Rental Business: Blockbuster, Netflix, and Redbox by Sunil Chopra and Murali Veeraiyan, Kellogg School of Management, 2010

Text Book:

T1. Janat Shah, Supply Chain Management-Text and Cases, Pearson Education, Sixth Edition, 2016.

T2. Sunil Chopra, Peter Meindl and DV Kalra, Supply Chain Management-Strategy Planning and Operation, Pearson Education, Sixth Edition, 2016.



Reference books:

- R1. Donald J Bowersox et al, Logistics Management –Integrated Supply Chain Process, Tata McGraw Hill, Eleventh Reprint 2013.
- R2. Joel D. Wisner, Principles of Supply chain management, Cengage Learning, 2007
- R3. Altekhar Rahul V, Supply Chain Management-Concept, and Cases, Prentice Hall India, 2005.
- R4. Monczka Robert M Sourcing and Supply Chain Management, Cengage Learning, Fifth Edition, 2012.
- R5. John J Coyle, Managing supply chain: A logistics approach Ninth Edition, 2013 Cengage Learning.



TRIMESTER 5
INTERNATIONAL LOGISTICS MANAGEMENT

Course Code: 21M051

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

- * A student who undergoes this program will understand the basics of various aspects and features of International Logistics.
- * This course will be useful for those students who want to get into Logistics, Export Marketing, Purchasing and International Finance.

Course Content:

Module I:

Gateway to Logistics: Definition of Logistics, Elements of Logistics, Logistics as a key parameter of Supply Chain, Logistics as a strategic tool, 8 Rights of Logistics, 4 Ds of Logistics, 3 I's of Logistics, 4 Rs of Logistics.

Indian Logistics Scenario: Indian Logistics Scenario in Rail, Road, Air and Water movements, Opportunities.

Module II:

Warehousing in Logistics: Warehouse goals, Strategies, Warehousing Operations, Part Numbering System, Material Handling in Warehouse, Stocking Methods, Cycle Counting, Warehouse Location Strategies.

International Transportation: Transportation Goals, Stakeholders in transportation, Water, Air, Road and Rail movements, Air Consolidation, Marine and Air modes, Landbridge, Conferences, Flags of Convenience, Multimodal transportation, ICDs.

International Documentation: Importance of Documentation in Logistics, Different types of invoices, Import related documents, Export related documents, Transit based documents, Country Specific Documents.

Module III:

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

Terms of Payment: Risks in International Payments-Country and Commercial Risks, Different method of payment and associated unique risks, Bank Guarantees, Selection of Payment Term, Currency of Payment, Currency Exchange Rates

Module IV:

Insurance: What is insurance? Concept of insurable interest, Perils in Marine and Air Transportation, Marine Insurance- Coverage A, B and C, General Average Insurance, Air Insurance, Relationship between Insurance, Terms of Trade and Terms of Payment.

Customs Clearance: Introduction, BTN Classification, Classification, Valuation and Rules of Origin, Dumping Duty, Non-Tariff Barriers, Customs Clearing Process, US Laws and Table of Denial Orders.

Logistics Measurements and Costing: Purpose of measurements, Activity Based Costing in Logistics, SCOR based Measurements, How not to measure performance.

Module V:

International Packaging: Objectives, Ocean Cargo, Air Cargo, Government Regulations, Hazardous Cargo, Refrigerated Goods.



Exim Policy: Salient Features of Exim Policy, Duty Exemption Schemes, SEZs and EPZs.

Logistics Trends: Reverse Logistics, Logistics Information System, Risk Management, 3 PL , 4 PL, High Sea Sale.

Text Book:

1. International Logistics – Pierre David Published by Biztantra Rs.299 ISBN-10: 81-7722-430-1 and ISBN-13: 978-81-7722-430-6

Reference Books:

1. International Logistics-Donald F Wood and others by Pinnacle Learning - ISBN 978-81-904454-6-7
2. Logistical Management- Donald J Bowersox and David J Closs Tata Mcgraw Hill- ISBN -13: 978-0-07-043554-4, ISBN-10: 0-07-043554-5



TRIMESTER 5
FUNDAMENTALS OF OPERATIONS ANALYTICS

Course Code: 21MOB52

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

The objective of this course is to prepare students to analyse various management decision issues using advanced analytical and quantitative methods. Topics included address the areas such as Waiting Line Models, Decision Tree Analysis, Stochastic Process, Time Series Modelling and Nonlinear Optimization Theory. The course designed especially keeping Operations Management and Finance student in mind to take optimal decision in many business problems. The concept building for this course will probably place a much stronger emphasis on various decision-making criterions falling under Prescriptive Analytics.

Course Content:

Module-I: Introduction: Data Analytics: Perception & Reality, Implication and applications of Analytics in industries and real life. Examples, Effective visual techniques, Data-ink Ratio, Effective table designs, Pivot Table report, Charts, Dashboard preparation, Data Visualization: Importance & cautions, Creating effective table, charts and data dashboard.

Module-II Waiting Line Model & Simulation: Impact of Ques, various types of services with respect to kind of Queue. Queuing model Layout, Queue Characteristics. Utilization factor. Waiting Line Model-I, M/M/1: Model, Infinite queue and Infinite population, Waiting Line Model-II, M/M/1: Model, Model for finite Queue length, Hands-on Simulation for one server- infinite queue model: Hospital with one Nurse and One Doctor., Analysis and interpretation of simulation/M/C: Model, M/M/C: Models

Module III: Decision Analysis & optimization: Elements in Decision Analysis- payoff tables, Possible decision criteria, Decision Trees – Applications and Concepts, Bayesian Decision Rules, Examples, The precision tree add-in through spreadsheet- Part-I, Risk Profiles –Applications in Operations Management and financial portfolio analysis, Developing risk Profiles, Evaluation of Risk profiles, Multi-stage decision problems and developing decision tree models., Basics of utility theory- utility and decision making, Risk Avoiders vs Risk Traders, Expected Monetary Value Vs Expected utility, examples.

Module IV: Introductory Stochastic Process: Introduction to Stochastic Process-definition and basic concepts, Markov Process examples, Markov Chain, Ito's lemma, Transition Probability Matrix (TPM), Chapman, Kolmogorov and other theorems in management., Random Walk problem and Other applications

Module V: Time Series Modelling in Operations Management: Introduction to Time Series Analysis- Regression, Autocorrelation, Test Statistics for, Statistical Inferences, Concepts of Homoscedasticity and Heteroscedasticity, Autoregressive Process-Simple AR process- Hands-on Analysis through Gretl & Eviews, ARIMA process, Hands-on Analysis through Gretl & Eviews., ARCH & GARCH Models with applications, Hands-on Analysis through Gretl & Eviews

Reference Books:

1. S. Christian Albright and Wayne L. Winston, "*Management Science Modeling*", 4th Edition, Cengage Learning India Private Limited, New Delhi.
2. Douglas C. Montgomery, *Design and Analysis of Experiments*, International Student Version, 8th Edition Wiley India, Pvt. Ltd, New Delhi.
3. Ruey S. Tsay "*Analysis of Financial Time Series*", (Wiley Series in Probability and Statistics) 2nd Edition, Wiley India, Pvt. Ltd, New Delhi.
4. Akinc, U. (2013). Preferred Customer Service at US Airways. *Case Research Journal*, 33(1).
5. Krieger, D., & Ruback, R. S. (2001). Merck & company: evaluating a drug licensing opportunity. *Harvard Business School Case*, 9-201.



TRIMESTER 5
STRATEGIC COST MANAGEMENT

Course Code: 21MF055

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

- * To Enable the students to Understand the technique of Decision making in Uncertainties
- * To familiarize the students with Pricing Decisions
- * To make the students acquaint themselves with cost based decision making

Course Content:

Module I: Decision Making using CVP Analysis and Relevant Costing:

Review of Costing Terms and Concepts. Uncertainty and CVP Analysis. Decision Making under conditions of Risk and Uncertainty: Cost Behaviour, Product Mix, Bottlenecks.

Changing competitive environment, Relevant Cost in Costing Decision, Decision under Constraints, Decision for Short Term, Decision under Scarce Resource, Facilities Location decisions, Product design considerations

Module II: Activity Based Costing:

Full Cost Pricing, Assigning Service Department Costs, Measuring Costs of using service departments. Nature and Problems of Reciprocal Services. Differential Pricing Techniques. Activity Based Costing, Value Chain Analysis.

Module III: Pricing Decisions & Cost Management

Role of cost information in pricing decision. Long term Vs. Short term pricing. Short term product mix Vs. Long term product mix decisions. Weighing Customers, Competitors and Costs

Understanding Customer perceived value. Competitor price analysis. Implementing Target pricing. Value chain analysis. Value engineering, cost incurrence and locked in cost.

Module IV: Integration of cost systems with shop-floor systems

Cost Control/ Waste Control, Cost Reduction, Back flush Costing, Kaizen Costing, Total Quality Management & Total Productive Maintenance (TPM), JIT Accounting

Module V: Cost based Decision Making

Performance budgeting; Balance Score Card, Throughput Accounting and Theory of Constraints, Cellular Manufacturing/ One-Piece Flow Production Systems, Target Costing, Life Cycle Costing, Customer life cycle costing

Text Book:

The course is predominantly case-based involving detailed analysis of cases in a variety of industries and situations. The cases and readings from Harvard Business Press (HBP) will be distributed to the students in the course pack.

Reference Book:

1. Horngren's Cost Accounting – Srikant M Datar, Madhav V. Rajan, Pearson 16/e
2. Advanced Management Accounting – Robert S.Kaplan, Anthony A.Atkinson, Pearson 3/e
3. Management & Cost Accounting – Drury Colin, Cengage Learning, 11/e
4. Cost and Effect – Kaplan, Cooper – HBS Press

Case Studies:

1. Classic Pen Company
2. Dakota Office Products
3. Birch Paper Company



TRIMESTER 5
ENVIRONMENT AND SUSTAINABILITY DEVELOPMENT

Course Code: 21M053

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

- * To acquire deeper knowledge about Environmental Management Systems (EMS).
- * To get practice in introducing Environmental Management Systems, be stimulated to discuss and reflect on the possibilities and limitations of Environmental Management Systems, and train their critical thinking and writing abilities.
- * To Enable the students to Understand the concept of sustainable development & environmental issues
- * Learn about the economic, social, and environmental aspects of sustainability and some frameworks for defining and measuring progress toward a sustainable society.
- * Explore the major impacts that humans have on the environment.

Module I: Introduction to Environmental Management Systems (EMS) & ISO 14001: Introduction to Environmental Management System basic definitions and terms, Framework for Environmental Management Systems, Approach for developing an Environmental Management System. The introduction and implementation of ISO 14001: environmental policy, planning, implementation and operation, checking, management review, etc.

Module II: Principles of Sustainable Development: History and emergence of the concept of Sustainable Development, Definitions, Environmental issues and crisis, Resource degradation, greenhouse gases, desertification, social insecurity, Industrialization, Globalization and Environment.

Module III: Sustainable Development and International Contribution: Components of sustainability, Complexity of growth and equity, International Summits, Conventions, Agreements, Transboundary issues, Action plan for implementing sustainable development, Moral obligations and Operational guidelines.

Module IV: Socio-economic Sustainable Development Systems: Socio-economic policies for sustainable development, Strategies for implementing eco-development programmes, Sustainable development through trade, Economic growth, Carrying Capacity, Public participation.

Module V: Agenda for Future Global Sustainable Development: Role of developed countries in the sustainable development of developing countries, Demographic dynamics and sustainability, Integrated approach for resource protection and management

Reference books:

1. ISO 14001 Certification - Environmental Management Systems: A Practical Guide for Preparing Effective Environmental Management Systems (Prentice Hall ... Management System Standards, Book 1) Textbook Binding – Import, 10 Aug 1995 by W. Lee Kuhre (Author)
2. M. N Rao, "Waste Water Treatment" Oxford and IBH publishing Co. Pvt Ltd, 2007
3. Peavy, H.S, D.R. Rowe & T.George, "Environmental Engineering", New York: McGraw Hill, 1987
4. The Sustainability Revolution: Portrait of a Paradigm Shift by Edwards, Andres R.,New Society Publishers, 2005.
5. Sustainable development in India: Stocktaking in the run up to Rio+20: Report prepared by TERI for MoEF,2011.
6. Report of the Department for Policy Coordination and Sustainable Development (DPCSD), United Nations Division for Sustainable Development.



TRIMESTER 6
INDUSTRIAL SAFETY MANAGEMENT SYSTEM

Course Code: 21M061

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

The safety management system (SMS) enables organizations to improve their safety performance through continuous improvement. Analysis of safety status of an organization blended with expert opinions can guide decision-makers regarding safety management in the plant. This course addresses the strategic and operational aspects of managing safety of an organization. In addition to discussing safety management practices from the perspective of system change and behavioral change, technological interventions employed in the current scenario for an effective SMS in the industry are also addressed.

- * To understand the fundamental concepts of safety management system and its significance in the organization.
- * To familiarize with safety standards, risk management practices, and risk quantification methodologies.
- * To understand the importance of a decision support system for safety management in the organization.
- * To demonstrate through case studies, the significance of an effective safety management system.

Course Content

Module I: Introduction to safety management system

Definitions, Accident causation models, Safety informatics, Safety information models, Organisational decision making and alignment of management systems

Module II: System Change

Work practices, Safety standards, Risk management practices, New technology at work (AI, Industry 4.0, IOT, RFID), Technological hazards, Managing technological risks, Managing physical environment risks, Managing human resource risks, Risk quantification and strategy development

Module III: Behavioural change

Management training, Appropriate leadership at management and supervisor levels, Resolving safety issues, Gaining employee commitment, Employee training, Employee empowerment and developing resourcefulness, Productive safety formula, Linking safety management to quality systems

Module IV: Safety management plan

Developing strategic action plan, Safety measures, Developing risk management initiatives using four fold strategy, Managing performance using achievement cycle, Using incentives to reward achievement, Safety inspection and audits

Module V: Decision support system for safety management

Introduction to safety analytics, Safety data, Safety performance evaluation and monitoring (KPIs), Descriptive analytics, Predictive analytics, Prescriptive analytics

Case study:

1. Elliott N. Weiss, Gerry Yemen, Stephen E. Maiden "Tirumala Tirupati: Wait a Moment" Darden School of Business, 2015
2. R Vinodhini, S.R. Vigneshwaran, Dinesh Kumar Unnikrishnan "Enhancing Visitor Experience at ISKCON Using Text Analytics" IIM Bangalore, 2019



Text Book:

1. Mol, T. (2003). Productive safety management. Routledge
2. McKinnon, R. C. (2016). Risk-based, Management-led, Audit-driven, Safety Management Systems. CRC Press.

References:

1. Wang, B., & Wu, C. (2020). Safety informatics as a new, promising and sustainable area of safety science in the information age. *Journal of Cleaner Production*, 252, 119852.
2. Vaughen, B. K., Downes, A., Fox, J., & Belonger, D. (2015). Guidelines for integrating management systems and metrics to improve process safety performance. *Process Safety Progress*, 34(3), 259-266



TRIMESTER 6 STRATEGIC SOURCING

Course Code: 21M062

Credits: 3.0

Total No. of Sessions: 24

Course Description:

Strategic sourcing is the organized, collaborative, and structured process of critically analyzing an organization's spending across locations with select suppliers and using this information to make business decisions about acquiring commodities and services more effectively and efficiently. This process helps Organizations to optimize performance, minimize price, increase achievement of socio-economic acquisition goals, evaluate total life cycle management costs, improve vendor access to business opportunities, and otherwise increase the value of each dollar spent. Strategic sourcing is a proven best practice and reflects how the Sourcing Department acquires goods and services.

Course Objectives:

The objective of this course is to:

- To develop knowledge and skills in the areas of purchasing and materials management, an increasingly important element of modern global commerce.
- To equip the participants, with the knowledge and techniques of purchasing and to know how to manage Supplier Selection and Relationship Management
- To understand the tools of Supplier Performance Management and e-procurement initiatives

Course Content:

Module I: Introduction to Purchasing and supply chain Management

Purchasing and supply Management - Role of purchasing in organizations Supply chains and value chains - Evolution of Purchasing to Supply Management then to Sourcing management - Raw Materials Components - Semi-Finished Products - Finished Products - MRO items - Product support Items - Services - Capital Equipment - Purchase Management

Module II: Sourcing Policies and Procedures Procurement categories

Introduction to sourcing fundamentals - The Sourcing Process - Sourcing objectives - Responsibilities of Sourcing - Relationship with other Departments - Cross Functional Teams in Sourcing - Price and Pricing Issues - Strategic Alliances - Aligning supply management and enterprise objectives - Types of supply management strategies - Evolving sourcing strategies - Management of inventories - Supply management organization and structure

Module III: Supplier Selection and Evaluation

Supplier selection - Management and Development/Outsourcing - Supplier evaluation and selection process - Key supplier evaluation criteria - Developing a supplier evaluation and selection – Advanced tools in supplier selection – Goal Programming - Analytic hierarchy process - Integrating supply management, engineering, and suppliers to develop new products and services – Sustainable Sourcing - Supplier performance measurement

Module IV: Contracts

Purchasing Contracts and Negotiations - Negotiation framework - Negotiation planning Power in negotiation Concessions - Negotiation tactics – Impact of electronic media on negotiations - Contract Management - Elements of a contract - Types of contracts – Incentive arrangements - Long-term contracts in alliances and Partnerships

Module V: Costing

Total Cost of Ownership – Cost Reduction vs Cost Control – Target Costing - Value Analysis - Value Engineering - Process Management - Performance Measurement - Purchasing and supply chain performance measurement and evaluation - Developing a performance measurement and evaluation system – Outsourcing - e-procurement - Evolution of e-SCM systems - E-sourcing basics

Textbooks:

1. Sourcing and Supply Chain Management—5e, Monzca, Handfield, Guinipero, Patterson, Cengage India
2. Purchasing And Supply Management—Leenders, Johnson, Flynn and Fearon, McGraw Hill



Reference Books:

1. World Class Supply Management--Burt, Dobler, Starling, McGraw Hill
2. Tony Arnold, Stephen N. Chapman and Lloyd M. Clive, "Introduction to Materials Management", Sixth Edition, Pearson.
3. Gopalakrishnan, "Purchasing and Materials Management", McGraw Hill Education (India)



TRIMESTER 6
CONTINUOUS IMPROVEMENT

Course Code: 21MO63

Credits: 3.0

Total No. of Sessions: 24

COURSE OVERVIEW:

Continuous Improvement Program (CIP) is a philosophy which consists of regular improvements in all practices in manufacturing / service organizations across functions to be ahead of their competitors in their lines of business. CIP is viewed as a part of the overall business strategy contributing to the efficiency and agility of any organization. It is also established that CIP significantly contributes to cost competitiveness and better customer satisfaction apart from market leadership as it is focused on activities that add value to the end customer. As a logical extension, the course also covers the basics of BPR, Business Excellence Framework, Balance Scorecard and fundamentals of sustainability as an enabler of excellence with practical examples.

Course Content:

Module I: Total Quality Management – CIP need and model, Quality definition, Kano model, principles, definition & model of TQM; Quality Circles, House of Quality, Core tools of QMS, Quality standards, awards certifications, CMMI and Daily routine management (DRM)

Module II: Six Sigma – Evolution, terms, Different phases of DMAIC, SIPOC, criterion for project selection, tools for analysis, SPC, process capability, Z table, RPN, Control plans and Charts (variable and attributes)

Module III: Lean manufacturing / practices – TOC – Thro'put, inventory & operating expenses, bottleneck analysis, DBR model; Deming's 14 principles, Need, economics and benefits of being lean, Takt and Cycle time, Seven waste controls, Essence of TPS, Major lean tools, applications of few selected tools, KPIs for measurement categorywise, lean Material control / purchasing and how to sustain and continue lean culture

Module IV: Total Productive Maintenance – Principle, purpose, benefits, 6 big losses, 7 pillars and their applications to business, OEE and TPM in office / services

Module V: Best practices for Sustainability – Process / Operations / Business Excellence, factors contributing for the same; benchmarking as a strategy; BPR – need and benefits, process and various stages; Developing Balance score Card and Policy Deployment for any manufacturing / service business and long term sustainability through green initiatives, conservation and clean environment through focus on triple bottomline

Textbook:

1. Lean Six Sigma Pocket Tool book –Michael George, David Rowlands, John Maxey, Mark Price. Publisher McGraw-Hill, Edition: 2005.
2. Toyota Production System - Taiichi Ohno.
3. Total Quality Management – L. Suganthi and Anand A Samuel

Reference Book:

1. Creating a Lean Culture – Tools to sustain Lean Conversions - David Mann
2. Business Process Reengineering – The University of Warwick
3. Benchmarking for best practices – Christopher E Bogan & Michael J English



ELECTIVE - HUMAN RESOURCE



TRIMESTER: 4
LABOUR LEGISLATIONS AND ADMINISTRATION

Course Code: 21MH41

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

The objective of this course is to enhance the students understanding of Indian Legal environment relevant to labour legislation, Industrial relation and emphasis on application of various provisions of the relevant laws to various simulated cases.

Course Content:

Module I: Human Rights and ILO

Human Rights and Labour – Recommendations of National Commission on Labour – International Labour Organisation – Objectives, Structure and Functions

Module II: Wage-related Laws

Equal Remuneration Act, Minimum Wages Act, Payment of Bonus Act, Payment of Wages Act

Module III: Occupational Safety, Health and Working Conditions

The Factories Act, Mines Act, Plantations Labour Act, Contract Labour Act, Inter-state Migrant Workmen Act, Building and Other Construction Workers Act, Dock Workers Act

Module IV: Social Security Legislations

The Employees Provident Funds Act, The Payment of Gratuity Act, The Employees' Compensation Act, The Employees State Insurance Act, Maternity Benefit Act

Module V: Industrial Relations Laws

Industrial Relations – Collective Bargaining – Disciplinary Procedure - The Industrial Disputes Act, Industrial Employment (Standing Orders) Act, Trade Unions Act

Module VI: Others

State-specific Laws, Sexual Harassment (PPR) Act, Employment Exchanges

Textbook:

1. Factory Laws applicable in Tamil Nadu with commentaries by S. Vaidyanathan (Vol I to Vol V), 2019, Madras Law Agency
2. Arun Monappa, Industrial Relations, Mc-Graw Hill
3. Kappor N D, Elements of Industrial Law, S. Chand

Reference Books:

1. Respective Bare Acts.2019



TRIMESTER: 4
MANAGING ORGANIZATIONAL TRANSFORMATION

Course Code: 21MH42

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

To help students know about the implications of HR and impact of change in the organisations.

- To get insight into both internal and external environmental changes which affect the barriers
- To understand the theory and practice relating to the processes of organization change
- Develop competence in diagnostic and intervention processes and skills for initiating and facilitating change in organizations

Course Content:

Unit – I: Introduction to Change

The meaning and nature of organizational change – Internal and External change – Implementation and impact of change – Role of HR in Implementing change – Organisational Culture and Change

Unit – II: Managing Change

Barriers to change – Managing resistance to change – Individual and group resistance – overcoming resistance - Change agent – key roles – strategic management of change – process of change – Organizational diagnosis

Unit II – Organisational Development Interventions

Introduction, The OD Process, OD Interventions – Diagnostic Activities; Team Interventions, Intergroup and Third-party peace-making Interventions, Comprehensive and Structural Interventions, Training experiences

Unit – III – HRD and Change Interventions

Performance Management – Talent Management – Workforce diversity and Wellness - Strategic Change interventions; Transformational Change – Continuous Change – Trans organisational Change

Unit – V Applications of Organisational Development

The future and Organization Development – Applications of Organisational Development in Non-Industrial Settings - Case discussions

Textbook:

1. Burnes | Managing Change, 7th Edition Pearson publication 2020.
2. Thomas G. Cummings | Christopher G. Worley, Organization Development and Change, 10th Edition Cengage Publication 2022

Reference Books:

1. Wendell L French Cecil H Bell, Veena Vohra, 'Organization Development – behavioral science Interventions for organizational Improvement', Pearson, Sixth Edition
2. Cummings, G. Thomas and Worley, G. Christopher, 'Organization Development and Change', Thompson Publications, 2005.
3. French, W. L., Bell, C. H. & Zawacki, R. A. (Eds.). (2005). Organization development and transformation: Managing effective change (6th. Ed.). Boston: Irwin McGraw-Hill.



TRIMESTER: 4
TALENT MANAGEMENT

Course Code: 21MH43

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

CHROs and talent managers are facing so many challenges right now. They are managing daily operations during unprecedented disruption. What leadership principles can they employ in order to keep people engaged and create value for customers? This course presents a comprehensive overview of how to effectively develop a talent management strategy. Topics include workforce analysis, talent acquisition, onboarding, performance management, leadership development, succession planning, retention, and hurconomics for talent management.

Course Content:

Module I: Introduction to Talent Management: Talent – Definition and Three Habits of Talent (Gallup) – Difference between Knowledge, Skills, Talents and Strengths – Global Talent Competitiveness Index / Global Talent Trends – Talent Management: Definition, Goals, why it matters - Talent management strategy aligned with business strategy — Impact of COVID and the Future of Work

Module II: Talent Management Approaches: Planning, Process, Culture, Competition, Change, Development – Six Principles of Effective Global Talent Management – Talent Management Maturity - Employee Value Proposition - Employer Branding: How to Build an Employer Brand - Winning with Talent: CEO Playbook

Module III: Building blocks of Talent Management: Talent Life Cycle Approach - Talent Acquisition: Workforce Planning (WFP), Why it Matters, Job Analysis & Competency Modeling – 21st Century Talent Spotting, Tools, and Ethics – Talent Development: Forecasting Employee Potential for Growth (9-box approach) – Changing Trends - Emerging Challenges and Solutions – Coaching for Performance – Managers as Coaches

Module IV: Talent Engagement, Experience and Retention: Definition – Engagement Problem – Seven Signs of Distrust – Global Engagement Drivers - Gallup Q12 Engagement Survey – Engagement to Departure Process (Don't) - Employee Experience: Definition, Dimensions and Why it Matters – Employee Retention: Why people leave, Identifying Flight Risks, Internal Talent Mobility - Costs of Employee Turnover

Module V: Hurconomics and Talent Analytics: HR Economics: TV Rao CTC Model – Is HR a Cost or Investment or Contribution? Talent Analytics: Process and Maturity – Hiring Metrics, Engagement Metrics, Finance Metrics – HR Competencies: HRCS Competency Model – AIHR's T-shaped HR Professionals – TD's Competencies - Future of HR

Reference Books:

1. Berger L.A., & Berger, D. R. (2018). *The Talent Management Handbook: Making Culture a Competitive Advantage by Acquiring, Identifying, Developing, and Promoting the Best People* (3rd Edition). Chennai: McGraw-Hill Education (India) Private Limited.
2. Rao, T.V. (2011). Hurconomics for Talent Management, Pearson.



TRIMESTER: 5
APPLIED PEOPLE ANALYTICS

Course Code: 21MHB51

Credits: 3.0

Total No. of Sessions: 24

Course Overview:

People Analytics is a sunrise domain in the field of Human Resources Management. While there are many avenues to build knowledge on this subject, courses designed to offer the practical orientation in People Analytics are not many. This course is conceived having the practical aspects of People analytics in mind and offers a guided approach for practitioners.

Course Objectives:

- Understand business challenges and assess the talent landscape to make a strategic impact.
- Understand the empirical value of people data and identify metrics & measures that drive results.
- Gain the competencies that will enable source, analyze, present and productize data and insights
- Learn data analysis techniques using Excel, PowerBI & Azure ML Studio

Course Content:

Module I: Introduction to People Analytics - Contemporary view of Data driven HR management - Roll call: 'Full Stack' HR Professional - Analytics Maturity Model

Module II: Business case for People Analytics - *Toolkit:* HC Bridge, LAMP Model & HCM 21 - Strategic HR Metrics & Measurement models - *Toolkit:* Scorecards & KPI - Data Fluency/Literacy - *Toolkit:* data structure, sources, systems

Module III: Making Sense of data - *Toolkit:* Levels of Sophistication, Preparation & Statistical inferences - Leveraging data for People practices - *Toolkit:* Human centered design, MVP - Evidence based decision making process - *Toolkit:* Validation, Experimentation, Causation vs Correlation

Module IV: Analysing data - *Toolkit:* Descriptive & Diagnostic cases using Excel and Power BI - Presenting data for decisions - *Toolkit:* Data vizualisation & Storytelling - Productization of Analytics - *Toolkit:* Dashboards, Conversational AI, Digitized processes

Module V: The changing face of HR Processes with analytics - *Toolkit:* Case studies - Predictive analytics using MS Azure ML Studio

Reference Books

1. Cascio, W.F. & Boudreau, J.W. Investing in People: Financial Impact of Human Resource Initiatives. 2nd Edition, Prentice Hall, 2015.
2. Jac Fitz-Enz & John Mattox, Predictive Analytics for Human Resources, Wiley, 2014.
3. Lewis, M. Moneyball: The Art of Winning an Unfair Game, W. W. Norton & Company, 2004.
4. McBassi L., Carpenter, R. & McMurrer, D. HR Analytics Handbook, McBassi and Company, 2012.
5. Siegel, E. Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die. 2nd Edition, Wiley, 2016.
6. Soundararajan, R. Singh, K. Winning on HR Analytics: Leveraging Data for Competitive Advantage, Sage Publications India Pvt Ltd, 2016.
7. Swanson, D., & Dearborn, J. The Data Driven Leader, A Powerful Approach to Delivering Measurable Business Impact Through People. Wiley, 2018.
8. Uppal, N. Human Resource Analytics: Strategic Decision Making, Pearson, 2021



TRIMESTER: 5
POLITICAL BEHAVIOR IN ORGANIZATIONS

Course Code: 21MH52

Credits: 3.0

Total No. of Sessions: 24

Course Overview:

This course provides an understanding of the organizational politics, its sources and the effective strategies to handle politics in the workplace. By becoming aware of the dynamics and manifestation of organizational politics, students will be able to maneuver and minimize the ill-effects of politics. Besides, they also learn how to promote themselves and their motives ethically to achieve their objectives in a challenging environment without resorting to unprofessional behaviors.

Course Content:

Module I: Introduction – Myths about politics – what is politics, power, influence, good and bad politics, why the bad rap, Consideration of Positive Politics, Definitions and Elements of Organizational Politics, Dimensions of Political Behavior, Political Behavior as Human Nature, Adaptive mechanism, Importance of Political Skill, Politics in Talent acquisition – Intuition, self-interest, avoidance, favoritism, ageism, gender

Module II: Understanding and Managing the 4 types of Organizational Politics, Understanding Power, Politics and Impression Management, Political Challenges - Political Challenges with the Boss – dealing with different types of bosses, Political Challenges with the Colleagues - dealing with different types of colleagues, Political Challenges in the Organization

Module III: Perception of Politics, Political Behavior and Political Skill, Power Motive, Toxic Climate, Toxic Leader, Team Level Politics (Within team, inter-team and Group level Politics - Collective Politics), Politics of Impression Management – Motivation, impact, IM strategies, Ethics and Politics

Module IV: The role of politics, importance of managing politics, Diagnosing Political Landscape – Adaptive change, Social Networks and Power, Informal Networks – Advice Network, Trust Network, Communication Network, Perception of Politics and outcomes (job satisfaction, performance): Nonlinear relationship

Module V: Dealing with Office Politics - Network, Influence & Persuade (Direct and Indirect), Collaborate - Being Constructively Political – managing conflict, conducting difficult conversations, working with difficult people, forging alliances, Organizational Politics and Strategic Management, Politics in New Ventures, Corporate Political Activity, Navigating Politics and Exerting Influence, Navigating Politics in Remote working

References:

1. Politics In Organizations – Theory and Research Considerations – Ferris and Treadway 2012, Taylor & Francis Group
2. Handbook of Organizational Politics – Gadot and Drory 2006, Edward Elgar Publishing
3. Bhatnagar, D. (1992). Understanding political behaviour in organizations: A framework. *Vikalpa*, 17(2), 15-24.
4. Dillon, K. (2014). HBR guide to office politics. Harvard Business Press. (<https://hbsp.harvard.edu/product/13989-PDF-ENG>)
5. HBR guide to managing up and across. Harvard Business Review
6. <https://hbsp.harvard.edu/product/H06GI3-PDF-ENG>
7. <https://hbsp.harvard.edu/product/H03W65-PDF-ENG>
8. <https://journals.sagepub.com/doi/abs/10.1177/0256090919920202>
9. <https://hbsp.harvard.edu/product/H04F9J-PDF-ENG>
10. <https://hbsp.harvard.edu/product/H03YTF-PDF-ENG>



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11. <https://hbsp.harvard.edu/product/H03LHX-PDF-ENG>
 12. <https://hbsp.harvard.edu/product/3277BC-PDF-ENG>
 13. <https://iaap-journals.onlinelibrary.wiley.com/doi/10.1111/apps.12347>
 14. <https://hbsp.harvard.edu/product/H05W9D-PDF-ENG>



TRIMESTER: 5
LEARNING AND DEVELOPMENT

Course Code: 21MH53

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

"Change happens at the speed of understanding." – Richard Merrick

Welcome to the knowledge age. The knowledge economy places new demands on people to acquire knowledge and skills to be able to function and create value in their day to day lives. Equipping people to deal with these demands requires a new model of training, learning and development opportunities. This course attempts to shed light on the changing role of L&D function to accommodate new methods, tools and technologies adoption to improve organizational capabilities, competencies and literacies required to keep business competitive. Towards these objectives, this course facilitates students learn methods to identify training needs, develop curriculum, instructional design, implement and evaluate a training program

Course Content

Module I: Introduction to Training, Learning and Development: Definition of terms, Meaning, Definition and its Importance – Theories and Principles of Learning - Strategies and Styles of Learning - Andragogy, Kolb Experiential Learning – L&D Roles: Competencies and Communities - Aligning Learning and Development to Organizational Strategy

Module II: The Training Process: Learning Goals — When Training Fails – Value Chain of Learning - Training Cycle: Steps in Training – Training Needs Analysis (TNA): Organization Analysis, Task Analysis, Person Analysis – Tools and Techniques – Benefits of TNA – Competencies for Job Success – Learning Objectives & Bloom's Taxonomy – Competencies Vs Skills

Module III: Training Design & Implementation – How Workplace Learns – Planning Model of Learning - Training Design – Principles of Training Design - Merrill's Principles - Instructional Design – ADDIE Model – SAM Model – Implementing a Training Program - Trainer Identification – Designing a Training Module: Cross Cultural, Leadership, Training the Trainer, Change – Management Development Programs – Budgeting for Training

Module IV: Methods, Techniques and Tools: Training Methods: Learning Pyramid, On the Job Vs Off the Job - Technology in Training – Learning Method Matrix, CBT, Microlearning, Digital learning – Learning Management Systems (LMS) Vs Learning Experience Platforms (LXPs) - Resistance to Training - Factors Affecting Learning Transfer: Enablers & Impediments

Module V: Training Evaluation: Why Evaluate – Common Evaluation Methods – Evolution of Training Evaluation - Kirkpatrick Model of Evaluation – CIRO Model – ROI of Training - Philips ROI Model Vs Kaufmann's Five Levels of Evaluation - Cost-Benefit Analysis

Reference books:

1. Blanchard N.P., Thacker, J., & Ram, A. Effective Training: Systems, Strategies and Practices, 6/E. Pearson, 2019.
2. Noe, R.A. Employee Training & Development, 7/E, Tata McGraw Hill, 2018.



TRIMESTER: 6

EMOTIONAL INTELLIGENCE AND LEADERSHIP

Course Code: 21MH61

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

This course provides an overview of topics and concepts in the field of Emotional Intelligence and Leadership. Emphasis is on developing a theoretical grasp of issues and problems and an understanding of practical implications of various aspects of Emotional Intelligence and leadership.

- To improve understanding of Emotional intelligence and Leadership
- To be able to analyze and develop leadership and emotional competencies for managing human resources
- To help in understanding self and others and to improve performance in the workplace

Course Content :

Module I:

Introduction - What is EI – EI in theory and practice – Dimensions of EI – History of EI

Module II:

Understanding and developing EI abilities and competencies – Recognizing one's emotions and their effects – Motivation - Increasing Self Awareness – Developing trustworthiness

Module III:

Measuring EI – Learning Social-Emotional Skills --- Increasing Awareness of Others – Using Emotional Intelligence Skills and Competences – REBT

Module IV:

Assessing leadership style – Theories of leadership – Competency and Behavior approaches to leadership - Types of leadership

Module V:

Leadership at work - Communication at work - Relationship building in work place – Building effective teams- Managing change

Reference Books:

1. Goleman, D. Working with Emotional Intelligence, Bloomsbury Publication, 2000.
2. Bradberry, T. The Emotional Intelligence Quick Book: Everything You Need to Know to Put Your EQ to Work, Touchstone, 2005.
3. Northouse, Peter G. Leadership: Theory and Practice, 8th Edition, Sage Publications, 2018.
4. Kouzes, K.M and Posner, B.Z. The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations, 6th Edition, Jossey-Bass, 2017.



TRIMESTER: 6
INTERPERSONAL EFFECTIVENESS

Course Code: 21MH62

Credits: 3.0

Total No. of Sessions: 24

Course Objectives

When you look at any successful person, what do you see? Competence, Creativity, Control and Charisma. They're engaged in all aspects of their work and life, communicating and inspiring others as they lead by example. The importance of good interpersonal skills in the workplace cannot be underestimated. Interpersonal skills are those pertaining to relationships with people. Interpersonal skills gauge how good you are at interacting with others. The ability to influence, persuade and communicate with people in a positive way in order to achieve your organizational goals is one of the keys to success in any business or professional environment. Employers are increasingly looking for skills such as good communication and teamwork in graduates. This course provides relevant interpersonal skills through activities, exercises and seminar to help learners develop these skills and learn how to best leverage them.

Course Content:

Module 1: Interpersonal Effectiveness: Definition, Goals and Dimensions: Objective, Relationship and Self-Respect – Self Perception: Theory, Self-concept, Self-esteem: Pillars of Self-esteem, Self-Efficacy - Locus of control - Self-Awareness: Definition, Types – Social Intelligence – Mindfulness, Awareness & Attention, Nine Principles

Module II: Self & Personality – Millennial Question – Big Five - Myers Briggs Type Indicator Test (MBTI): MBTI Types, Career Choices - Dark Vs Light Personality Traits – Personality Tests and Talent Decisions – How Do We Manage Failures – Enneagram - Presence: Power of Nonverbals

Module III: Fostering Interpersonal Relationships at Work – The Relationship Imperative, Principles of Interpersonal Relationship at Work – Interpersonal Needs: Will Schutz's Needs Theory, FIRO-B – Challenges in Human Relationship – Three Barriers – Defense Mechanism in Groups, T-Group – Fostering Relationships at Work: Six Relationship Factors - Giving Feedback Constructively - Managing Power Differences: Managing Relationships with Your Boss and Managing Relationships as Boss

Module IV: Personal Growth & Transformation: Common Barriers, Negative Self-talk: Managing our Internal Dialogue, Mitigating Imposter Feelings – Transactional Analysis: Beliefs, Structural and Functional States, Transactions, Strokes – OK Carrol - JoHari Window - Steps in Personal Transformation: Six Irrational Beliefs, REBT Therapy

Module V: The Effective Executive: Seven Habits of Highly Effective People – Law of Attraction and Growth Mindset - Competencies for 21st Century Executive: Managing Yourself - Self-Control, Self-Regulation, Becoming Mindful, Cultivating Gratitude and Resiliency Practices - Ethical Decision Making - Perceptual Positions for Assertiveness - Stress Management - Time Management – Persuading with Integrity

Reference Book:

1. De Janasz, S. C., Dowd, K. O., & Schneider, B.Z. (2012). Interpersonal Skills in Organizations, 3/E. New Delhi: Tata McGraw Hill Education (P) Limited.
2. Hunt, I. (2006). Being the best you can be: A guide on personal development for managers. Oxford: Chandos Publishing



TRIMESTER: 6**POSITIVE PSYCHOLOGICAL CAPITAL****Course Code: 21MH63****Credits: 3.0****Total No. of Sessions: 24****Course Objectives :**

This course provides an introduction to the study of topics related to happiness and the positive aspects of human experience. Topics of study include happiness, positive emotions, resilience, creativity, finding meaning, and optimism. One basic premise of positive psychology is that human flourishing – a life rich in purpose, relationships, and enjoyment - will not result simply by eliminating behavioral and emotional problems. Rather, flourishing requires building and capitalizing on human strengths and capacities.

- * to introduce the untapped human resource capacity of psychological capital, or PsyCap to the learners
- * to provide learners with the theory, research, measure, and method of application of Psychological Capital
- * to help them develop and sustain their employee talents in their current/future organizations

Module I

Introduction to Psychological Capital - meaning and overview of psychological capital - current perspective and need for PsyCap, - the need for a new Positive approach - contributions of positive psychology, positive organizational scholarship (POS) and positive organizational behavior (POB) – PsyCap, beyond human and social capital

Module II

PsyCap efficacy – meaning and supporting cognitive processes - PsyCap efficacy and work performance – developing PsyCap efficacy in employees – collective efficacy. PsyCap hope – meaning of PsyCap hope – relationship between hope and performance – developing hope in employees – the hopeful organization.

Module III

PsyCap optimism - PsyCap optimism as explanatory or attributional style – need for employees with PsyCap optimism – Organizational leaders with PsyCap optimism – developing PsyCap optimism in today's workforce. PsyCap resiliency – its meaning - PsyCap resiliency in the workplace, performance implications – impact of leadership on follower resilience

Module IV

Categories of positive PsyCap; cognitive, affective, social, and higher order. COGNITIVE - creativity and wisdom, AFFECTIVE - subjective well-being, flow, and humor, SOCIAL - gratitude, forgiveness and emotional intelligence, HIGHER-ORDER - spirituality, authenticity and courage

Module V

Characteristics of existing PsyCap measures - measuring and developing PsyCap in the workplace - psychological capital intervention (PCI) model - return on PsyCap investment – potential limitations and pitfalls

Reference Books:

1. Luthans F., Youssef, C.M., & Avolio, B.J. (2007). Psychological Capital: Developing the Human Competitive Edge. Oxford, United Kingdom: Oxford University Press
2. Peterson, C. & Seligman, M. E. P. (2004) Character Strengths and Virtues: a Handbook and Classification. Oxford University Press.



ELECTIVE – SYSTEMS & BUSINESS ANALYTICS



TRIMESTER 4 DATA VISUALIZATION FOR DECISION MAKING

Course code:21MS41

Credits: 3.0

Total No. of sessions: 24

Course Objective:

- To learn basic visualization design and evaluation principles
- How to acquire, parse, and analyze large datasets.
- To learn techniques for visualizing multivariate, temporal, text-based, geospatial, hierarchical, and network/graph-based data.

Course Content:

Module I: Overview Introduction to information visualization. Discussion of the theoretical foundations of data visualization, How to tell stories with information visualizations. Construction of a visual query. What information is more relevant to the decision makers?

Module II: Information visualization types and purpose Introduction to visual displays to: depict a relationship among data points, compare a set of values, track rises and falls over time, see parts of a whole, and analyze text.

Module III: Design principles Avoiding major design pitfalls that can impede communication and comprehension of visual displays. Topics include: chart junk, data ink ratio, data richness, scales, color, and attribution.

Module IV: A framework for producing visualizations, Identifying your audience, understanding the data visualization task, gathering the right data, and selecting the appropriate display. Interactivity and Animation, Temporal Data Visualization

Module V: Big Data Visualizations and Other Displays Where some tools fail with Big Data visualizations. Using visualizations to explore and present Big Data. Visualizing text. Data Visualization Tools : R, Python, Tableau, ManyEyes, HTML/CSS, Java D3 Framework, Google Fusion tables, Google Refine, Google Charts, Adobe Illustrator, and Excel.

Textbooks:

1. G. Sudha Sadasivam, R. Thirumahal, Big Data Analytics, Oxford University Press, 2020
2. Raj kamal, Big Data Analytics: Hadoop, Spark, and Machine-Learning , McGraw Hill, 2019
3. The Visual Display of Quantitative Information, 2nd edition, E. Tufte. Graphics Press, 2016.
4. Yau, N. Data Points. Indianapolis: O'Reilly, 2016.

Reference Books :

- 1.Yau, N. (2014). Visualize This: The FlowingData Guide to Design, Visualization, and Statistics. Indianapolis: O'Reilly.
- 2.Dewar, M. (2012). Getting Started with D3. O'Reilly Media.
- 3.Few, S. (2012). Show me the numbers: Designing tables and graphs to enlighten. Analytics Press. 2012
- 4.Wong, D. (2011). The Wall Street Journal guide to information graphics: The dos and don'ts of presenting data, facts and figures. New York: W.W. Norton & Company April 30, 2013



TRIMESTER 4
FINANCIAL ANALYTICS
Credits: 3.0

Course Code: 21MFB42

Total No. of sessions: 24

Course Objectives:

- * To enable the students to learn about the applications of various analytical methods in business finance
- * To focus on identifying and measuring market risk and credit risk

Course Content:

Module I:

Financial Analytics: Concept, Evolution and Applications

Financial Forecasting: Concept, Types, ML Techniques for Forecasting and Applications in Finance

Module II:

Data pre-processing: Collection, Integration, Cleaning, Summarization, Transformation, Visualization, Handling Missing values and Outliers;

Machine Learning Methods: Classification; modeling; users

Logistics Regression: Introduction, Applications, Classifier Performance Measures;

Principal Component Analysis: Introduction, Purpose Application;

Tree-based Algorithms: Regression Tree Vs. Classification Tree; Splitting Point

Module III:

Introduction to Credit Risk and Credit Risk Analytics, Importance, Basel Regulations, Types, Factors Affecting Credit Risk: Probability of Default, Loss Given Default, Exposure at Default, Expected Loss, Financial Modeling of Credit Risk Factors

Module IV:

Introduction to Market Risk, Importance, Types: Currency Risk, Interest Rate Risk, Country Risk, Commodity Risk; Evaluation of Market Risk using Machine learning methods and Value at Risk (VaR)

Text Book

The course is predominantly case-based involving detailed analysis of cases in a variety of industries and situations. The cases and readings from Harvard Business Press (HBP) will be distributed to the students in the course pack.

Reference Books

- Financial Risk Manager Handbook by Phillippe Jorion GARP, Wiley, 5th Edition or latest
- Forecasting Methods and Applications by Spyros Makridakis, Steven C Wheelwright and Rob J Hyndman, Wiley, 3rd Edition or latest



TRIMESTER 4
ADVANCED MARKETING ANALYTICS
Credits: 3.0

Course Code: 21MMB45

Total No. of Sessions: 24

Course Objectives:

- This course builds the understanding of marketing analytics and how to develop innovative strategies to enforce sound leadership and managerial applications.
- It also equips the participants with the basic understanding needed for marketing decision making in consumer perspective and sales as an entrepreneur or as a professional.
- To learn appropriate research methodology tools and techniques as in which suits analytics metrics and to learn the importance of consumer tracking, privacy, and universal analytics without amplifying a negative momentum among users personal/ethical touch, mostly touching the analysis with social aspects.

Course Content:

Module I: Building Client-centric solutions - Part (A) – Data Exploration and Storyboarding

Understanding and managing real-time data with emphasis on developing logical storyboarding as enablers of marketing decision-making. Extensive use and understanding of survey tools, softwares like MS Office to prepare, manipulate and construct data tables and meaningful data visualizations, that help to structure a coherent marketing thought-process using data. *Tools:* Excel / R/ any platform for data wrangling

Obj: Think like a client. Think like a consultant and appreciate data-driven-client-centric solutions.

Module II: Building Client-centric solutions - Part (B) – Choice models – Foundations in Conjoint Analyses Customer-centricity is key to sustainability. There is a great deal of emphasis on being customer focused. The agenda of this module is to understand customers for products and services planning and to a smaller extent pricing dynamic. The objective is to understand customer preferences, perceptions and purchase behavior. *Tools:* Custom-made tools. Sawtooth software. SPSS.

Obj: Learn and apply customer-choice models and apply them in creating customer-centric products and services

Module III: Building Client-centric solutions - Part (C) – New Product Forecasts | Optimizing Marketing Spends VUCA environments have made forecasting a challenging task for marketers. Predicting future sales is key to planning marketing budgets and executing marketing plans. We will focus on the industry-standard and widely used diffusion-models to build sales forecasts. Another important role of marketers is to understand keenly the impact of their marketing spends. The second focus of this module will therefore address marketing-response models. *Tools:* Custom-made tools.

Obj: Learn and apply response – models. Use diffusion – models to forecast sales for new products

Module IV: Evaluating multi-variable relationships using structural equation models

Halo effects, indirect effects and other complex relationships that impact the critical outcome variables of marketing need special tools to evaluate them. This module introduces the marketer to new tool and platform to model and evaluate such complexity. *Tools:* AMOS-SPSS

Obj: Learn and apply SEM and evaluate marketing impact



Textbooks

Marketing Research | Malhotra & Dash | Pearson | 7th Edition

Reference Books

1. Kellogg on Marketing | Second Ed. | Alice M. Tybout

2. Choice-Based Conjoint Analysis: Models and Designs | Raghava Rao, Wiley & Chitturi | Chapman & Hall | 1st Edition



TRIMESTER 5
BIG DATA IN MANAGEMENT

Course code:21MS51

Credits: 3.0

Total No. of sessions: 24

Course Objective:

- Explain the basic concepts behind deriving value from Big Data and its importance to Businesses
- Develop skill sets needed to successfully extract intelligence and value out of data sets
- How to integrate Big Data into a corporate culture
- Discuss the best practices for data analysis

Course Content:

Module I: Big Data Concepts- The Arrival of Analytics; Where Is the Value?; More to Big Data Than Meets the Eye; Dealing with the Nuances of Big Data; An Open Source Brings Forth Tools; Caution: Obstacles Ahead; Why Big Data Matters; Big Data Reaches Deep; Obstacles Remain; Data Continue to Evolve; Data and Data Analysis Are Getting More Complex; The Future Is Now

Module II: Big Data and the Business Case; Realizing Value; The Case for Big Data; The Rise of Big Data Options. Beyond Hadoop With Choice Come Decisions; Building the Big Data Team; The Data Scientist; The Team Challenge; Different Teams, Different Goals; Don't Forget the Data; Challenges Remain; Teams versus Culture; Gauging Success

Module III: Big Data Sources; Hunting for Data; Setting the Goal; Big Data Sources Growing; Diving Deeper into Big Data Sources; A Wealth of Public Information; Getting Started with Big Data Acquisition; Ongoing Growth, No End in Sight; The Nuts and Bolts of Big Data; The Storage Dilemma; Building a Platform; Bringing Structure to Unstructured Data. Processing Power Choosing among In-house, Outsourced, or Hybrid Approaches

Module IV: Security, Compliance, Auditing, and Protection; Pragmatic Steps to Securing Big Data; Classifying Data; Protecting Big Data Analytics; Big Data and Compliance; The Intellectual Property Challenge; The Evolution of Big Data; Big Data: The Modern Era; Today, Tomorrow, and the Next Day; Changing Algorithms; Best Practices for Big Data Analytics; Start Small with Big Data; Thinking Big; Avoiding Worst Practices; Baby Steps; The Value of Anomalies; Expediency versus Accuracy. In-Memory Processing

Module V: Bringing It All Together; The Path to Big Data; The Realities of Thinking Big Data; Hands-on Big Data; The Big Data Pipeline in Depth; Big Data Visualization; Big Data Privacy; Hands on Experience: Hands on R-Programming & Weka o Twitter data analysis - Hadoop Framework o Eco system and Tools o HDFS & HBase - Hands on-Hadoop & HBase Programs

Text Book:

1. G. Sudha Sadasivam, R. Thirumahal, Big Data Analytics, Oxford University Press, 2020
2. Kai Hwang, Min Chen, Big-Data Analytics for Cloud, IoT and Cognitive Computing, Wiley, 2017
3. Thomas Erl, Wajid Khattak, Paul Buhler, Big Data Fundamentals: Concepts, Drivers, and Techniques, 2016

Reference Books:

1. Paul Zikopoulos, Chris Eaton, Paul Zikopoulos, "Understanding Big Data: Analytics for Enterprise Class Hadoop and Streaming Data", McGraw Hill, 2016.
2. Bill Franks, "Taming the Big Data Tidal Wave: Finding Opportunities in Huge Data Streams with Advanced Analytics", Wiley and SAS Business Series, 2016.



TRIMESTER 5

ARTIFICIAL INTELLIGENCE AND MACHINE LEARNING

Course code: 21MS52

Credits: 3.0

Total No. of sessions: 24

Course Objectives:

- To provide fundamental knowledge on Artificial Intelligence and Machine Learning
- To appreciate and understand various applications of Machine Learning.
- To learn intuition behind various Machine Learning Algorithms.
- Learn hands on implementation of AI based use cases in various domains.

Module I

Introduction to Artificial Intelligence and Machine learning. Applications of Artificial Intelligence and Machine Learning in business arena. Data cleaning, data transformation, Bias- Variance trade-off, Types of Machine Learning, Ensemble Techniques- Bagging and Boosting.

Module II

Supervised Learning- Regression, Regularization Techniques - Least Absolute Shrinkage and Selection Operator (LASSO) Regression, RIDGE Regression, Polynomial Regression

Module III

Logistic Regression, Classification and Regression Trees (CART), Random Forest, Support Vector Machines, KNN, Naive Bayes.

Module IV

Unsupervised Learning Clustering, K-Means, K Nearest Neighbours, Association Rule Learning Dimensionality Reduction, PCA, SVD, Neural Networks- ANN

Module V

Reinforcement Learning- Markov Decision, Monte Carlo Prediction, Next Best Offer, Dynamic Pricing, Machine Learning Applications across Industries- Health Care, Retail, Financial Services, Manufacturing, Hospitality.

Text Book

Manaranjan Pradhan, U. Dineshkumar, Machine Learning using Python, Wiley, 2021

Reference Books:

1. Hastie, T., Tibshirani, R. and Friedman, J., 2017. The elements of statistical learning: data mining, inference, and prediction. Springer Science & Business Media.
2. Shalev-Shwartz, S. and Ben-David, S., 2015. Understanding machine learning: From theory to algorithms. Cambridge university press.
3. Kelleher, J.D., Mac Namee, B. and D'arcy, A., 2015. Fundamentals of machine learning for predictive data analytics: algorithms, worked examples, and case studies. MIT press.
4. Hareendran, A., 2014. Artificial intelligence and machine learning. PHI Learning Pvt. Ltd..



TRIMESTER: 5
APPLIED PEOPLE ANALYTICS

Course Code: 21MHB51

Credits: 3.0

Total No. of Sessions: 24

Course Overview:

People Analytics is a sunrise domain in the field of Human Resources Management. While there are many avenues to build knowledge on this subject, courses designed to offer the practical orientation in People Analytics are not many. This course is conceived having the practical aspects of People analytics in mind and offers a guided approach for practitioners.

Course Objectives:

- Understand business challenges and assess the talent landscape to make a strategic impact.
- Understand the empirical value of people data and identify metrics & measures that drive results.
- Gain the competencies that will enable source, analyze, present and productize data and insights
- Learn data analysis techniques using Excel, PowerBI & Azure ML Studio

Course Content:

Module I: Introduction to People Analytics - Contemporary view of Data driven HR management - Roll call: 'Full Stack' HR Professional - Analytics Maturity Model

Module II: Business case for People Analytics - *Toolkit:* HC Bridge, LAMP Model & HCM 21 - Strategic HR Metrics & Measurement models - *Toolkit:* Scorecards & KPI - Data Fluency/Literacy - *Toolkit:* data structure, sources, systems

Module III: Making Sense of data - *Toolkit:* Levels of Sophistication, Preparation & Statistical inferences - Leveraging data for People practices - *Toolkit:* Human centered design, MVP - Evidence based decision making process - *Toolkit:* Validation, Experimentation, Causation vs Correlation

Module IV: Analysing data - *Toolkit:* Descriptive & Diagnostic cases using Excel and Power BI - Presenting data for decisions - *Toolkit:* Data vizualisation & Storytelling - Productization of Analytics - *Toolkit:* Dashboards, Conversational AI, Digitized processes

Module V: The changing face of HR Processes with analytics - *Toolkit:* Case studies - Predictive analytics using MS Azure ML Studio

Reference Books

1. Cascio, W.F. & Boudreau, J.W. Investing in People: Financial Impact of Human Resource Initiatives. 2nd Edition, Prentice Hall, 2015.
2. Jac Fitz-Enz & John Mattox, Predictive Analytics for Human Resources, Wiley, 2014.
3. Lewis, M. Moneyball: The Art of Winning an Unfair Game, W. W. Norton & Company, 2004.
4. McBassi L., Carpenter, R. & McMurrer, D. HR Analytics Handbook, McBassi and Company, 2012.
5. Siegel, E. Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die. 2nd Edition, Wiley, 2016.
6. Soundararajan, R. Singh, K. Winning on HR Analytics: Leveraging Data for Competitive Advantage, Sage Publications India Pvt Ltd, 2016.
7. Swanson, D., & Dearborn, J. The Data Driven Leader, A Powerful Approach to Delivering Measurable Business Impact Through People. Wiley, 2018.
8. Uppal, N. Human Resource Analytics: Strategic Decision Making, Pearson, 2021



TRIMESTER 5
FUNDAMENTALS OF OPERATIONS ANALYTICS

Course Code: 21MOB52

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

The objective of this course is to prepare students to analyse various management decision issues using advanced analytical and quantitative methods. Topics included address the areas such as Waiting Line Models, Decision Tree Analysis, Stochastic Process, Time Series Modelling and Nonlinear Optimization Theory. The course designed especially keeping Operations Management and Finance student in mind to take optimal decision in many business problems. The concept building for this course will probably place a much stronger emphasis on various decision-making criterions falling under Prescriptive Analytics.

Course Content:

Module-I: Introduction: Data Analytics: Perception & Reality, Implication and applications of Analytics in industries and real life. Examples, Effective visual techniques, Data-ink Ratio, Effective table designs, Pivot Table report, Charts, Dashboard preparation, Data Visualization: Importance & cautions, Creating effective table, charts and data dashboard.

Module-II Waiting Line Model & Simulation: Impact of Ques, various types of services with respect to kind of Queue. Queuing model Layout, Queue Characteristics. Utilization factor. Waiting Line Model-I, M/M/1: Model, Infinite queue and Infinite population, Waiting Line Model-II, M/M/1: Model, Model for finite Queue length, Hands-on Simulation for one server- infinite queue model: Hospital with one Nurse and One Doctor., Analysis and interpretation of simulation/M/C: Model, M/M/C: Models

Module III: Decision Analysis & optimization: Elements in Decision Analysis- payoff tables, Possible decision criteria, Decision Trees – Applications and Concepts, Bayesian Decision Rules, Examples, The precision tree add-in through spreadsheet- Part-I, Risk Profiles –Applications in Operations Management and financial portfolio analysis, Developing risk Profiles, Evaluation of Risk profiles, Multi-stage decision problems and developing decision tree models., Basics of utility theory- utility and decision making, Risk Avoiders vs Risk Traders, Expected Monetary Value Vs Expected utility, examples.

Module IV: Introductory Stochastic Process: Introduction to Stochastic Process-definition and basic concepts, Markov Process examples, Markov Chain, Ito's lemma, Transition Probability Matrix (TPM), Chapman, Kolmogorov and other theorems in management., Random Walk problem and Other applications

Module V: Time Series Modelling in Operations Management: Introduction to Time Series Analysis- Regression, Autocorrelation, Test Statistics for, Statistical Inferences, Concepts of Homoscedasticity and Heteroscedasticity, Autoregressive Process-Simple AR process- Hands-on Analysis through Gretl & Eviews, ARIMA process, Hands-on Analysis through Gretl & Eviews., ARCH & GARCH Models with applications, Hands-on Analysis through Gretl & Eviews

Reference Books:

1. S. Christian Albright and Wayne L. Winston, "*Management Science Modeling*", 4th Edition, Cengage Learning India Private Limited, New Delhi.
2. Douglas C. Montgomery, *Design and Analysis of Experiments*, International Student Version, 8th Edition Wiley India, Pvt. Ltd, New Delhi.
3. Ruey S. Tsay "*Analysis of Financial Time Series*", (Wiley Series in Probability and Statistics) 2nd Edition, Wiley India, Pvt. Ltd, New Delhi.
4. Akinc, U. (2013). Preferred Customer Service at US Airways. *Case Research Journal*, 33(1).
5. Krieger, D., & Ruback, R. S. (2001). Merck & company: evaluating a drug licensing opportunity. *Harvard Business School Case*, 9-201.



TRIMESTER 6
BLOCK CHAIN TECHNOLOGIES

Course Code: 21MS61

Credits: 3.0

Total No. of Sessions: 24

Course Objectives

By the end of the course, students will be able to

- Understand how blockchain systems (mainly Bitcoin and Ethereum) work,
- To securely interact with them,
- Design, build, and deploy smart contracts and distributed applications,
- Integrate ideas from blockchain technology into their own projects.

Module I: Basics: Distributed Database, Two General Problem, Byzantine General problem and Fault Tolerance, Hadoop Distributed File System, Distributed Hash Table, ASIC resistance, Turing Complete. Cryptography: Hash function, Digital Signature - ECDSA, Memory Hard Algorithm, Zero, Knowledge Proof.

Module II: Blockchain: Introduction, Advantage over conventional distributed database, Blockchain Network, Mining Mechanism, Distributed Consensus, Merkle Patricia Tree, Gas Limit, Transactions and Fee, Anonymity, Reward, Chain Policy, Life of Blockchain application, Soft & Hard Fork, Private and Public blockchain.

Module III: Distributed Consensus: Nakamoto consensus, Proof of Work, Proof of Stake, Proof of Burn, Difficulty Level, Sybil Attack, Energy utilization and alternate.

Module IV: Cryptocurrency: History, Distributed Ledger, Bitcoin protocols - Mining strategy and rewards, Ethereum -Construction, DAO, Smart Contract, GHOST, Vulnerability, Attacks, Sidechain, Namecoin

Module V: Cryptocurrency Regulation: Stakeholders, Roots of Bit coin, Legal Aspects-Crypto currency Exchange, Black Market and Global Economy. Applications: Internet of Things, Medical Record Management System, Domain Name Service and future of Blockchain.

Tutorial & Practical: Naive Blockchain construction, Memory Hard algorithm – Hashcash implementation, Direct Acyclic Graph, Play with Go-ethereum, Smart Contract Construction, Toy application using Blockchain, Mining puzzles

Text Book

1. Chandramouli Subramanian, Asha A George, Abhilash K.A and Meena Karthikeyan, Block Chain Technology, Universities Press, 2021
2. Arvind Narayanan, Joseph Bonneau, Edward Felten, Andrew Miller and Steven Goldfeder, Bitcoin and Cryptocurrency Technologies: A Comprehensive Introduction, Princeton, University Press, 2019.

Reference Books

1. Antonopoulos, Mastering Bitcoin: Unlocking Digital Cryptocurrencies, 2019
2. DR. Gavin Wood, "ETHEREUM: A Secure Decentralized Transaction Ledger,"Yellow paper.2014.
3. Satoshi Nakamoto, Bitcoin: A Peer-to-Peer Electronic Cash System



TRIMESTER 6

DEEP LEARNING AND NEURAL NETWORKS WITH PYTHON

Course Code: 21MS62

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

- To understand the intuition behind various Deep Learning algorithms.
- To learn hands on Implementation of Deep Learning based used cases in various domains.
- To understand the fundamental architecture of IoT and the association between deep learning data analytics and Internet of Things
- To appreciate and understand the business applications of Internet of Things.

Module I

Introduction to Deep Learning and Internet of Things, Machine Learning Vs Deep Learning, Neural Network Architecture, Mathematics of Deep Learning, Single Layer Perceptron.

Module II

Multilayer Perceptron, Back Propagation, Cost Function, Loss Function, Optimization techniques, Artificial Neural Networks (ANN), Application of Artificial Neural Network in Business.

Module III

Convolution Neural Network (CNN) – Image Processing, Max-Pooling, Flattening, Rectified Linear Unit (ReLU). Max Pooling. Business Application of Convolution Neural Networks. Business applications of CNN.

Module IV

Recurring Neural Network (RNN)- Long and Short Term Memory (LSTM), Implementation of Recurrent Neural Networks in Keras . Vanishing and Exploding Gradient Problem. Applications of RNN in predictive analytics.

Module V- Natural Language Processing (NLP)- artificial intelligence concerns with the interactions between computers and natural languages. Lemmatization, Morphological segmentation, Part-of-speech tagging, Parsing, Stemming.

Text Books:

1. Chollet, F. (2021). Deep Learning with Python, Second Edition. United States: Manning.
2. Weidman, S. (2019). Deep Learning from Scratch: Building with Python from First Principles. United States: O'Reilly Media, Incorporated.
3. Patterson, J. and Gibson, A., 2017. *Deep learning: A practitioner's approach*. " O'Reilly Media, Inc."
4. Buduma, N. and Locascio, N., 2017. *Fundamentals of deep learning: Designing next-generation machine intelligence algorithms*. " O'Reilly Media, Inc."
5. Goodfellow, I., Bengio, Y. and Courville, A., 2016. *Deep learning*. MIT press.



ELECTIVE –GENERAL MANAGEMENT & PUBLIC POLICY



TRIMESTER 6

NEW VENTURE MANAGEMENT: FROM START-UP TO SCALE-UP

Course Code: 21MP51

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

In contemporary times words like StartUp, Entrepreneurship, Seeding have become a popular topic of discussion among youths. For youth also the dream of being an entrepreneur comes with aspirations of doing quality courses par with universal excellence. This course aims to sensitize the students on new business ventures and its importance, it will help students understand the roadmap for starting and sustaining a business venture.

Course Content:

MODULE 1 – Understanding the Entrepreneurial Journey

Why Entrepreneurship- Introduction to Innovation and Entrepreneurial Idea Generation and Creative Thinking and Identifying business opportunities

Learning from other Entrepreneurs' Experiences Knowing Your Entrepreneurial Self

MODULE 2 – Crystalising the Business Idea

Startup Environment and Eco System, Managerial Economics for Entrepreneurs, Entrepreneurial Finance: Conceptualization- Identifying, Recognizing, and Screening Opportunities, Ethics and Environment in India, Understanding the Regulatory Framework and Law, Crafting a Business Model.

MODULE 3 – Starting a Business: From Ideation to Launch

Concept and Best Practices of Pre-Incubation Services Facilities, Corporate and Social Entrepreneurship, New Venture Establishment- Measuring and Managing Strategic Performance of Existing and New Ventures- Demand and Forecast, Market Segmentation, Honing Marketing Skills, Operations for Entrepreneurs

MODULE 4 – Essential Management Tools for Entrepreneurs II

Pricing Strategy, Social Responsible Managerial Decision Making, Forming and Building a Team, Finances and Funding for new ventures- Budgeting. Developing a Business Plan

MODULE 5 – Managing Early Growth and Scaling Up.

Financing of New Ventures: Issues in Early Stage and Late Stage Financing, Understanding Issues in Scaling-up, Managing Teams through Growth, Managing Change, Learnings from the success/ failure stories of entrepreneurs- Scaling up and Managing Growth Challenges , Governance Structure and Practices: Key to Credibility

Text Book:

1. Weinberg, G., Mares, J. (2020). Traction: How Any Startup Can Achieve Explosive Customer Growth. United Kingdom: Penguin Books Limited.
2. Ganesh, V. K. I. a. M. (2020). Manual for Indian Start-Ups. India: Penguin Books India PVT, Limited.
3. Grover, H., & Goyal, V. (2020). *Let's Build a Company: A Start-up Story Minus the Bullshit*. Penguin Random House India Private Limited.
4. Eyal, N. (2014). Hooked: How to Build Habit-Forming Products. United States: Penguin Publishing Group.

Reference Books

1. Bansal, R. (2012). Connect the Dots. India: Westland.
2. Bansal, R. (2008). Stay Hungry Stay Foolish. India: Westland



TRIMESTER 6
PUBLIC POLICY AND MANAGEMENT
Credits: 3.0

Course Code: 21MP61

Total No. of Sessions: 24

Course Objectives:

The subject of "Public Policy and Management" is a unique course that identifies the various subtleties of the effect of policy making from the Governance perspective on businesses and small, medium and big corporate houses. The external world is as crucial as the internal efforts of any company to grow organically in all dimensions. In today's world marred by Covid-19 pandemic this field has exponentially gained importance owing to its nature. The government policies, regulatory bodies and the role of other important institutions play a large role in expanding the Economy. The awareness, comprehension and application of the knowledge attained by learning this subject will help a learner solve problems in troubled times like the ones we are in. Keeping this in mind this course is designed to benefit the student in a way that he/she develops a holistic view of the business ecosystem.

This is an elective course offered for second year students in the Area of Public Policy.

Course Content:

Module I: Public Policy in India

1. Introduction to Public Policy
2. Policymaking Institutions
3. NITI Aayog
4. Major Ministries
5. Ministry of Corporate Affairs
6. State level policymaking

Module II: Fiscal Policy

1. Fiscal ecosystem
2. Tax havens
3. Fiscal Stimulus to combat crisis
4. MSMEs and Current issues

Module III: Monetary Policy

1. Banking system overview
2. Evolution of Indian Banking
3. Bank Mergers
4. Reserve Bank of India
5. Bank for International Settlements Basel norms
6. Capital Markets and SEBI

Module IV: Promoting Economy through Policymaking

1. Major Schemes of Government of India
2. Foreign Direct Investments and Make in India
3. Startup Ecosystem and Job creation
4. Policies leading to self-dependence (Atmanirbhar Bharat)



Module V: Expanding Economy in a globalized world

1. Export Promotion & foreign trade
2. Multinational Corporations
3. Management during global pandemics and crisis
4. Institutions and interventions during global meltdowns

3. Reference

- 1) Our Constitution – Subhash C. Kashyap – National Book Trust
- 2) Our Parliament - Subhash C. Kashyap – National Book Trust
- 3) Indian Economy – Dutt and Sundaram
- 4) www.niti.gov.in
- 5) www.weforum.org
- 6) www.india.gov.in
- 7) www.asean.org
- 8) www.europa.eu
- 9) www.imf.org
- 10) www.worldbank.org
- 11) www.wto.org
- 12) www.weforum.org
- 13) www.mea.gov.in
- 14) www.rbi.org.in
- 15) www.makeinindia.com

All leading newspapers and current affairs magazines



**TRIMESTER 6
DESIGN THINKING
Credits: 3.0**

Course code: 22MM62

Total No. of Sessions: 24

Course Objectives:

- * Introduce the mindset, transfer the toolkit and impart the knowledge required to think and act like a Designer.
- * Develop the empathic, creative, collaborative, and problem-solving skills of the students which form part of the Design Thinking Toolkit.

Course Content:

Module I: Laying the Foundation

Right and Left Brain Thinking – Origin, Nature, and Scope of DT - Problems and Opportunities – Wicked Problems and Design Thinking - Design Principles – Design in Business – Five Phases in DT.

Module II: Understanding the Problem

Empathy – Beginner’s Mindset – Empathic Habits – Empathic Design – Instruments: Listening – Observation – Questioning – Immersion – Storytelling – Traits: Sincerity – Humility – Curiosity – Empathy Mapping.

Module III: Stating the Problem

Defining the Problem – Analysis and Synthesis – Good Problem Statement – Human- Centricity– Scope: Broad and Narrow – Point of View (PoV) – How Might We (HMW) – Why-How Laddering.

Module IV: Generating Ideas

Ideas – Going Wide – Creativity and Innovation – Challenging Assumptions – Ideation Methods: Brainstorming – SACMPER – Mindmap – Storyboard – Worst Possible Ideas – Best Practices – Guidelines.

Module V: Putting into Work

Prototyping and Testing – Need and Rationale – Qualities of Prototyping – Different Types and Methods – Guidelines – Getting into Testing – Planning a Test – Testing Methods and Techniques – A Step-by-Step Guide.

Textbook:

1. Design by Change: How Design Thinking Transforms and Inspires Innovation by Tim Brown, Harper Collins (2009)

Reference Books:

1. A Whole New Mind by Daniel Pink, Riverhead Books (2006)
2. The Innovator’s Dilemma: Mastering Five Disruptive Innovation by Clayton M Christensen, et al HBR Press (2011)
3. Design Thinking: Understanding How Designers Think and Work by Nigel Cross, Bloomsbury (2011)
4. Design of Business: Why Design Thinking Is the Next Competitive Advantage by Roger Martin, HBR Press (2009)
5. Designing for Growth: A Design Thinking Toolkit for Managers by Jeanne Liedtka and Tim Ogilvie, Columbia Business School Publishing (2011)



TRIMESTER 6
COURSE OF INDEPENDENT STUDY
Credits: 3.0

Course Code: 21MG63

Total No. of Sessions: 24

The student can undertake an industry-based or research project for a duration of 1 trimester. It represents an opportunity for the participant to explore a topic in-depth in his/her area of special interest. It makes possible the integration of several fields of study in searching for the solution for a real-time industry problem/project.

Evaluation:

Industry-based Project: Completion of the Project certified by Industry Mentor & Internal Evaluation by the Faculty Panel.

However, the Project theme should be a real-time managerial problem duly approved by the Faculty Panel.

Research Project: At least one conference proceeding organized by premier Institutions like IITs/IIMs and other international Universities.

In both the cases, the student need to apply atleast one trimester prior for evaluation and approval of the proposal.

This course carries 3 credits and the grade will be mentioned in the VI Trimester.



CORE PAPER



TRIMESTER 4
BUSINESS ETHICS AND CORPORATE GOVERNANCE
(INTERNAL COURSE)

Course Code: 21MT41

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

The course seeks to:

- * Sensitise the student on the various ethical aspects concerning the functioning of business enterprises, within the organizations and in their relationship with the external-world,
- * Analyse ethical issues using moral principles, and how to make recommendations to resolve the issues.
- * Understand the need for and appreciate the critical importance of Corporate Governance in an organisation. This could also build and reinforce the ethical issues discussed in functional courses. The course also sensitise the students on Corporate Social Responsibility aspects wrt Corporations and also underscores the importance of Sustainability and its importance for the planet

Course Content:

Module I: Introduction - Ethics and Organisations - Personal Ethics and Organisational Ethics - The Ethical Decision Making Process - Ethical Theories - Ethical Relativism - Shareholders and Other Stakeholders interests.

Module II: Employee Duties and Rights - Discriminatory and Prejudicial Employee Practices - Whistle Blowing - Downsizing the Workforce. Handling Ethical Dilemmas at Work - Marketing Strategy & Ethics - Ethical Practices in Market Place - Consumer Rights and Welfare.

Module III: Ethics and Finance - Business and the Environment and contemporary Issues - Ethical principles in business – Concept of the stakeholders’ organization - Business dilemma versus decision, characteristics of ethical dilemmas; the dilemma resolution process;

Module IV: Building an Ethical Organisation - Steps to becoming an Ethical Manager - Ethics and Corporate Culture - Corporate Social Responsibility, Social Audit and Ethical Investing - Corporate Governance: Nature & Evolution of Corporate Governance: Global and National Perspectives - Why Governance?

Module V: Corporate Governance: Global Practices - Clause49 (Listing Agreement - SEBI) and its interpretations. Roles and Responsibilities of Directors and Shareholders, Dilemmas facing Directors – Increasing expectations from Directors. Roles of independent directors- Challenges of business ethics and corporate leadership.

Module VI: Corporate Social Responsibility - Importance in the Indian Context, Provisions under the Companies Act 2013, Benefits for the society

Module VII - Sustainability - Role of sustainability in Corporations , SDG Goals Under United Nations

Text Book:

1. S. Manikutty- Being Ethical (Ethics as The Foundation of Business) – IIM Ahmadabad

Reference Books:

1. William Shaw, Business Ethics, Wadsworth Publishing Company, 6/e, 2007.
2. Richard T. De George, Business Ethics, Prentice Hall India, 6/e, 2005.
3. Manuel G. Velasquez, Business Ethics – Concepts and Cases, PHI, 6/e, 2006
4. Joshi, Business Ethics, Latest Edition – Ebook



End of BOS Document for MBA 2021-2023 batch