



Thiagarajar School of Business

C/O: Thiagarajar School of Management

(Accredited by NAAC with 'A' Grade)

Pambanswamynagar, Thirupparankundram,

Madurai – 625005.



POST GRADUATE DIPLOMA IN MANAGEMENT

Two-Year AICTE Approved Full-Time Residential Programme

ACADEMIC REGULATIONS FROM

23-June-2021

PGDM 2021-2023 BATCH

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Thiagarajar School of Business
C/O: Thiagarajar School of Management (Autonomous)
Madurai
Board of Studies – PGDM
Agenda

A meeting of PGDM Board of Studies is proposed to be conducted online on **23-June-2021** (Wednesday) at 10.30 am. The agenda for the meeting is given below:

1. Overview by Dr. Murali Sambasivan, Director.
2. PGDM Programme structure presentation by Dr. Goutam Sutar, Chairperson -PGDM.
3. To review and approve the PGDM programme structure, the scheme of examinations and related matters for the batch of 2020-2022.
4. To review and approve the PGDM programme structure, the scheme of examinations and related matters for the batch of 2021-2023.
5. Any other matter with the permission of the Chair.

Chairperson-PGDM



Thiagarajar School of Business

C/O: Thiagarajar School of Management (Autonomous)

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

TSB'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 PGDM Programme

TSB 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 PGDM Programme

TSB-PGDM Program is divided into 6 trimesters over 2 years, with a summer internship at the end of first year. TSB 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 Post Graduate Diploma in Management (PGDM) during the 2019-20 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 Post Graduate Diploma in Management (PGDM) 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 PGDM 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.



TSB PGDM Programme

TSB PGDM programme is a general management programme, with opportunities for functional specialisation. TSB 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.

PGDM 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.

PGDM Programme: II Year

TSB 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 PGDM 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 PGDM (2021-23) BATCH

(Minimum Total Credits Requirement for Completion: 112-115)

S. No.	Code	Course	Session	Credit	CA	E	Tot
Trimester 1							
1	21PT11	Organizational Behaviour-I	24	3	60	40	100
2	21PT12	Managerial Economics	24	3	60	40	100
3	21PT13	Data Analysis for Management-I	24	3	60	40	100
4	21PT14	Financial Accounting and Reporting	24	3	60	40	100
5	21PT15	Marketing Management-I	24	3	60	40	100
6	21PT16	Managerial Communication-I	16	2	100	-	100
Total			136	17			
Trimester 2							
1	21PT21	Organizational Behaviour-II	16	2	60	40	100
2	21PT22	Economic Policies for Managers	24	3	60	40	100
3	21PT23	Data Analysis for Management -II	16	2	60	40	100
4	21PT24	Marketing Management-II	24	3	60	40	100
5	21PT25	Managerial Cost Accounting	16	2	60	40	100
6	21PT26	Operations Management	24	3	60	40	100
7	21PT27	Corporate Finance-I	16	2	100	-	100
8	21PT28	Business, Government and Society	24	3	60	40	100
9	21PT29	Managerial Communication-II	16	2	100	-	100
Total			176	22			
Trimester 3							
1	21PT31	Corporate Finance-II	24	3	60	40	100
2	21PT32	Strategic Management	24	3	60	40	100
3	21PT33	Human Resource Management	24	3	60	40	100
4	21PT34	Decision Making with Optimization Techniques	16	2	60	40	100
5	21PT35	Business Research Methodology	24	3	60	40	100
6	21PT36	Applied Business Analytics	24	3	60	40	100
7	21PT37	Ethics and Governance	24	3	100	-	100
8	21PV31	Comprehensive Viva-Voce	-	2	100	-	100
9	21PI31	Rural Development Immersion Programme	7-8 days	P/F	100	-	100
Total			160	22			
I Year, Total			472	61			
Trimester 4							
1	-	Electives	24(each)	15	60	40	100
2	21PI41	Summer Internship	3 Months	P/F	-	-	-
3	21PT41	Legal Aspects of Business	24	3	60	40	100
4	21PT42	Simulation Games	24	3	100	-	100
Total			168	21			
Trimester 5							
1	-	Electives	24(each)	15-18	60	40	100
2	21PV51	Comprehensive Viva-Voce	-	3	100	-	100
Total			120-144	18-21			
Trimester 6							
1	-	Electives	24(each)	12	60	40	100
Total			96	12			
II Year, Total			384-408	51-54			
Grand Total			856-880	112-115			

PGDM (2021-23) Batch
INDICATIVE LIST OF ELECTIVES

IV Trimester	V Trimester	VI Trimester
FINANCE AREA		
Securities Analysis and Portfolio Management	Corporate Funding and Financing Decisions	Personal Tax Planning and Wealth Management
Management of Banking and Financial Institutions	Financial Risk Management	Strategic Financial Decision Making
Advanced Financial Analysis	Strategic Cost Management	Asset Management Through Python
Company and Business Valuation	Financial Modelling Through Spreadsheet	Financial Derivatives
Insurance Management	The New Age Banking – Bank Management Strategies for the 21 st Century	Computational Finance
	Financial Markets & Institutions	
MARKETING AREA		
Consumer Behavior	Services Marketing	B2B Marketing
Sales and Distribution Management	Marketing of Financial Products and Services	Technology Empowered Marketing
Digital and Social Media Marketing	Advanced Marketing Analytics	Retail Marketing
Customer Relationship Management	Strategic Brand Management	Marketing at the Bottom of the Pyramid
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	
	Environment & Sustainability Development	
HUMAN RESOURCE AREA		
Learning and Development	Strategic Human Resource Management	Positive Psychological Capital
Labour Legislation and Administration	Managing People and Performance in Organizations	Interpersonal Effectiveness
Applied Business Analytics	Talent Management	Emotional Intelligence and Leadership
SYSTEMS & BUSINESS ANALYTICS AREA		
Data Visualization for Decision Making	Big Data Management	Block Chain Technologies
Artificial Intelligence and Machine Learning	Deep Learning and Neural Network	Computational Finance *
Applied People Analytics *	Advanced Marketing Analytics*	
	Fundamentals of Operations Analytics *	
	Financial Modelling Through Spreadsheet*	
ECONOMICS & PUBLIC POLICY AREA		
	Econometrics for Managers	Health and Health care Management
		Public Policy and Management
GENERAL MANAGEMENT AREA		
	Design Thinking	Entrepreneurship Development
		Course of Independent Study

*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 = $\sum (\text{Credits} \times \text{Grade Points}) / \sum \text{Credits}$

Classification:

Minimum of 5 CGPA is required for the completion and award of PGDM 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: 21PT11

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: 21PT12

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: 21PT13

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: Data Representation: Types of data and information, 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 through MS Excel /SPSS/ R

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

Module III: Bridging Descriptive Statistics with Inferential Statistics-I: Probability Theorem and its applications in Management, Probability Theory- types of events, sample space, Joint, Marginal and conditional probability, Decision Making with Bayes' Theorem.

Module IV: Bridging Descriptive Statistics with Inferential Statistics-II: Random Variable and constructing probability distributions – Mean and Variance through Mathematical Expectations. Discrete Probability Distributions - Binomial, Poisson, Negative Binomial and Hyper Geometric Distributions. Continuous Probability Distributions - Probability density function, Normal Distribution, Exponential Distribution. Application through MS Excel /SPSS/ R

Module V: Inferential Data analysis: Sampling – Types of Sampling, Sample Size, Parameter, Sampling distribution of the mean, Sampling Distribution of a proportion, Other continuous distributions- chi-squared distribution, student's T distribution, Snedecor-Fisher's F distribution. Concept of p-value, Estimation-Point and Interval Estimation, Estimating the Population Mean When the Population Standard Deviation Is Known & Unknown, Error estimation, Determination of sample size, interpreting the confidence interval estimate. Testing of Hypothesis – Hypothesis – Null and Alternate Hypothesis, Interval and Point Estimates, Estimation Problems – Types of Error, Tests for Large samples – Means, Proportions, Standard deviations, Tests for small sample- student t test – F test. Case based application. Application through MS Excel /SPSS/ R

Text Book:

1. Data Analysis for Management Compiled by Dr. Goutam Sutar and Dr. Balaji M especially for TSM Madurai through MGrav-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

Course Code: 21PT14

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. Ambrish Gupta, "Financial Accounting for Management", Pearson Education, 3/e, 2009



**TRIMESTER 1
MARKETING MANAGEMENT - I**

Course code: 21PT15

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, need, wants and demands, company orientation toward the market place, marketing mix, creating, communicating and delivering value

Module II: Marketing planning and strategy process

5C analysis, SWOT analysis, developing marketing plan

Module III: Capturing marketing insights

Marketing information system, marketing research, consumer behavior insights (consumer and business markets)

Module IV: Building strong brands

STP- Segmentation, targeting and positioning, bases for segmenting consumer markets, effective segmentation criteria, segmenting business markets, targeting, developing brand positioning, POP & POD

Module V: Brand equity and Product concepts

Brand equity, brand equity models, branding strategies, luxury brands, competitive strategies for market, challenger, follower and nicher strategies, 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: 21PT16

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/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>

TRIMESTER - 2



TRIMESTER 2
ORGANIZATIONAL BEHAVIOUR - II

Course Code: 21PT21

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: Work teams and Group behavior - Nature of Groups, Various types of groups, stages of Group development, group properties - types of teams, team roles, group decision making.

Module II: Interpersonal Communication, Interpersonal Relationships. Leadership - concepts and styles.

Module III: Conflict – Nature and Causes of Conflict, Classification of Conflict - Individual and Group conflict, the Conflict Process, Conflict management - Negotiation - The Negotiation Process, Issues, Third – Party Negotiation.

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, managing planned change, the change process, Resistance to change, Overcoming resistance to change - Meaning of OD, the OD Process, Types of OD Interventions.

Text Books :

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 2 ECONOMIC POLICIES FOR MANAGERS

Course Code: 21PT22

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

Course Code: 21PT23

Credits: 2.0

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 0: Recall from DAM-I

Comparison of two Population means when population standard deviation is known and unknown. Which t-test: scenario evaluation.

Module I: Introduction to Experimental Design: Comparison of Means for more than two Populations
Analysis of categorical data-Chi-Squared Test – Goodness of fit test, Contingency test- Chi-square test of independence. Design of Experiments-Analysis of Variance – One-way ANOVA, Two-way ANOVA – Applications, randomized block design and Factorization. Post-hoc Tests.

Tools: Applications through MS Excel, SPSS, Gretl and R.

Module II: Estimating Causal Relationships and Inferences

Regression Analysis – simple linear regression, covariance and correlation coefficient, Application in inferential statistics, Multiple regression Method and Dimension reduction analysis, Model Diagnosis to select an appropriate model, Concepts of Multicollinearity.

Tools: Applications through MS Excel, SPSS, Gretl and R.

Module III: Forecasting in Business Decision Making-I

Time Series Analysis and forecasting – Components of time series, smoothing techniques, trend and seasonal effects, forecasting and forecasting models.

Module IV: Forecasting in Business Decision Making-II

Time Series Forecasting with regression, Seasonality Index, Trend Analysis, Decomposition Methods.

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 (later edition is preferable).



TRIMESTER 2
MARKETING MANAGEMENT - II

Course Code: 21PT24

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

Course code: 21PT25

Credits: 2.0

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

Module V: Miscellaneous topics in costing

Activity-Based Costing; Overhead allocation and Marginal costing vs Absorption costing

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
Credits: 3.0

Course Code: 21PT26

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
Credits: 2.0

Course code: 21PT27

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
BUSINESS, GOVERNMENT AND SOCIETY

Course Code: 21PT28

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.

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



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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



TRIMESTER 2 MANAGERIAL COMMUNICATION – II

Course code: 21PT29

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: 21PT31

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
Credits: 3.0

Course Code: 21PT32

Total No. of Sessions: 24

Course Objectives:

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: Evaluating a Company's Resources and Capabilities- Resource based View- 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: Corporate growth strategies-expansion- Vertical and Horizontal Integration; Diversification – Related and Unrelated -Organic Growth Vs. M & A Vs. Alliances- Blue Ocean Strategy

Module IV:Strategy implementation: Managing diversified portfolio: BCG and other framework – Corporate restructuring - 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
HUMAN RESOURCE MANAGEMENT

Course Code: 21PT33

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
- * The course seeks to give an exposure to the theories in human resource management and its practice in contemporary business context, with global perspective.
- * The students will be able to analyze and develop decisions for managing human resource practices in an organization
- * Understanding IR and welfare issues

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
DECISION MAKING WITH OPTIMIZATION TECHNIQUES

Course Code: 21PT34

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:

Unit I: History of Optimization Techniques and Formulating Simple Models

Introduction to Optimizations - Application of Operations Research Techniques, Model Development – Linear Programming Formulation – Solution to LP Problems: Graphical Method, Introduction of Sensitivity Analysis through Graphical Method.

Unit II: Simplex Algorithm and Solution Methodology: Applications in Operations, Finance, and Marketing and HR domain.

Linear Programming Problems – Solution by Simplex method, Big M Method, Application through MS Excel Solver and [*Paul Jensen's Operations Research Models and Methods, Case Study Analysis.*](#)

Unit III: Simplex Algorithm and Beyond

Duality, Dual Simplex Method – Economic Interpretation of Duality, Performing Sensitivity Analysis and interpretation, Linear Programming Applications in Marketing, Finance and Operations Management. Application through Excel Solver. [*Case Study Analysis.*](#)

Unit IV: Distribution and Network Models

Transportation and Assignment Models – Transportation problem – North-West Corner rule, Least Cost Method, VAM, MODI Method, and Hungarian Method – Travelling Salesman Problem, Linear programming Problem approach to network models.

Textbook:

1. **Decision Making with Optimization Techniques (2021)**, *Special Compilation for Thiagarajar School of Management, Madurai by Cengage India, ISBN 978-93-90555-51-2/93-90555-51-5.*

Reference Books:

1. Managerial Decision Modelling with Spreadsheets, Balakrishnan, Render and Stair, 3/e, Pearson India.
2. F. Hillier & G. Liberman, An Introduction to Operations Research, Tata McGraw Hill, New Delhi, 8/e, 2007.
3. Introduction to Management Science with spreadsheets, William J. Stevenson and Ceyhun Ozgur, McGraw Hill (India) Pvt Ltd, Indian Edition, 2007.
4. Management Science Modeling, Albright and Winston, CENGAGE Learning, 4/e, 2012.



TRIMESTER 3
BUSINESS RESEARCH METHODOLOGY

Course Code: 21PT35

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. Malhotra N.K. Marketing Research– An Applied Orientation, Pearson Education Ptc. Ltd., New Delhi, 5/e, 2005
2. Cooper Schindler, Business Research Methods,Tata McGraw Hill, New Delhi, Special Indian Edition, 9/e, 2006.



TRIMESTER 3
APPLIED BUSINESS ANALYTICS

Course Code: 21PT36

Credits: 3.0

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
ETHICS AND GOVERNANCE
Credits: 3.0

Course Code: 20PT37

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.

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.

Text Book:

1. C. Sekhar, Ethical Choices in Business, Sage publication, 2/e, 2003

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. S. Manikutty- Being Ethical (Ethics as The Foundation of Business) - Random House India - 2011
4. Manuel G. Velasquez, Business Ethics – Concepts and Cases, PHI, 6/e, 2006

Syllabus for II Year



ELECTIVE – FINANCE



TRIMESTER 4
SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Code: 21PF41

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 4

MANAGEMENT OF BANKING AND FINANCIAL INSTITUTIONS

Course Code: 21PF42

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

- * To provide an overall background on Financial Sector in India and its various constituents, with particular emphasis on Commercial Banks and their role in the overall economic environment.
- * To highlight issues in managing banks with reference to marketing banks' products through customer segmentation, positioning of the products, relationship management, investments, International operations, risk management, the regulatory landscape etc.
- * To develop an understanding of Balance sheet management of a bank.

Course Content:

Module I: Introduction to Financial Sector

Indian Financial System-Financial markets and its components-Money market instruments as applicable to Banks-Call Money, Commercial paper, Certificate of Deposits, Repo, Reverse Repo, Marginal Standing facility-Commercial banks' role in the economic growth of the nation.-A short review of All India Development Financial Institution, NBFCs, Mutual Fund, Capital and Security Market.

Financial Sector Reform measures--CRR and SLR implications-Profile of Commercial banks-Emerging trends in the Banking Industry.

Various Laws as applicable to Banking Sector-a few provisions of BR Act and NI Act-Regulators-RBI, SEBI, IRDA-their functions

Module II: Customer Segmentation

KYC and AML norms, as applicable to opening of accounts for customers Brief outline of Products (both liability and assetsbased products) positioning relating to Rural / agricultural sector, Retail Banking, Corporate Banking etc. Analysis of Financial Statements and Credit assessment relating to corporate lending. Short review of Non-fund based business in Banks in India- Operational guidelines for opening of accounts in the name of Non resident Indians -- Concept of Universal Banking.

Module III: Investment Function and International Banking

- * Role of treasury management, various products, regulations, Asset Liability Management etc.
- * Exchange rates, Forex Management, Import Export trade regulations, FEDAI, FEMA, Letters of credit, Guarantees etc. A brief overview of international operations and issues faced by Indian banks operating abroad.

Module IV: Risk Management and Balance Sheet Management

- * Overview of a) Credit risk management including systems, tools etc; a brief outline on credit monitoring function. b) Market risk including Interest Rate risk, liquidity risk, Forex risk, concept of duration, Value at risk, derivatives, etc. c) Operational Risk including IT Risk.
- * Basic accounting norms, Components of banks assets and liabilities, Capital, Basel II and overview of Basel III, Income Recognition Asset Classification and provisioning norms, Profit Planning, return on capital including risk adjusted capital. Regulatory oversight. Market discipline and Corporate Governance.

Module V: Insurance Sector

Development of insurance sector, Regulatory landscape. Components of the sector. Penetration levels and Foreign participation, Expected growth trajectory of the sector. Challenges faced by the players.

Text Book :

1. Rose, Peter, and Sylvia Hudgins. Bank management & financial services. McGraw Hill, 8/e,2017.



Reference Books:

1. Frederic S. Mishkin & Stanley Eakins, Financial Markets & Institutions, Pearson Education India, 8/e, 2017.
2. Michael Brandl, Money, Banking, Financial Markets & Institutions, Cengage Learning, 1/e, 2019.
3. Anthony Saunders & Marcia Millon Cornett, Financial Markets & Institutions, McGraw Hill, 6/e, 2018.



TRIMESTER 4
ADVANCED FINANCIAL ANALYSIS

Course Code: 21PF43

Credits: 3.0

Total No. of sessions: 24

Course Objectives:

- * This course aims at primarily understanding Financial Statements and the relation between information.
- * Various ratios are worked out to compare the performance of a Company over a period of time and with its competitors and with Industry standards

Course Content:

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

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

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

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

Module IV: Return on Invested Capital and Profitability: Importance of Return on Invested Capital; Components of Return on Invested Capital; Analyzing Return on Net Operating Assets; analyzing Return on Common Equity; Dupont Analysis

Equity Analysis and Valuation: Earnings Persistence; Earnings Based Equity Valuation; Earnings Power and Forecasting for Valuation;

Module V: 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

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
COMPANY AND BUSINESS VALUATION

Course Code: 21PF44

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; DCF 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 4
INSURANCE MANAGEMENT

Course Code: 21PF45

Credits: 3.0

Total No. of sessions: 24

Course Objectives:

- * The students will be in a position 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: Introduction

Introduction, Name of Public, Private Underwriters of Life, General and Standalone Health Insurers, Intermediaries, Avenues, Job opportunities, examinations, Licentiate, Associate and Fellowship examinations and Recruitment examinations, customer service, Grievance redressal mechanism, Regulatory aspects, Legal Principle of Insurance

Module II : General Insurance

Fire Insurance, Loss of profits, Marine Insurance – Transit, Hull, Aviation - Domestic, International transits, Incoterms, claims, Motor Insurance – Standalone Third party, Package, add on covers, Legal aspects, Engineering Insurances, Project, CAR, Contractors Plant and Machinery, Electronic equipment, Miscellaneous Insurance - Burglary, Money Insurance, Jewellers Block, Fidelity, Bankers' Indemnity, Personal Accident – Individual, Group, Investments/Accounts, Modern/Contingency Policies/Tailor made policies – Annual Turnover, Trade Credit, Cyber Crime and Claims, Reinsurance, Risk Management, Cushion for left out topics

Module III : Life Insurance

What is Life Insurance/Financial Planning, Life Insurance Product I - Conventional – Term, Endowment, Annuity Policies, Life Insurance Product II – Non-conventional – Equity, Unit linked policies, Application, Pricing and Valuation, Documentation – Proposal stage, policy condition for Product I, Policy condition for Product II, Life Insurance Underwriting – documents required, Life Insurance Claims – on maturity, on contingency, default condonement

Module IV : Health Insurance

Mediclaime – individual, Group, Pre-existing diseases, Comparison of covers of various Insurers, Overseas Mediclaime – Tour, Business, Education & Corporate Frequent Travellers, Cushion for left out subjects in Life and Health Insurance.

No Text Book

Selected cases will be discussed



TRIMESTER 5
CORPORATE FUNDING AND FINANCING DECISIONS

Course Code: 21PF51

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

This elective is aimed at preparing the students to understand the various options available for raising of funds both in the domestic and international market. This will enable the students to understand the various regulations, documentation, governance, risk and control aspects. The course will also have a project at the end of the course which will entail preparing a project report and get the same approved by the lending bank or institution. In addition the salient aspects of IBC code and NCLT framework will also be covered

Course Content:

Module I:

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

Module II:

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:

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 in borrowings - 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 - Discussion on the project submission by various groups - Bank Official will participate - Discussion on the project submission by various groups - Bank Official will participate - Reflections by the students

Text book:

Case Based.



TRIMESTER 5
FINANCIAL RISK MANAGEMENT

Course Code: 21PF52

Credits: 3.0

Total No. of sessions: 24

Course Objectives:

- * Provide Conceptual Understanding on different types of Risks and Practice oriented real-world examples on Financial Risk Management.
- * Inculcate Intensive Quantitative Orientation and Problem Solving.
- * Apply the Risk Management Concepts for Investments Decision Making and Banking Risk Management.

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: 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 III: 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 Rate Swaps

Module IV: Investment Risk

Portfolio Risk Management: Performance Evaluation, Return based and Position based risk measurers. Risk adjusted Performance Measures.

Sell Side & Buy Side of Equity Derivatives; Future & Forward Equity Contracts; Equity Swaps and Dividend Swaps.

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

No Textbook

Photocopies Selected pages from various books and case based discussion

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 5
STRATEGIC COST MANAGEMENT
Credits: 3.0

Course Code: 21PF053

Total No. of Sessions: 24

Course Objectives:

1. To Enable the students to Understand the technique of Decision making in Uncertainties
2. To familiarize the students with Pricing Decisions
3. To make the students acquaint themselves with Performance Measurement System

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 : Variances for Corrective Actions

Calculation of Mix Variances of Direct Cost; Planning & Operational Variances; Variance Analysis in Activity Based Environment; Relevant Cost Approach to Variance Analysis; Variance Analysis & Throughput Accounting; Impact of Variances on Learning Curve; Variance Analysis in Service Industry & Public Sector; Possible interdependence between variances

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

Value Analysis/ Value Engineering, 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

Reference Book:

1. Advanced Management Accounting – Robert S.Kaplan, Anthony A.Atkinson, Pearson 3/e
2. Management Accounting & Control – Drury Colin, Cengage Learning, 7/e
3. Cost and Effect – Kaplan, Cooper – HBS Press

Case Studies:

- 1) Classic Pen Company
- 2) Dakota Office Products
- 3) Birch Paper Company



TRIMESTER 5
FINANCIAL MODELLING THROUGH SPREADSHEET

Course Code: 21PFB54

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, Date Functions, Text Functions, Logical Functions, Data Management Functions, Data Management Techniques

Module II:

Basic Applications in Finance: The Time Value of Money, Cash Budgeting, Cost of Capital, Loan Repayment Schedule, Capital Budgeting, IRR, MIRR, XIRR, FC Schedule

Module III:

Tools & Utilities: Goal Seek, Data Table, Scenario Manager, Solver, Charting Techniques
Protection Tools: Cell, Worksheet Protection, File Protection

Module IV: 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 V: Case Studies

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

Textbook:

1. Financial Modeling Using Excel and VBA – Chandan Sengupta – John Wiley & Sons

Reference Books:

1. Corporate Financial Analysis with MS Excel – Francis J Clauss – McGraw-Hill



TRIMESTER 5

THE NEW AGE BANKING-BANK MANAGEMENT STRATEGIES FOR THE 21ST CENTURY

Course Code: 21PF55

Credits: 3.0

Total No. of sessions: 24

Course Objectives:

The prime objective of this programme is to go beyond conventional banking competency & skills to create awareness and knowledge on running the business of banking aided with insights into various business and operating models, industry trends and outlook, changing influence of technology, customer experience enrichment etc. It is essentially 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 - Unleashing the Power of Digital in Financial Services, Digital re-imagination, revolution and transformation, Omni-channel environment

Module III - 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

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

Module V

Successful Banks across the Globe - Business models, Operating models, Evolution of banking models, Profitability & Balance sheet management etc.

Text Book:

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
FINANCIAL MARKETS & INSTITUTIONS

Course Code: 21PF56

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

- * To understand the functions of Financial markets
- * To understand the Constituents of the Financial markets and its sub systems

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, Non Banking Financial Companies – NBFCs & Bank Regulations

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
Overview of Debt Market – Types of Bonds – Treasury Bills and Bonds – Corporate Bonds – Bond markets – Bond Valuation – Investing in Bonds – Bond Market Regulations

Module III: Money Markets, Mutual Funds, Pension Funds & Insurance

Purpose of Money market – Participants – Instruments – Valuation
Mutual Funds – Benefits – Fund Structure – Investment Objective – Classes – Fee Structure – Regulation of Mutual Funds
Insurance – Fundamentals & types – Insurance Regulations
Pension Funds – Types of Pensions – Regulation of Pension Funds

Module IV : Foreign Exchange & Commodity Markets

Overview – Role & Importance – International Financial System – Functioning of Forex Markets – Forex Regulations
Commodity Markets – Fundamentals – Base & Precious metals – Energy & Agriculture – Regulations

Module V: Alternative Investments

Introduction – Alternative Asset Classes – Regulations

Text Book

"Financial Markets and Institutions" by Mishkin & Eakins, 8th edition, 2017, Pearson

Reference Books

- "Investment Analysis and Portfolio Management" by Prasanna Chandra, 5th edition, 2017, McGraw Hill
- "Financial Institutions and Markets: Structure, Growth and Innovation" by L M Bhole and Jitendra Mahakud
- "Financial Markets and Institutions: An Introduction to the Risk Management Approach" by Anthony Saunders and Marcia Millon Cornett, 3rd edition, 2017, McGraw Hill
- "The Economist Guide to Commodities: Producers, players and prices; markets, consumers and trends" by Caroline Bain, 2nd edition, Nov 2021, The Economist
- "Certified Alternative Investment Manager" by Taxmann, 2020



TRIMESTER 6
PERSONAL TAX PLANNING & WEALTH MANAGEMENT

Course Code: 21PF61

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



TRIMESTER 6
STRATEGIC FINANCIAL DECISION MAKING

Course Code: 21PF62

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.
- * The course would help the student to gain insights into the interrelationships among financing, capital budgeting, liquidity management, accounting, capital restructuring, 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 – Cash & Liquidity 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

All the sessions will be case based

Reference Books

- 1) Mian, S. I. and C. Smith, 1994. Extending trade credit and financing receivables, Journal of Applied Corporate Finance, Spring Issue.
- 2) Ross, S. A., Westerfield, R. W., and Jaffe, J. (2005). Corporate Finance, McGraw Hill.



TRIMESTER 6
ASSET MANAGEMENT THROUGH PYTHON

Course Code: 21PF63

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

- * To emphasise on the use of mathematical models and machine learning techniques to improve investment decisions
- * Coverage of fundamentals of Quantitative Techniques, in depth discussion on application of the techniques in portfolio management decisions
- * At the end of the course, students will be able to perform their own analysis and build a new portfolio models

Course Content:

Part 1: Returns and Portfolio Optimization

Compute Risk and Returns – How to measure drawdown in stock returns? – How to measure deviations from normality? – Estimating Value at Risk – How to construct Efficient Frontier using Quadprog – Fund Separation Theorem and Capital Market Line – How to construct Max Sharpe Ratio Portfolio- The limits of Portfolio diversification

Part 2: Portfolio insurance strategies and Dynamic Allocation

Constant proportion portfolio insurance (CPPI) – Designing and Calibrating CPPI strategies – Liability Driven Investing (LDI) – Performance-Seeking Portfolio and Liability-Hedging Portfolio (PSP/LHP) –Naïve Risk and Dynamic Risk Budgeting

Part 3: Factor investing models

CAPM and Introduction to factor models – Fama-French Models – Factor benchmarks and Style analysis – Difference in cap-weighted benchmarks and smart-weighted benchmarks – How to estimate the covariance matrix ?– How to use factor models to calculate expected returns? – Univariate time series Models (Autoregressive and Moving Average Models) – ARIMA – Forecasting Macro fundamentals – Volatility Models – ARCH & GARCH – Black-Litterman and Risk Parity Portfolios

Part 4: Machine learning Algorithms and Applications in finance

Supervised and Unsupervised Learning methods– Penalized Regression Techniques: Lasso, Ridge, and Elastic Net – Estimation of factor models with machine learning techniques – Graphical network analysis – Credit risk modelling using logistic/beta regression – Regime Switching Models – Forecasting investment models and Prediction of crash regime

Part 5: Machine learning Algorithms and Applications in finance (II)

Textual Analysis for Financial Applications – From text to tokens (the NLP pipeline) – From tokens to numbers (the document term matrix) – Word embeddings- Text classification and sentiment analysis using The Naive Bayes classifier / LSTM – Parsing Corporate Filings data

Part 6: Introduction to Financial Mathematics

Stochastic processes – Itô calculus – Black-Scholes Formula, Risk-neutral Valuation – Quanto Credit Hedging – Ross recovery theorem.

Reference Books:

1. "Machine Learning in Finance: From Theory to Practice ", 1st edition Springer, by Dixon, Halperin, Paul Bilokon. ISBN-13: 978-3030410674
2. Cerný, A. (2009). Mathematical techniques in finance: tools for incomplete markets. Princeton University Press.



TRIMESTER 6
FINANCIAL DERIVATIVES

Course Code: 21PF64

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

- * To Understand and apply the Concepts, Theories and Models of Derivative Instruments
- * Quantitative Emphasis on Derivatives and Problem Solving.

Course Content:

Module I: 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: Terminology – 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 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 Derivatives – Markets; 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: Options Contract-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: Options on Stock Indices and Currencies-Pricing of Options on Indices and Currencies. Future Options. The Greeks. 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: Delta hedging, Theta, Gamma, Vega and Rho - Option Trading Strategies: Bull Spread, Bear Spread, Butterfly Spread, Calendar Spread, Straddle and Strangle.

Prescribed Text Book

1. Janakiraman, S (2011), Derivatives and Risk Management, 1st Edition, Pearson Education

References:

1. Hull, John C. & Basu, S., Options, Futures, and Other Derivatives, 10th Edition, Pearson Education, 2018.
2. Parasuraman. N. R, (2014), Fundamentals of Financial Derivatives, 3rd Edition, Wiley India Private Limited.
3. Kolb, W. R and Overdahl J, A (2013), Futures, Options, and Swaps, 5th Edition, Wiley India Private Limited.
4. Alok Dixit, Surendra. S Yadav, P. K Jain (2012), Derivative Markets in India: Trading, Pricing, and Risk Management, by McGraw Hill Education (India) Private Limited



TRIMESTER 6
COMPUTATIONAL FINANCE

Course Code: 21PFS65

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

- * To Understand high level and deeper mathematics behind financial derivatives;
- * To get first-hand experience of formulating finance problems into computational problem(s);
- * To Developing algorithms and improve them for complicated finance models to price derivatives;

Course Content:

Module I – Introduction

Mechanics of Futures Markets – Hedging Strategies using Futures – Swaps – Mechanics of Options Markets

Module II – Trading Strategies

Trading Strategies involving Options – Determination of Forward & Futures Prices – Options on Futures – Energy & Commodity Derivatives

Module III – Evaluation of Risk

Wiener Processes and Ito's Lemma – Binomial Trees – Black Scholes Merton Model – Volatility Smiles – Basic Numerical Procedures – Models on Numerical Procedures – ARCH / GARCH Models – Value at Risk – Exotic Options – Copulas

Module IV – Recent Developments

Securitisation and Credit Crisis of 2007-08 – Derivatives mishaps and what we can learn from them – Other Recent Developments

Reference Book:

Options, Futures and Other Derivatives, John C Hull, Prentice Hall

ELECTIVE – MARKETING



TRIMESTER 4
CONSUMER BEHAVIOR
Credits: 3.0

Course Code: 21PM41

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, 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 – Household & Social class influence.

Module IV: The Decision Making Process

Need Recognition and Information Processing, Evaluation of Alternatives, Decision making on high effort and low effort – Digital decision making - Post Purchase Processes - Diffusion of innovations – Consumer behavior model.

Module V: Consumer Behavior Outcomes & Issues

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

Text book:

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. Smith, A. (2019). *Consumer behaviour and analytics: Data driven decision making*. Routledge.
4. 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



TRIMESTER 4
SALES AND DISTRIBUTION MANAGEMENT

Course Code: 21PM42

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. Pingali Venugopal, 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 Management by Geoffrey Lancaster, David Jobber, 3rd Edition, 2006.



TRIMESTER 4
DIGITAL AND SOCIAL MEDIA MARKETING

Course Code: 21PM43

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 4
CUSTOMER RELATIONSHIP MANAGEMENT

Course Code: 21PM44

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 5
SERVICES MARKETING
Credits: 3.0

Course Code: 21PM51

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, services cape 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: 21PM52

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
ADVANCED MARKETING ANALYTICS

Course Code: 21PMB53

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 in force 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: Marketing metrics

Opportunities, performance and accountability, value of information, Share of hearts, minds and markets, Customer perceptions, market share and competitive analysis, Margins and profits, revenues and costs, profitability

Module II: Product and portfolio management

Metrics, metrics beyond product strategy, including trial, growth, cannibalization, brand equity, Marketing mix models.

Module III: Customer acquisition

Generic response models, offer design, pre-screen acquisition for financial services , acquisition metrics

Module IV: Cross-selling

Benefits and challenges; cross-sell processes, Grid and strategies, Models, optimization , ROI.

Module V: Pricing strategies

Economic theories of pricing, Dynamic pricing structure, implications of a dynamic pricing strategy, Industry example.

Module VI: Analytics Ecosystem

Real- time decision making, customer centricity, CRM, Campaign management, P & L tool for understanding campaign profitability.

Required Book:

1. Marketing metrics- N.T.Bendle, P.W Farris, P.E. Pfeifer, D.J.Reibstein, 3rd edn, Pearson publication

Reference Book:

1. Business Analytics- S.Kuruganti, H.Basu, McGraw Hill Education .



TRIMESTER 5
STRATEGIC BRAND MANAGEMENT

Course Code: 21PM54

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 6
BUSINESS TO BUSINESS MARKETING

Course Code: 21PM61

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 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 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.
2. Krishna Havaladar, Business Marketing, 4th Edition, Tata McGraw-Hill Publishing Company Ltd.,

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
TECHNOLOGY EMPOWERED MARKETING

Course Code: 21PM62

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

Technology empowered marketing has become a critical and innovative function to build customer relationship and information. To preach the same to the students, this course is formulated to bring the importance of technology and innovation with a special relevance in marketing. Further the course is oriented both in conceptual and analytical perspective. 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 in relevance to technology. Moreover, the course also plans to touch upon various technological touchpoints that reaches with customers. Also, this course is designed to bring various growing nuances in technology-oriented marketing.

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

- * Understand the applications of various technologies in marketing in a futuristic perspective
- * Develop domain knowledge and acquire decision making skills through case analysis, data analysis and other in-class activities.
- * To apply the technological learning interfaces in any setup of retailing.

Course Content :

Module 1: Uses of technology in marketing: Usage of Artificial Intelligence and Machine Learning in Marketing, Data-driven marketing, technology for services marketing. Prospect of technology and marketing across different industry verticals

Module 2: Applications of technology in marketing, Marketing Automation, Service Automation, Integrated marketing communication and Supply Demand Mismatch- Supply chain analytics.

Module 3: Social media applications in marketing, Role of Artificial Intelligence in personalized marketing, Chatbot- Performance measures.

Module 4: Artificial Intelligence driven Branding, Artificial intelligence in Advertisement, Building customer relationship through technology drives. Importance of building relationship through automated technology.

Module 5: Recent advances – role of Artificial intelligence, IOT, Machine learning, Block chain and other avenues for marketing.

Text books

1. King, K. (2019). Using Artificial Intelligence in Marketing: How to Harness AI and Maintain the Competitive Edge. India: Kogan Page.
2. Sterne, J. (2017). Artificial Intelligence for Marketing: Practical Applications. Germany: Wiley.

Reference Books

1. Unemyr, M., Wass, M. (2018). Data-driven Marketing with Artificial Intelligence: Harness the Power of Predictive Marketing and Machine Learning. Sweden: Independently Published.
2. Struhl, S. (2017). Artificial Intelligence Marketing and Predicting Consumer Choice: An Overview of Tools and Techniques. India: Kogan Page.



TRIMESTER 6
RETAIL MARKETING
Credits: 3.0

Course Code: 21PM63

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: Yet to be finalized



TRIMESTER 6
MARKETING AT THE BOTTOM OF THE PYRAMID

Course Code: 21PM64

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:

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

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

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

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

Module 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.
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.

ELECTIVE – OPERATIONS



TRIMESTER 4
PROJECT MANAGEMENT
Credits: 3.0

Course Code: 21P041

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 & BUSINESS EXCELLENCE

Course code: 21PO42

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: 21P043

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

1. Cold Chain Distribution Issues at Indo-Euro Pharma by Mohit Srivastava, Helen Rogers, Kulwant Pawar, Janat Shah, Ivey Publishing, 2013
2. Supply Chain Resilience in the Telecom Industry by Guillaume Roels, David Simchi-Levi, Anne-Marie Carrick, INSEAD, 2019
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:

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



TRIMESTER 5
INTERNATIONAL LOGISTICS MANAGEMENT

Course Code: 21PO51

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: 21POB52

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/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
Credits: 3.0

Course Code: 21PFO53

Total No. of Sessions: 24

Course Objectives:

1. To Enable the students to Understand the technique of Decision making in Uncertainties
2. To familiarize the students with Pricing Decisions
3. To make the students acquaint themselves with Performance Measurement System

Course Content:

Module I: Decision Making using CVP Analysis:

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

Module II: Decision Making based on Relevant Costing

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

Value Analysis/ Value Engineering, 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

Reference Book:

1. Advanced Management Accounting – Robert S.Kaplan, Anthony A.Atkinson, Pearson 3/e
2. Management Accounting & Control – Drury Colin, Cengage Learning, 7/e
3. Cost and Effect – Kaplan, Cooper – HBS Press

Case Studies:

- 4) Classic Pen Company
- 5) Dakota Office Products
- 6) Birch Paper Company



TRIMESTER 5
ENVIRONMENT & SUSTAINABILITY DEVELOPMENT

Course Code: 21PO54

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.

UNIT 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.

UNIT 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.

UNIT 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.

UNIT 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.

UNIT 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: 21PO61

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:

3. 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.
4. 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
Credits: 3.0

Course Code: 21PO62

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)

HBR Cases:

1. Fuyao Glass America: Sourcing Decision, Willy Shih
2. Apple Inc.: Managing a Global Supply Chain, Fraser P. Johnson, Ken Mark
3. Boeing: The Fight for Fasteners, Ravi Anupindi
4. Lego Group: An Outsourcing Journey, Marcus Moller Larsen, Torben Pedersen, Dmitrij Slepnirov
5. Strategic Performance Measurement of Suppliers at HTC, Neale O'Connor, Anne Wu, Shannon Anderson, Yu Chen



ELECTIVE - HUMAN RESOURCE



TRIMESTER 4
LEARNING AND DEVELOPMENT
Credits: 3.0

Course Code: 21PH41

Total No. of Sessions: 24

COURSE OVERVIEW

"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 OBJECTIVES

1. To understand, define and differentiate related concepts of education, training, learning, and development and trace its links to organizational strategy.
2. To develop conceptual knowledge about theories underlying learning and development.
3. To understand different training methods, its advantages and disadvantages.
4. To learn how to do conduct training needs analysis, designing training program, conduct training and evaluate its outcome.

COURSE CONTENT

Module I

Introduction to Training, Learning and Development – Meaning, Definition and its Importance -Principles of Learning - Theories, Strategies and Styles of Learning - Andragogy, Kolb, Bloom's Taxonomy

Module II

Process of Training - Steps in Training – Identification of Job Competencies – Criteria for Identifying Training Needs - Organization Analysis, Task Analysis, Person Analysis – Assessment of Training Needs – Methods and Process of Training Needs Assessment

Module III

Designing and Implementing a Training Program - Trainer Identification – Designing a Training Module (Cross Cultural – Leadership – Training the Trainer – Change) – Management Development Program – Budgeting for Training

Module IV

Methods and Techniques of Training – Technology in Training - CBT – Multimedia Training – e-Learning/Online Learning- Distance Learning - Resistance to Training

Module V

Evaluation of Training Program – Kirk Patrick Model of Evaluation – CIRO model – Cost-Benefit Analysis – ROI of Training

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.
3. Saks, A.M. Managing Performance through Training and Development, 6/E, Cengage, 2015.
4. Lawson, K. The Trainers Handbook, 4/E, John Wiley & Sons, 2016.



TRIMESTER 4
LABOUR LEGISLATION AND ADMINISTRATION

Course Code: 21PH42

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:

Introduction to Labour legislations, classification, sources and development of labour legislations, Factories Act , TN shop & Establishment Act, Outlines of Plantations Act and Catering establishment Act, Contract Labour Act

Module II:

Industrial disputes Act: Problems of Industrial peace, grievance and disciplinary procedures, Trade Unions Act, Industrial Employment (Standing Orders) Act

Module III:

The Minimum Wages Act, Payment of Wages Act, Payment of Bonus Act

Module IV:

The Employee Provident Fund Act, The Payment of Gratuity Act, The Workmen Compensation Act, The Employees State Insurance Act

Module V:

The Maternity Benefit Act, National Commission on Industrial Relations – Recommendations

Text Book:

1. Factory Laws applicable in Tamil Nadu with commentaries by S. Vaidyanathan (Vol I to Vol V), 2019

Reference Books:

1. Respective Bare Acts.2019



TRIMESTER 4
APPLIED PEOPLE ANALYTICS
Credits: 3.0

Course Code: 21PHB43

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 Module

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 visualization & 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
STRATEGIC HUMAN RESOURCE MANAGEMENT

Course Code: 21PH51

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

The course is aimed at creating a practical understanding about the interaction of an organizations strategy with human resource management function to create sustained competitive advantage. This course will focus on issues on how HR function can create an alignment with business strategy and contributes to business performance. It will help to appreciate how HRM is critical to the firm's survival and its relative success.

- * To make students conversant with the concepts and practices of Human Resource Management and to make them aware about their strategic relevance
- * 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 strategic HRM practices

Course Content :

Module I:

Introduction to Strategic HRM: Human resources as Assets – SHRM Approaches - HR - the strategic partner – strategic fit – strategic review - HRM in the knowledge economy – HRM and change - Roles in SHRM, Models of SHRM

Module II:

Developing HR Strategies to Support Organisational Strategies, Resourcing Strategy, Strategic Human Resource Development, Strategic Compensation, Rewards Strategies, Employee Relations Strategy, Retention Strategies, and Strategies for Enhancing Employee Performance

Module III:

Human Resource Policies – Meaning, Features, Purpose of HR Policies, Process of Developing HR Policies, Requisites of Sound HR Policies, Need for Reviewing and Updating HR Policies, Importance of Strategic HR Policies to Maintain Workplace Harmony

Module IV:

Strategic dimensions of performance management, Balanced scorecard, HR Scorecard, Benchmarking and Business Excellence Model, Individual high performance practices, limitations of individual HPWP, Employer Branding

Module V:

Human aspects of strategy implementation: Career planning, development and management – Career management: an SHRM approach – work-life balance, family-friendly workplaces – strategic approach to work-life integration

Reference Books:

1. Agarwala, T. Strategic Human Resource Management, 12th Edition, Oxford University Press, New Delhi, 2012.
2. Greer, C.R. Strategic Human Resource Management – A general management approach, 2nd Edition, Pearson Education (P) Ltd., New Delhi, 2001.
3. Mello, J.A. Strategic Human Resource Management, 4th Edition, Thomson Learning Inc, 2019.



TRIMESTER 5

MANAGING PEOPLE AND PERFORMANCE IN ORGANIZATION

Course Code : 21PH52

Credits- 3.0

Total No. of Sessions: 24

Course Objectives:

The course Managing People and Performance in organizations is designed to give some advanced insights to students about managing people and performance. It would cover topics like managing intellectual capitals, positive organizational scholarship, delegation and also how the human resource can go out of their way to help people in managing disasters. It would enable students to know how to get people to want to do what they're supposed to do and know about the specific challenges a manager can face when motivating others. The course will give an overview of what it means to be an effective people manager and have a deeper understanding of the different aspects of people and performance management. The course will help the students understand how HR is going to be in recent future.

Course Content:

Module I:

Intellectual Capital Models: human capital, organizational capital, and social (relational) capital; different types of intellectual assets in organizations; identification of different types of intellectual assets at three levels – organization, group and individual Knowledge management- Best Practices

Module II:

Next HR Practices- Energizing people for organizational performance: reviewing various functional frameworks

Module III:

Search for Organizational Excellence – Designing Work for Organizational Excellence – Facilitating and Building Ethical Infrastructure for Organizational Excellence.

Module IV:

Managing Human Resource in Extreme Organizational Contexts: Managing Performance during Extra-ordinary events.

Module V:

Innovation and Creativity in Organization: Facilitating and Enabling Creativity in Organization – Snapshot on Firm Level Innovation

Reference Books :

1. Langle, G. J., Moen, R. D., Nolan, K. M., Nolan, T. W., Norman, C. L., & Provost, L. P. The improvement guide: a practical approach to enhancing organizational performance, 2nd Edition, John Wiley & Sons, 2009.
2. Redmon, W., Mawhinney, T., & Johnson, C. Handbook of Organizational Performance, 2nd Edition, Hoboken: Taylor and Francis, 2013.



TRIMESTER 5
TALENT MANAGEMENT
Credits: 3.0

Course Code: 21PH53

Total No. of Sessions: 24

COURSE OVERVIEW

Talent management is an interlock of activities and programs aimed to attract, engage and retain high-performing talents for today and tomorrow. Talent management processes create a strategic foundation for the organization that leads to better business results. When an organization makes investment in people as its strategic priority, the results are likely to be impactful in terms of engagement scores, turnover rates, innovation, customer satisfaction and many other measures of business success. This course presents a comprehensive overview of how to effectively develop a talent management strategy to achieve business success. Topics include workforce analysis, talent acquisition, onboarding, performance management, leadership development, succession planning, retention, and hurconomics for talent management.

COURSE OBJECTIVES

1. To understand theories of Talent Management
2. To conduct a workforce analysis and develop a talent acquisition strategy to meet an organization's human capital needs.
3. Define critical elements of a successful performance management program.
4. Create a succession planning process and implementation plan aligned with the strategic priorities and values of organizations.
5. Design a leadership development program
6. Outline an approach to engage and retain employees
7. Conduct hurconomics for talent management.

COURSE CONTENT

Module I: Talent management: An Overview - Talent Management and Competitive Advantage - Workforce Analysis - Talent Management Strategy Aligned with Business Strategy

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

Module III: Formulating Coaching, Training and Development Approaches - Talent Management Processes to Drive Cultures of Excellence - Innovative Thinking that can shape an organization's approach to Talent Management

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

Module V: Hurconomics for Talent Management Evaluation and Action - Social Media in Talent Management - Future Directions in Talent Management Practice

Reference Books

1. Berger L.A., & Berger, D. R. *The Talent Management Handbook: Making Culture a Competitive Advantage by Acquiring, Identifying, Developing, and Promoting the Best People*. 3rd eds, McGraw-Hill Education (India) Private Limited, Chennai, 2018.
2. Lawler, III E.E. *Reinventing Talent Management: Principles and Practices for the New World of Work*. Berrett-Koehler Publishers, 2018.
3. Rao, T.V. *Hurconomics for Talent Management: The Creation of a Business-driven HRD Missionary*, Pearson, New Delhi, 2011



TRIMESTER 6
POSITIVE PSYCHOLOGICAL CAPITAL

Course Code: 21PH61

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

Course Content :

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, emotional intelligence, and spirituality – higher-order; 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. Psychological Capital: Developing the Human Competitive Edge. Oxford, United Kingdom: Oxford University Press, 2007
2. Lopez, S. J. & Snyder, C. R. (Eds.). Handbook of Positive Psychology. New York: Oxford University Press, 2002.
3. Peterson, C. & Seligman, M. E. P. Character Strengths and Virtues: a Handbook and Classification. Oxford University Press, 2004.



TRIMESTER 6
INTERPERSONAL EFFECTIVENESS
Credits: 3.0

Course Code: 21PH62

Total No. of Sessions: 24

COURSE OVERVIEW

The importance of good interpersonal skills in the workplace cannot be underestimated. When we look at any successful person, what we see are their confidence, competence, and charisma. Beyond occupational or technical intelligence, interpersonal skills, the ability to communicate and influence people in a positive way to achieve organizational goals is critical for 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 understanding on interpersonal skills through activities, exercises and seminar to help learners develop these skills and learn how to best leverage them.

COURSE OBJECTIVES

1. Identify their personal behavioral style and understand its effect on their individual, team and organizational performance.
2. Adopt an appropriate style of interpersonal behavior for the variety of interactions in work.
3. Deal with difficult people and conflict whilst maintaining effective working relationships Understand and adapt to others' communication styles and behaviour patterns
4. Network and build rapport and trust
5. Manage challenging situations professionally

COURSE CONTENT

Module 1

Self-Perception: Self-Concept, Self-Efficacy, Self-Awareness - Pillars of Self-Esteem - Role Efficacy - Role Stress - Emotional Intelligence - Locus of control.

Module II

Personal Growth: Ego states, Types of transactions and Time Structuring - Managing our Internal Dialogue - Perceptual Positions for Assertiveness - Managing Conflicts - Creating Rapport - Powerful Persuasion Strategies

Module III

Self & Personality - Personality Typing - Myers Briggs Type Indicator Test (MBTI) - Assertive Personality - Seven Habits of Highly Effective People - Goal Setting - Effective Time Management - Stress Management

Module IV

Challenge of Human Relationships - Interpersonal Relations and Personal Growth - Interpersonal Needs, Motivation and Behaviour, Fundamental Interpersonal Relations Orientation (FIRO-B), Johari Window - Defense Mechanism in Groups - T-Groups – Relationships, Changing Concepts and Roles Inter-relationships - Relationship with Others – Adjustments, Compromises, Give and Take, Empathy

Module V

Personal Transformation: The Challenge of Self-Control, Self-Management, Administration of Enneagram; Steps in Personal Development and Transformation – Rational Emotive Behaviour Therapy (REBT) - Workplace Happiness

Reference Books :

1. De Janasz, S. C., Dowd, K. O., & Schneider, B.Z. Interpersonal Skills in Organizations, 6/E, Tata McGraw Hill Education (P) Limited, New Delhi, 2019.
2. Johnson, D.H. *Reaching Out: Interpersonal Effectiveness and Self-Actualization*, 11/E. Boston: Pearson Education, 2014.



TRIMESTER 6
EMOTIONAL INTELLIGENCE AND LEADERSHIP

Course Code: 21PH63

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.



ELECTIVE – SYSTEMS & BUSINESS ANALYTICS



TRIMESTER 4
DATA VISUALIZATION FOR DECISION MAKING

Course code: 21PS41

Credits: 3.0

Total No. of sessions: 24

Course Objectives:

- 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. The Visual Display of Quantitative Information, 2nd edition, E. Tufte. Graphics Press, 2016.
2. Yau, N. Data Points. Indianapolis: O'Reilly, 2016.

Reference Books :

1. Dewar, M. (2012). Getting Started with D3. O'Reilly Media.
2. Yau, N. (2011). Visualize This: The FlowingData Guide to Design, Visualization, and Statistics. Indianapolis: O'Reilly.
3. Few, S. (2012). Show me the numbers: Designing tables and graphs to enlighten. Analytics Press. Monday, December 17, 2012
4. Ware, C & Kaufman, M. (2008). Visual thinking for design. Burlington: Morgan Kaufmann Publishers.
5. 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
ARTIFICIAL INTELLIGENCE AND MACHINE LEARNING

Course code: 21PS42

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, Naïve 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 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 4
APPLIED PEOPLE ANALYTICS
Credits: 3.0

Course Code: 21PHB43

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 Module

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 visualization & 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
BIG DATA IN MANAGEMENT
Credits: 3.0

Course code: 21PS51

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. Kai Hwang, Min Chen, Big-Data Analytics for Cloud, IoT and Cognitive Computing, Wiley, 2017
2. 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
DEEP LEARNING AND NEURAL NETWORKS

Course Code: 21PS52

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. Patterson, J. and Gibson, A., 2017. *Deep learning: A practitioner's approach*. " O'Reilly Media, Inc."
2. Buduma, N. and Locascio, N., 2017. *Fundamentals of deep learning: Designing next-generation machine intelligence algorithms*. " O'Reilly Media, Inc."
3. Goodfellow, I., Bengio, Y. and Courville, A., 2016. *Deep learning*. MIT press.



TRIMESTER 5
ADVANCED MARKETING ANALYTICS
Credits: 3.0

Course Code: 21PMB53

Total No. of Sessions: 24

Course Objectives:

- * This course builds the understanding of marketing analytics and how to develop innovative strategies to in force 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: Marketing metrics

Opportunities, performance and accountability, value of information, Share of hearts, minds and markets, Customer perceptions, market share and competitive analysis, Margins and profits, revenues and costs, profitability

Module II: Product and portfolio management

Metrics, metrics beyond product strategy, including trial, growth, cannibalization, brand equity, Marketing mix models.

Module III: Customer acquisition

Generic response models, offer design, pre-screen acquisition for financial services , acquisition metrics

Module IV: Cross-selling

Benefits and challenges; cross-sell processes, Grid and strategies, Models, optimization , ROI.

Module V: Pricing strategies

Economic theories of pricing, Dynamic pricing structure, implications of a dynamic pricing strategy, Industry example.

Module VI: Analytics Ecosystem

Real- time decision making, customer centricity, CRM, Campaign management, P & L tool for understanding campaign profitability.

Required Book:

1. Marketing metrics- N.T.Bendle, P.W Farris, P.E. Pfeifer, D.J.Reibstein, 3rd edn, Pearson publication

Reference Book:

1. Business Analytics- S.Kuruganti, H.Basu, McGraw Hill Education .



TRIMESTER 5
FUNDAMENTALS OF OPERATIONS ANALYTICS

Course Code: 21POB52

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/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
FINANCIAL MODELLING THROUGH SPREADSHEET

Course Code: 21PFB54

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, Date Functions, Text Functions, Logical Functions, Data Management Functions, Data Management Techniques

Module II:

Basic Applications in Finance: The Time Value of Money, Cash Budgeting, Cost of Capital, Loan Repayment Schedule, Capital Budgeting, IRR, MIRR, XIRR, FC Schedule

Module III:

Tools & Utilities: Goal Seek, Data Table, Scenario Manager, Solver, Charting Techniques
Protection Tools: Cell, Worksheet Protection, File Protection

Module IV: 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 V: Case Studies

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

Textbook:

1. Financial Modeling Using Excel and VBA – Chandan Sengupta – John Wiley & Sons

Reference Books:

1. Corporate Financial Analysis with MS Excel – Francis J Clauss – McGraw-Hill



TRIMESTER 6
BLOCK CHAIN TECHNOLOGIES
Credits: 3.0

Course Code: 21PS61

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.

COURSE CONTENT :

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 (July 19, 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
COMPUTATIONAL FINANCE
Credits: 3.0

Course Code: 21PFS65

Total No. of Sessions: 24

Course Objectives:

- * To Understand high level and deeper mathematics behind financial derivatives;
- * To get first hand experience of formulating finance problems into computational problem(s);
- * To Developing algorithms and improve them for complicated finance models to price derivatives;

Course Content:

Module I – Introduction

Mechanics of Futures Markets – Hedging Strategies using Futures – Swaps – Mechanics of Options Markets

Module II – Trading Strategies

Trading Strategies involving Options – Determination of Forward & Futures Prices – Options on Futures – Energy & Commodity Derivatives

Module III – Evaluation of Risk

Wiener Processes and Ito's Lemma – Binomial Trees – Black Scholes Merton Model – Volatility Smiles – Basic Numerical Procedures – Models on Numerical Procedures – ARCH / GARCH Models – Value at Risk – Exotic Options – Copulas

Module IV – Recent Developments

Securitisation and Credit Crisis of 2007-08 – Derivatives mishaps and what we can learn from them – Other Recent Developments

Reference Book:

Options, Futures and Other Derivatives, John C Hull, Prentice Hall



ELECTIVE – ECONOMICS & PUBLIC POLICY



TRIMESTER 5
ECONOMETRICS FOR MANAGERS
Credits: 3.0

Course Code: 21PE51

Total No. of Sessions: 24

Course Objectives:

- Critically analyze and synthesize data to formulate effective economic and business decisions.
- Effectively communicate business data and concepts to professionals and non-professional in diverse business contexts.
- Apply technical and analytical knowledge to provide specialist advice to people from business disciplines in diverse business contexts.
- Apply reasoned judgments to solve a variety of statistical and econometric problems in business disciplines such as Accounting, Economics, Finance and Marketing with reference to ethical, regulatory and global perspectives.
- Use the feedback given on your performance to identify action strategies that required for improvement.

Course Content:

Module I: Single equation linear model

Testing of Hypothesis in Regression Analysis- Single Equation Linear Model: Assumption and properties of OLS- Multiple Regression- Estimation and Interpretation

Module II: Assumptions of regression

Multi-co linearity - Auto-Correlation and heteroscedasticity - Causes, detection, consequences and remedy

Module III: Dummy variables and application

Dummy variables, distributed lags-Need, limitations and interpretation, Applications in Economics

Module IV: Time Series-part -I

Techniques of Forecasting: ARMA, ARIMA, Econometric properties of time series,

Module V: Time Series-part -II

Module root, integrated series, random walk and white noise

Text book:

1. Deodar N Gujarati, Dawn Porter and Sangeethab Gunasekar, Basic Econometrics, 6th Edition, McGraw-Hill, 2020

Reference Book:

1. Purba Halady Rao, Business Analytics, 1st Edition, PHI, 2013



TRIMESTER 6
HEALTH AND HEALTH CARE MANAGEMENT

Course Code: 21PE61

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

- * Understanding the concept of health.
- * Learning techniques to measure health.
- * Understanding the healthcare system at national and international level.
- * Apply technical and analytical knowledge to analyse the healthcare problems.
- * Apply reasoned judgments to solve a problem in healthcare management.

Course Content:

Module I: Concept of health

Various definitions of health – types of health and its implication

Module II: Measurement of health

Qualitative measurement – quantitative measurement- advantages and disadvantages of each measurement of health

Module III: Techniques to analyse health

Introduction to various health indices - formulation of health indices

Module IV: Healthcare system

Ownership and control – directory of hospitals – system of medicine – level of care – accreditation and its importance – healthcare services

Module V: Application in healthcare management

Practical applications various tools and techniques

Text book:

1. Paul Krabbe, The Measurement of Health and Health Status, 1st Edition, Elsevier, 2016.

Reference Book:

1. James S. Larson, The Measurement of Health, 1st Edition, Greenwood Publishing Group, 1991.



TRIMESTER 6
PUBLIC POLICY AND MANAGEMENT

Course Code: 21PP61

Credits: 3.0

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

8. Fiscal ecosystem
9. Tax havens
10. Fiscal Stimulus to combat crisis
11. MSMEs and Current issues

Module III: Monetary Policy

12. Banking system overview
13. Evolution of Indian Banking
14. Bank Mergers
15. Reserve Bank of India
16. Bank for International Settlements Basel norms
17. Capital Markets and SEBI

Module IV: Promoting Economy through Policymaking

18. Major Schemes of Government of India
19. Foreign Direct Investments and Make in India
20. Startup Ecosystem and Job creation
21. Policies leading to self-dependence (Atmanirbhar Bharat)

Module V: Expanding Economy in a globalized world

22. Export Promotion & foreign trade
23. Multinational Corporations
24. Management during global pandemics and crisis
25. Institutions and interventions during global meltdowns



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



ELECTIVES – GENERAL MANAGEMENT



**TRIMESTER 5
DESIGN THINKING**

Course Code: 21PG51

Credits: 3.0

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
ENTREPRENEURSHIP DEVELOPMENT

Course Code: 21PG61

Credits: 3.0

Total No. of Sessions: 24

Course Objectives:

The course sculpts the culture of being an entrepreneur and helps the student to understand and prepare them to be successful entrepreneurs.

Course Content:

Module I: Entrepreneurship prospects in India – business model Canva

Module II: Idea to reality – Road to impart value chain

Module III: Market – Business – Financial Analysis – Spreadsheet modelling

Module IV: Business Incorporation and Legal Formalities

Module V: Business modeling using Spreadsheets

Required Book:

Materials will be circulated

Supplementary Books:

1. Business Model Generation by Alexander Osterwalder
2. Business Model You: A one-page Method for Reinventing your Career by Tim Clark



TRIMESTER 6
COURSE OF INDEPENDENT STUDY

Course Code: 21PG62

Credits: 3.0

Total No. of Sessions: 24

Taking a particular area of interest beyond subscribed curricula, this study is exploratory and prescriptive in nature. This offers the students to delve deep a problem or subject with a focus on its applicability to management situations. The student, under the supervision of a dedicated faculty, works closely with the industry in solving real-time problems, thereby getting valuable insight into the current business practices.



CORE PAPER



TRIMESTER 4
LEGAL ASPECTS OF BUSINESS
Credits: 3.0

Course Code: 21PT41

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 to 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 4 SIMULATION GAMES

Course code: 21PT42

Credits: 3

Total No. of sessions: 24

Course Objectives:

Upon successful completion of the business simulation, students will be able to:

1. Learn best practices and pitfalls in running a company profitably.
2. Assess a company's position and competition in the marketplace to identify and capitalize on opportunities.
3. Make Research & Development decisions to invent new products, redesign products and reposition current products to improve the company performance.
4. Use market segmentation concepts and perceptual maps to purchase and position products to keep pace with customer demands.
5. Analyze product pricing and use product life cycle information to develop promotional strategies and budgets.
6. Accurately survey industry demand and prepare sales forecasts for each product in the company's portfolio.
7. Establish production schedules in line with marketing forecasts and facility capabilities and /or plans for adding capacity and automation.
8. Evaluate a balance sheet, cash flow statement and income statement to assess the company's financial health; acquire capital; establish stock dividends; set credit policies for customers and suppliers; and select and monitor performance controls.
9. Discuss, write and present weekly strategic business analyses leading to a final Stockholder's Debriefing Report, Executive Summary and Business Plan presentation.

Course Content:

The Simulation Games Course is designed to measure how well students can integrate and use the knowledge and skills gained from the core management courses. It is a final opportunity for students to demonstrate that they have personally gained the knowledge that would be expected of those earning a respected business degree. Students will participate in a simulation that requires taking into account multiple decision-making factors while balancing all sectors of the firm's environment.

Module I:

Introduction to Capsim Capstone Simulation programme. Teams of students to be formed

Module II:

Team meetings, Assignment of roles to students within teams. Rehearsal rounds to be completed. Enrolment on the Capsim website to be completed.

Module III:

Practice Rounds to be completed.

Module IV:

Tournament rounds to be completed. There are 8 tournament rounds.

Module V:

Comp-XM to be completed. Debriefing, course evaluation, and team member participation evaluation to be completed.



Course Methodology:

As mentioned above, the simulation takes place within a certain industry framework. Each industry is made up of a maximum of 6 companies, competing with each other. Each company consists of a team of students, functioning as the top management of that company.

Ideally, a team should consist of 6 students, so that all functional areas are covered. Given the number of students in the PGDM program, and the need for uniformity, students have been randomly assigned to teams ("companies") in three different industries. Some groups may consist of only five students, but this will not provide any handicap to these teams.

You should note that the students have been organized into three industries, with six companies in each industry. All three industries consist of the same type of products, i.e., sensors, but there is no interaction between these three industries. The best way to think about this is to think of each industry as being unique in its own universe, in a realm of three multiverses. Students should also note the non-cooperative nature within each industry – there are no incentives to cartelize any industry, so please don't waste your time on those endeavors.

Simulation Game

The simulation of companies within an industry takes place over 8 rounds, with each round representing a period of one year. There is a rehearsal round to enable students to familiarize themselves with the simulation package, and three practice rounds to help students learn the workings of the simulation, the kinds of decisions that need to be made and the analyses that each team will need to carry out in arriving at their decision for each round. Each round will draw on different functional areas, such as marketing, operations, finance, human resources, etc.

Team decisions for each round are to be submitted on the Capstone website before the deadline indicated in the preliminary schedule. To help students meet these deadlines, I have scheduled the deadline as 8 pm on Thursdays during the trimester. This provides an opportunity for the team to meet during the week, discuss their strategies for the round, have time to do the analyses, and then submit a joint decision. If a team does not submit their decisions for a round, the simulation will assign a default decision to that team. This will result in heavy penalties, affecting your performance on the entire simulation (since you will have to make up for lost ground). Hence it is in the interest of each team to submit its decision well in advance of the deadline. You should also note that regular life interferes in many ways with your progress in this course. You will have other courses to work on, your personal life will intrude on this schedule, etc. However, you should not expect the schedule for submission to be changed. I have tried to avoid busy times as much as possible. Please go over the schedule and let me know if changes need to be made for some valid reason.

Text Books:

1. Team Members Handbook, CAPSIM, 2014. Available on the Capsim website. www.capsim.com.



End of BOS Document for PGDM 2021-2023 batch