

CURRICULUM AND SYLLABI

REGULATIONS – 2016

(WITH AMENDMENTS INCORPORATED TILL JUNE 2017)

MASTER OF BUSINESS ADMINISTRATION (MBA)



B.S. Abdur Rahman

Crescent

Institute of Science & Technology

Deemed to be University u/s 3 of the UGC Act, 1956

**DEPARTMENT OF MANAGEMENT STUDIES
MBA CURRICULUM 2017**

Trimester I					
Course Code	Course Name	L	T	P	C
MSC 6101	Management Concepts	3	0	0	2
MSC 6102	Entrepreneurship Development	3	0	0	2
MSC 6103	Managerial Economics	3	0	0	2
MSC 6104	Quantitative Methods in Business I	3	0	0	2
MSC 6105	Communication Skills	2	0	2	2
MSC 6106	Financial Accounting	3	0	0	2
<i>Career Oriented Practicals</i>					
MSC 6107	Computers and Business Application Lab	0	0	3	1
	Total Credit (Trimester I)				13

Trimester II					
Course Code	Course Name	L	T	P	C
MSC 6201	Organizational Behaviour	3	0	0	2
MSC 6202	Legal Aspects of Business	3	0	0	2
MSC 6203	Economic Environment of Business	3	0	0	2
MSC 6204	Quantitative Methods in Business II	3	0	0	2
MSC 6205	Management and Cost Accounting	3	0	0	2
MSC 6206	Marketing Management – I	3	0	0	2
<i>Career Oriented Practicals</i>					
MSC 6207	Written Analysis and Communication	0	0	3	1
MSC 6208	Current Affairs in Business	0	0	3	1
	Total Credit (Trimester II)				14

Trimester III					
Course Code	Course Name	L	T	P	C
MSC 6301	Management Information System	3	0	0	2
MSC 6302	Financial Management	3	0	0	2
MSC 6303	Marketing Management – II	3	0	0	2
MSC 6304	Human Resources Management	3	0	0	2
MSC 6305	Production and Operations Management	3	0	0	2
MSC 6306	Research Methodology for Management	3	0	0	2
<i>Career Oriented Practicals</i>					
MSC 6307	Psychometrics and Corporate Connect Lab	0	0	3	1
MSC 6308	Data Analysis Lab	0	0	3	1
	Total Credit (Trimester III)				14

Students are to undergo summer internship after the end-term examination of III trimester. Details are given in regulation.

Trimester IV					
Course Code	Course Name	L	T	P	C
MSC7101	International Business Management	2	0	0	1
MSC7102	Introduction to Enterprise Resources Planning	2	0	0	1
	Program Electives				10
<i>Career Oriented Practicals</i>					
MSC7103	Integrated Management Cases	0	0	3	1
MSC7104	Summer Internship*				2
	Total Credit (Trimester IV)				15

*Though summer internship is mentioned in the IV trimester, students have to undergo summer internship in a business organisation after the end-term examination of III trimester. Details are given in regulation.

Trimester V					
Course Code	Course Name	L	T	P	C
MSC7201	Strategic Management	3	0	0	2
	Program Electives				10
<i>Career Oriented Practicals</i>					
MSC7202	Sales Negotiation Lab	0	0	3	1
	Total Credit (Trimester V)				13

Trimester VI					
Course Code	Course Name	L	T	P	C
MSC 7301	Project Work			30	10
	Total Credit (Trimester VI)				10

TOTAL CREDITS: 79

LIST OF ELECTIVES IN FUNCTIONAL AREAS

Code	Course	L	T	P	C
1. MARKETING MANAGEMENT					
MSCY 001	Retail Marketing	3	0	0	2
MSCY 002	Services Marketing	3	0	0	2
MSCY 003	Marketing Communications and Media Management	3	0	0	2
MSCY 004	Consumer Behaviour	3	0	0	2
MSCY 005	Product and Brand Management	3	0	0	2
MSCY 006	Industrial Marketing	3	0	0	2
MSCY 007	Customer Relationship Management and Marketing	3	0	0	2
MSCY 008	Rural Marketing	3	0	0	2
MSCY 009	Sales and Distribution Management	3	0	0	2
MSCY 010	Digital Marketing	3	0	0	2
2. FINANCIAL MANAGEMENT					
MSCY 016	Security market and analysis	3	0	0	2
MSCY 017	Financial Services	3	0	0	2
MSCY 018	International Financial Management	3	0	0	2
MSCY 019	Strategic Financial Management	3	0	0	2
MSCY 020	Financial Reengineering	3	0	0	2
MSCY 021	Derivatives Management	3	0	0	2
MSCY 022	Risk Management and Insurance	3	0	0	2
MSCY 023	Banking Management	3	0	0	2
MSCY 024	Portfolio Management	3	0	0	2
3. HUMAN RESOURCES MANAGEMENT					
MSCY 031	Managerial Behaviour and Effectiveness	3	0	0	2
MSCY 032	Human Resources Accounting & Audit	3	0	0	2
MSCY 033	Performance Management and Training	3	0	0	2
MSCY 034	Industrial Relations and Labour Legislation	3	0	0	2
MSCY 035	Organisational Structure and Design	3	0	0	2
MSCY 036	Strategic Human Resource Management	3	0	0	2
MSCY 037	International Human Resources Management and Organisational Behaviour	3	0	0	2
MSCY 038	Negotiation Skills and Conflict Management	3	0	0	2
MSCY 039	Advanced Research Methodology	3	0	0	2
4. SYSTEMS MANAGEMENT					
MSCY 046	Business Analysis and Systems Development	3	0	0	2
MSCY 047	Database Management Systems	3	0	0	2
MSCY 048	E-Commerce Technology	3	0	0	2
MSCY 049	Strategic Information Technologies for Management	3	0	0	2
MSCY 050	Project Management	3	0	0	2
MSCY 051	Web Technologies	3	0	0	2

MSCY 052	Big Data in Management	3	0	0	2
MSCY 053	Application of Enterprise Resource Planning	3	0	0	2
5. OPERATIONS MANAGEMENT					
MSCY 106	Essentials of Supply Chain Management	3	0	0	2
MSCY 107	Sourcing and Purchase Management	3	0	0	2
MSCY 065	Logistics Management	3	0	0	2
MSCY 108	Supply Planning and Inventory Management	3	0	0	2
MSCY 062	Total Quality Management	3	0	0	2
MSCY 066	Services Operations Management	3	0	0	2
6. ISLAMIC BANKING AND FINANCE					
MSCY 076	Introduction of Islamic Economics	3	0	0	2
MSCY 077	Fundamentals of Islamic Finance	3	0	0	2
MSCY 078	Islamic Insurance (Takaful)	3	0	0	2
MSCY 079	Islamic Bonds (Sukuk)	3	0	0	2
MSCY 080	Islamic Asset and Fund Management	3	0	0	2
MSCY 081	Islamic Banking Products and Services	3	0	0	2
7. ENTREPRENEURSHIP					
MSCY 086	Entrepreneurship, Family Enterprises & Successful Ventures	3	0	0	2
MSCY 087	Financial Institutions and Funding for Entrepreneurs	3	0	0	2
MSCY 088	Marketing for Entrepreneurs	3	0	0	2
MSCY 089	New Venture and Project Preparation	3	0	0	2
8. INTERNATIONAL BUSINESS MANAGEMENT					
MSCY 096	EXIM Procedures and Documentation	3	0	0	2
MSCY 097	International Trade and Economic Environment	3	0	0	2
MSCY 098	Legal Environment of International Business	3	0	0	2
MSCY 099	International Marketing Management	3	0	0	2
MSCY 018	International Financial Management	3	0	0	2
MSCY 037	International Human Resources Management and Organisational Behaviour	3	0	0	2
9. LOGISTICS AND SUPPLY CHAIN MANAGEMENT					
MSCY 106	Essentials of Supply Chain Management	3	0	0	2
MSCY 107	Sourcing and Purchase Management	3	0	0	2
MSCY 065	Logistics Management	3	0	0	2
MSCY 108	Supply Planning and Inventory Management	3	0	0	2
MSCY 109	Distribution and Warehouse Management	3	0	0	2
MSCY 110	Global Sourcing and International Logistics	3	0	0	2

TRIMESTER I

MSC 6101

MANAGEMENT CONCEPTS

L T P C
3 0 0 2

OBJECTIVES:

The objectives of the course are to

- Provide insight into various functions and principles of management
- Introduce planning and decision-making techniques
- Familiarize the students with organizing and staffing activities practised in business
- Give inputs on directing and controlling functions in organizations
- Create awareness about ethical aspects in functional areas of management

MODULE I NATURE AND FUNCTIONS OF MANAGEMENT

6

Management - definition, nature, functions, levels - An overview of approaches to Management / Schools of Management thought - Types/Forms of Business Organization

MODULE II PLANNING

6

Planning: purposes, premises, steps, types/hierarchy - Management by Objectives - Management by Exception - Decision making: Importance, process.

MODULE III ORGANIZING AND STAFFING

5

Organizing: definition, process - Span of Management - Departmentalization - Organization Structure - Authority - Delegation and Decentralization - Staffing: Objectives, functions.

MODULE IV DIRECTING AND CONTROLLING

7

Directing: meaning, requirements of effective direction - Motivation: definition, types of motives, overview of theories - Leadership: definition, styles, overview of theories - Communication: types, process, barriers, principles of effective communication- Controlling: purposes, process, types, and techniques.

MODULE V ETHICS IN MANAGEMENT

6

Definition of ethics, values, moral obligations, CSR and Corporate Governance,- Major sources of ethical values in Business- Principles of ethical conduct- Factors Influencing Managerial Ethics, Marketing, Finance, HR, System: Definition and Broad Function Performed-Overview and practical examples in the following: Ethics in Marketing, advertising and Product safety, Accounting Ethics-, Ethics in HR, Ethical practices in occupational health & safety, Ethics and CSR, Cyberspace ethics

Total Hours: 30

REFERENCES:

1. Tripathy P. C. and Reddy P. N., "Principles of Management", 5th Edition, Tata McGraw Hill, 2012.
2. Harold Koontz & Heinz Weihrich, "Essentials of Management", Tata McGraw Hill, 8th Edition, 2009.

OUTCOMES:

At the end of this course, the student will be able to:

- Prepare different types of functional plans and take suitable managerial decisions
- Develop organizational charts and explain staffing process.
- Choose the right ways and means to motivate and lead teams
- Apply appropriate control techniques
- Identify/ adopt ethical practices in various functional areas

OBJECTIVES:

This course would help the students to:

- Realize the skills required to be an entrepreneur
- Acquaint the students with challenges of starting new ventures
- Enable them to investigate, comprehend and internalize the process of setting up a business by identifying the business opportunity.
- Identify the right sources of fund for starting a new business
- Locate a business which contributes to the society at large

MODULE-I- INTRODUCTION TO ENTREPRENEURSHIP**6**

Entrepreneurship: knowledge and skills requirement - characteristic of successful entrepreneurs - entrepreneurship process; factors impacting emergence of entrepreneurship - managerial vs. Entrepreneurial approach and emergence of entrepreneurship - Need for Achievement,

MODULE-II-STARTING THE VENTURE**6**

Generating business idea – sources of new ideas, methods of generating ideas - creative problem solving, opportunity recognition - environmental scanning - competitor and industry analysis - Forms of ownership - procedure for registration in small industry.

MODULE-III-FUNDAMENTALS OF MANAGEMENT**6**

Overview of Marketing - Human resources and Operation requirement for new venture - sources of funds –overview of venture capital and angel investment. Overview of project management

MODULE- IV - BUSINESS PLAN REPORT PREPARATION**6**

Understanding the value of a business plan - Developing an investor presentation - Preliminary Project Report, students' business plan presentation.

MODULE-V- IMPACT OF SOCIAL ENTREPRENEURSHIP ON SOCIETY**6**

Static Impact of social Entrepreneurship, Impact of For- Profit companies Vs social entrepreneurship - case studies on social entrepreneurs.

Total Hours: 30

REFERENCES:

1. Hisrich, Robert D., Michael Peters and Dean Shepherded, Entrepreneurship, Tata McGraw Hill,2014.
2. Rashmi bansal, Arise awake: the inspiring stories of young entrepreneur who graduated from college into A Business of their own, westland books private Ltd,2015
3. Barringer, Brace R., and R., Duane Ireland, Entrepreneurship, Pearson Prentice Hall, New Jersey (USA), 2012.
4. Kishore Biyani & Dipayan Baishya, It happened in India: The story of pantaloons, Big Bazaar, Central and the great Indian consumer. Rupa & co, 2011.
5. Donald F Kuratko, T.V Rao. Entrepreneurship: A South Asian perspective. Cengage Learning. 2012
6. Rashmi Bansal: Take me Home: The Inspiring story of 20 Entrepreneurs from small town India with Big Time Dream, Westland, 2014.
7. Moloy K. Bannerjee, Siddharth Bannerjee, P. Ranganath Sastry, Start-up City: Ten Tales of Exceptional Entrepreneurship from Bangalore's Software Miracle, Collins Business, 2014.
8. The Portfolio Book of Great Indian Business Stories: Riveting Tales of Business Leaders and Their Times, portfolio, 2015.
9. Shereen Bhan & Syna Denuhgara, Young Turks: Inspiring Stories of Tech Entrepreneurs, Random House India,2014.
10. Ronnie Screwvala, Dream with Your Eyes Open: An Entrepreneurial Journey Hardcover, Rupa Publication, 2015

Websites:

www.ediindia.org

www.niesbud.nic.in

<http://nenglobal.org>

OUTCOMES:

Upon successful completion of this course, a student will be able to:

- Turn out to be an expert to recognize a business opportunity that fits the individual.
- Demonstrate the ability to provide a self-analysis in the context of an entrepreneurial career
- Construct an appropriate business model..
- Develop a well-presented business plan
- Start socially relevant new ventures.

OBJECTIVES:

The objectives of the course are to enable the students to:

- Introduce students to the fundamentals of economics relevant from managerial perspective
- Familiarize students with the importance of economic approaches in managerial decision making
- Study about the application of economic theory into practical business
- Study about the economic tools and analyses that help make better business decisions and forward planning
- Understand about the functioning of the economy in its broader sense

MODULE I INTRODUCTION**6**

Definition - Nature - Scope and uses of Managerial Economics - Basic Principles of Managerial Economics.

MODULE II LAW OF DEMAND AND SUPPLY**6**

Demand: Definition - Characteristics - Demand Schedule - Law of demand - factors influencing demand and exceptions to law of demand. Supply: Definition – Characteristics - Supply Schedule - Law of supply - factors influencing supply Market Equilibrium.

MODULE III ELASTICITY OF DEMAND AND SUPPLY**6**

Meaning - Definition and Importance of elasticity - Methods of measuring - Determinants of elasticity - Price, Income and Cross elasticity of demand - Advertisement elasticity of demand. Demand Forecasting: Meaning and different techniques of forecasting.

MODULE IV ANALYSIS OF COSTS AND MARKET FORMS**6**

Opportunity cost, implicit & explicit cost, economic cost, incremental and marginal cost, direct & indirect cost, fixed & variable cost - Production Function and Returns to Scale. Market Forms - Price & Output determination in Perfect Competition, Monopoly, price discrimination, Monopolistic Competition and Oligopoly.

MODULE V PRICING AND PROFITS**6**

Pricing - Objectives and types of pricing - Profit - accounting vs. economic profit, gross vs. net profit, importance of profit.

Total Hours: 30**REFERENCES:**

1. Geetika, Piyali Ghosh and Purba Roy Choudhury, "Managerial Economics", McGraw Hill, 2nd Edition, 2011.
2. N. Gregory Mankiw, "Economics: Principles and Applications", Cengage Learning, 6th Indian Edition, 2009.

OUTCOMES:

Students will be able to:

- understand basic concepts of economics applied in managerial decision making
- Analyze the demand and supply conditions and assess the position of a company
- Analyze real-world business problems with a systematic theoretical framework.
- Demonstrate mastery of theories of demand, supply, consumption, production, cost and market structures
- Design competition strategies, including costing, pricing, product differentiation, and market environment according to the natures of products and the structures of the markets.
- Make optimal business decisions by integrating the concepts of economics, mathematics and statistics.
- Calculate demand function, supply function, equilibrium price and quantity, production function, cost function and profit function and apply them analytically in decision making.

OBJECTIVES:

The objectives of the course would be to make the students

- Learn the fundamental measures of central tendency and probability distribution
- Gain knowledge on estimating the business situations for better decision making
- Hypothesize the business environment and interpret the results
- Gain insight into the non-parametric tests such as Chi-Square, F-Test and Anova
- Learn the application of other statistical tools like correlation, regression, etc.

MODULE I FUNDAMENTALS & DISTRIBUTION 6

Measures of central tendency and dispersion: Mean, Mode, Median, Standard Deviation
Distributions: Applications of Binomial distribution - Applications of Poisson distribution-
Applications of Normal distribution

MODULE II ESTIMATION 6

Definition of central limit theorem and concepts - Point and Interval estimates -
Application of Estimation: Point and Interval estimates for population parameter (mean)
of large sample - Application of Estimation: Point and Interval estimates for population
parameter (mean) of small samples.

MODULE III TESTING OF HYPOTHESIS 5

Hypothesis testing: Introduction - Large sample tests (Z-test): One sample test for
mean, two samples test for mean - Small sample tests (t-test): one sample test for
mean, two (independent) samples test for mean

MODULE IV CHI - SQUARE, F TEST AND ANOVA 6

Chi square test: one-way (test of independence only), Chi square test: two-way (test
of independence only), F test - ANOVA: one-way, F test - ANOVA: two-way -
Application in business decisions

MODULE V CORRELATION, REGRESSION AND TIME SERIES ANALYSIS 7

Simple linear Correlation- Rank Correlation - Simple linear Regression - Time series
analysis: Methods of Semi-average, Weighted average, Moving averages, Least
squares, Ratio-to-trend - Application in business decisions

Total Hours: 30

REFERENCES:

1. Levin R.I., Rubin D.S., Rastogi, S. and Siddiqui, M.H. "Statistics for Management", 7th edition, Prentice Hall of India, New Delhi, 2014.
2. Srivastava, T. N. and Shailaja, R. "Statistics for Management", 2nd Edition, Tata Mc Graw Hill, New Delhi, 2012.
3. Anderson D.R., Sweeney D.J. and Williams T.A., "Statistics for Business and Economics", 11th edition, Thomson (South – Western) Asia, Singapore, 2012.

OUTCOMES:

On completion of the course, the students will be able to:

- Recognize and apply probability distributions, and assess if underlying assumptions for the distribution seem applicable in business areas.
- Perform basic statistical calculations and graphical analyses in all the areas of business decision making.
- Analyze research questions based on statistical data and draw relevant conclusions
- Apply the non-parametric tests such as Chi-Square, F-Test and Anova for better interpretation
- Analyze time series data and apply relevant statistical tools like correlation, regression, etc to arrive at conclusions.

OBJECTIVES:

The objectives of the course are to enable the students to:

- Introduce the dynamics of communication in the business world
- Enhance written communication skills
- Illustrate proper business etiquettes
- Provide practical sessions in spoken English
- Provide practical sessions in listening skills

THEORY**MODULE I INTRODUCTION****6**

Introduction, Communication Process, Essentials and advantages of various business communications and correspondences, Barriers to communication

MODULE II BUSINESS CORRESPONDENCE – WRITTEN**8**

Creating, organizing and perfecting business messages, Letters – General Correspondence, Sales, Complaints, Letter of application and Resume, Job application Letters, Resignation, Memos, Minutes, Agendas, Enquiries, Orders, Circulars, Product review, writing a Blog,

MODULE III BUSINESS REPORTS AND ETIQUETTES**6**

Basics of report writing, structure of reports, types of reports. Purpose, Scope, Style, Contents, Visual aids in Business and Project reports, feasibility reports, reports proposals. Non-verbal etiquettes – Business cards, e-mail Etiquettes, Virtual Meetings.

PRACTICAL**MODULE IV BUSINESS CORRESPONDENCE – ORAL****10**

Interactive communication – Discussions, Debates, etc Business Presentation, Management Meeting.

MODULE V LISTENING COMPREHENSION:**10**

Listening and typing – Listening and sequencing of sentences – Filling in the blanks - Listening and answering questions.

Theory:20 Practical:20**Total Hours: 40**

REFERENCES:

1. P. Subba Rao, B. Anitakar and Hinabandu, "Business Communication", Cengage Learning, 2012.
2. Raymond V. Lesikar, John & Pettit and Mary E. Flatley, "Basic Business Communication", Tata McGraw Hill, 2005.
3. M. Ashraf Rizvi, "Effective Technical Communication", Tata McGraw Hill, 2005.
4. Asha Kaul, "Business Communication", Prentice Hall of India, 2009.

OUTCOMES:

At the end of the course, the students should be able to:

- Outline the dynamics of business communication.
- Write business correspondence.
- Be familiar with the business etiquettes
- Make business presentation.
- Enhance their listening abilities.

OBJECTIVES:

The objectives of the course are to enable the students to:

- To understand the basics of accounting principles and concepts
- To prepare final accounts to ascertain profit or loss of an organization
- To appreciate the importance of cash book in an organization
- To identify the reasons for preparing bank reconciliation statement

MODULE I INTRODUCTION**2**

Financial Accounting - Meaning - Objectives - Users of financial accounting - Role of accountant - Limitation of Financial Accounting.

MODULE II ACCOUNTING PRINCIPLES AND ACCOUNTING SYSTEMS**6**

Accounting Principles - Accounting concepts and accounting conventions - Accounting systems - meaning of cash system of accounting and mercantile system of accounting - single entry system - Double entry system - meaning and advantages.

MODULE III ACCOUNTING PROCESS AND DEPRECIATION**12**

Types of accounting, Debit and credit rules of accounting - accounting equation - Journal entries - Ledger - Trial balance - preparation of trial balance - Depreciation - meaning - need for providing depreciation.

MODULE IV FINANCIAL STATEMENT**7**

Financial statement - meaning - advantage and limitations of financial statement - Preparation of trading account - Profit and loss account - balance sheet with adjustment. Revised Schedule VI of International Financial Reporting Standards (IFRS).

MODULE V CASH BOOK AND BANK RECONCILIATION STATEMENT**3**

Cash book - meaning and preparation of cash book. Bank Reconciliation statement - meaning and importance of bank reconciliation - causes of difference - preparation of bank reconciliation statement.

Total Hours: 30**REFERENCES:**

1. S.N.Maheshwari, "Accounting for Management", Sultan Chand & Sons, New Delhi, 2009.
2. T.S Reddy and A. Murthy, "Financial Accounting", Margham Publications, Chennai, 2009.
3. KL Nagarajan, N. Vinayakam, PL. Mani, "Principles of Accountancy," S. Chand and Company Ltd, 2008.

OUTCOMES:

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

- Maintain accounting records in a systematic manner
- Ascertain profit or loss of an organization by preparing trading and profit & loss account.
- Depict the financial position of an organization by preparing balance sheet
- Prepare cash books with single column and double columns.
- Set right the differences between cash book and pass book using bank reconciliation statement.

OBJECTIVES

The objectives of the course will be to enable the students to:

- Learn various methods of analyzing the business data for decision making
- Get acquainted with a working knowledge of Microsoft office Excel, SPSS and Google Apps.
- Be familiar on the techniques of presenting the analyzed data in a logical structure
- Acquire basic knowledge of working online using collaborative productivity tools
- Obtain up-to-date knowledge about scheduling and planning organizational routines.

LIST OF PRACTICAL EXERCISES

Exercise No.	Exercise Topic List (Excel, SPSS & Google Apps)
1	Creation of basic spreadsheet by entering text, numbers, and simple
2	Keyboard shortcuts and paste special
3	Formatting of cells and columns (freeze and unfreezing, hide, merge)
4	Usage of functions to create a spreadsheet to perform "what if?" calculations
5	Creation of different types of charts
6	Sorting data and print portions of a worksheet
7	Special Formats and Exporting Exercise to word document
8	Demonstration of basic cost analysis using Excel
9	Linking worksheets into one and to link several worksheets to a master
10	Creation and analysis of Pivot table and chart
11	Steps in analysing data with SPSS: Organizing data, Stages in Data
12	Statistical Analysis Exercise to calculate descriptive statistics
13	Preparing Descriptive Statistics, Preparing graph of the data
14	Hypothesis Testing for a Single Population
15	Hypothesis Testing to compare Two Populations mean
16	Chi-square test for goodness of fit
17	Google Drive: Introduction to cloud tools
18	Google Docs – Translation and collaboration techniques: Creating resume using add-ons
19	Google Sheets – Accessibility, Permission setting, Clipboard exercises
20	Google Sheets – Protected ranges and sheets, Script editor and add-ons
21	Google Slides – Layout setting and inserting media
22	Google Forms – Creating a vacation responder form for RSVP
23	Google Calendar – Online and mobile app integration: Creating reminders and inviting people to events

Total Hours: 30

PEDAGOGY / METHODOLOGY FOR CLASS

This course is based on the lab sessions for all of the exercises (topics) listed above. Main pedagogy for this lab would be demonstration.

ASSESSMENT COMPONENTS / METHODS

1. Lab exercises
2. Maintenance of lab record (Duly printed and signed by faculty)
3. Mid trimester and end trimester exams

OUTCOMES

After studying the course, the students would:

- Apply the different methods of business analysis for any demanding situations in organizations
- Gain insight to capture and handle the business data in an efficient manner
- Make a better interpretation of the analysis results and present them using the latest technologies
- Use the various productivity apps for effective balancing of work routines and deadlines
- Access online collaborative working platforms with ease and understanding
- Utilize real-time synchronized data without data duplication

TRIMESTER II

MSC 6201

ORGANIZATIONAL BEHAVIOUR

L T P C

3 0 0 2

OBJECTIVES:

The specific objective of the course is to:

- Understand the basic concepts in the field of organizational behavior.
- Impart knowledge about individual, group and organization dynamics to facilitate suitable behavior manifestation
- Help imbibe OB implication in the management of human resources.
- Examine the shifting context of organizations

MODULE I INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR 5
Definition - Evolution of Organization Behavior - Industrial Revolution, Scientific Management, Hawthorne Studies, Human Relations Movement, Scope, Challenges and Approaches to Organization Behaviour

MODULE II INDIVIDUAL BEHAVIOUR DIMENSION 6
Mars Model of Individual Behaviour-Personality: Theories - Perception: Meaning, Perceptual Process - Values: Types, Work Attitude - Learning: Meaning, Theories - Work Motivation: Job Enrichment, Job Design, Job Satisfaction, Relating Motivation Theory to Job and Personality Types

MODULE III GROUP BEHAVIOUR DIMENSION 7
Foundations of Group behaviour: Types of Group, Stages of Group Development, Group Values- Decision Making and Consensus Building: Decision Making Styles, Consensus Competencies, Empowered and Self-Managed Teams - Leadership: Concept, Theories, Styles - Conflict: Causes, Types, Conflict Management Styles

MODULE IV ORGANIZATIONAL DIMENSION 7
Organisational Structure: Determinants, Existing and Emerging Organizational Designs - Communication: Communication Effectiveness, Dynamics in Communication - Organisational Culture and Climate: Concept, Creating and Sustaining Culture, Categories of Organizational Climate-Organization Development: Reasons for Change, Resistance to Change, Change Process, Change Management Models-Lewin's three stage framework, Hussey's Easier Approach to change management, Organization Development Intervention Techniques.

MODULE V THE CHANGING MILIEU OF ORGANIZATIONS 5
Changing Profiles of Employees and Customers, Globalization: Threats and Opportunities-Information Technology: Benefits and Limitation-Generation and Behaviour-Diversity: Bases of Diversity, Promoting Diversity-Concerns for OB: Employee Retention, Employee Engagement, Employee Productivity, Talent Management, Work-Life Stress, Social Responsibility and Ethics: Competitive Strategy and CSR

Total Hours: 30

REFERENCES:

1. Stephen P. Robbins and Timothy A. Judge. Organizational Behaviour, 15th Edition, New Delhi: Pearson, 2013.
2. Fred Luthans, Organizational Behavior, An Evidence Based Approach, 12th Edition, New Delhi: McGraw Hill Education, 2013.
3. Udai Pareek. Understanding Organizational Behaviour, 3rd Edition, New Delhi: Oxford University Press, 2011.
4. Mirza S. Saiyadain (Editor). Organizational Behaviour, New Delhi: Tata McGraw Hill, 2010.

OUTCOMES:

The students will be able to

- apply various approaches of organisational behaviour in handling different behaviour situations in organisations.
- understand clearly their own personality dimensions and that of other individuals and fine tune on theirs.
- adapt to different work environment. Will help them to synergize their team spirit. It would also help them in managing conflicts.
- The course would facilitate the students to communicate effectively in organisations. Understand the need for change and cope up intellectually with continuous changes.
- It would facilitate application of their OB knowledge in the management of recent issues, problems and challenges related to people, organisation and behaviour.

OBJECTIVES:

The objectives of the course is to create an awareness in the students about

- The various acts relating to Indian contract, agency, sale of goods & negotiable instruments
- Important provisions in Company law and industrial law
- Various acts under industrial law
- Consumer protection act, Cyber laws and Right to information act

MODULE I MERCANTILE AND COMMERCIAL LAW**17**

The Indian Contract Act 1872 - Contract - Meaning and Essentials - Classification of contracts - Essential elements of contract - Performance of contracts - Quasi contracts - Breach of contract and its remedies Agency - Nature of agency - How created, Agent's authority and liability of principal and third party: Rights and duties of principal, agents and Third party, liability of principal or agents, termination of agency.

The Sale of Goods Act 1930 - Sales contract - Transfer of title and risk of loss - conditions and Warranties - Performance of sales contracts - Rights of an unpaid seller.

Negotiable instruments Act 1881- Nature and requisites of negotiable instruments - Transfer of negotiable instruments and liability of parties, enforcement of secondary liability, holder in due course - Crossing of cheques - Discharge of negotiable instruments.

MODULE II COMPANY LAW**5**

Major principles - Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Corporate Governance.

MODULE III INDUSTRIAL LAW**2**

Overview of Factories act – Payment of Wages Act – Payment of Bonus Act – Industrial Disputes act - Workmen compensation act.

MODULE IV CONSUMER PROTECTION ACT-1986**2**

Rights of Consumer - Complaint - Procedure for filing Complaint - Remedial process.

MODULE V INFORMATION TECHNOLOGY ACT 2002 & RIGHT TO INFORMATION ACT**4**

Important Provisions of Cyber Laws – Remedies - Important Provisions of Right to Information Act

Total Hours: 30**REFERENCES:**

1. Kapoor N. D., "Elements of mercantile law", Sultan Chand and company, New Delhi, 2007.

2. Kapoor N. D., "Business Law", Sultan Chand and Company, New Delhi, 2011.
3. Pillai, R. S. N and Bagavathi, "Legal Aspects of Business", S. Chand and Company Ltd., New Delhi, 2011.

OUTCOMES:

On successful completion of the course, the student would:

- Analyze various cases relating to contracts of sale & agency to take suitable decisions.
- Realize the practical implications of using negotiable instruments.
- Differentiate various forms of company & its related provisions.
- Identify, differentiate and apply suitably under various acts of industrial law.
- Understand the importance of powerful tools such RTI, IT act and Consumer protection act and apply in appropriate situations.

OBJECTIVES:

The objectives of the course are to:

- Provide the students with a fundamental knowledge of the macro-economic issues on the basis of which policy decisions can be analysed and business decisions can be made
- Make students acquainted with emerging issues of business at national and international level in view of new economic policies especially under privatization liberalization and globalization.
- Exposes students to an overview of an exchange based economy and draws out the relationship between crucial macroeconomic variables like level of income, employment, money supply, inflation, growth, investment, forex etc.
- Provide a comprehension of changing business environment resulting from monetary and fiscal policies and different economic policies introduced by the government
- Facilitate students to understand and analyse the effects of recent macro economic events and financial crises impacted the economy locally and globally

MODULE I BUSINESS ENVIRONMENT**6**

Introduction, Economic and Non - Economic Environment, External Macro Environment - Social, Political, Legal, Technological, Demographic, Natural and Ecological Environment. Internal Environment.

MODULE II CIRCULAR FLOW OF INCOME AND NATIONAL INCOME**6**

Circular flow of Income: Meaning, Concepts of National Income: GNP, GDP, NNP, National Income, Personal Income and Disposable Income, Per Capita Income. Nominal GDP Vs Real GDP, Market Price Vs Factor Cost, Measurement of National Income: Value added Method, Income Method, and Expenditure Method. Growth and Development - Human Development Index (HDI).

MODULE III DEMAND FOR AND SUPPLY OF MONEY**6**

Concept of Money Supply and its measurement - Measures of Money Supply - M0, M1, M2, M3, and M4. Factors determining Money Supply: RBI'S Analysis. An Overview of the functions of Central Bank and Commercial Banks.

MODULE IV UNEMPLOYMENT AND INFLATION**6**

Unemployment - Measurement and Interpretation. Business Cycle - phases and features. Inflation - Meaning, characteristics, types, effects and anti-inflationary measures. Fiscal and Monetary Measures, Measurement of Inflation: Price Indices - WPI, CPI etc., Public Deficit: Various Concepts, Deficit Financing, Taxation and Subsidies: Types and its effects.

MODULE V EXTERNAL SECTOR

6

Balance of Payment, Its Constituents (Current A/c & Capital A/c), Foreign Exchange Market and Exchange Rate, Financial System: Crisis and Reform.

Total Hours: 30

REFERENCES:

1. C. Rangarajan and B.H.Dholakia, "Principles of Macroeconomics", McGraw Hill, 2012, 38th Edition.
2. D. N. Dwivedi, "Macroeconomics Theory and Policy", McGraw Hill, 2012, 6th Edition.
3. Pailwar and Veena Keshav, "Environment of Business", 3rd Edition, PHI Learning, New Delhi, 2012.
4. H. L. Ahuja, "Economic Environment of Business" (Macro Eco.Analysis), 7th Edition, S. Chand Publishing, New Delhi.
5. Justin Paul and Parul Gupta, "Economic Environment and Policies for Business", Tata McGraw Hill.

OUTCOMES:

Students will be able to:

- Demonstrate an advance understanding of major macro economic aspects like national income, money supply, employment etc to appreciate and analyze functioning of economy
- To acquaint with application of macro-economic principles to appreciate internal and external factors affecting business
- Understand various dimensions of macro economic variables in analyzing effects on business
- Critically analyze and interpret current events relating to globalization and international business and particularly impact of liberalization and privatization producing challenge to local economy and businesses.
- Explain as how economic, political, social and other issues impact business and how RBI and government decision with respect to monetary and fiscal policy greatly affect the business

OBJECTIVES:

The objectives of the course would be to make the students

- Learn to formulate Linear Programming Problem to optimize cost and profit in a constrained environment
- Learn to optimize cost and profit with respect to transportation and resource allocation business situations
- Familiar with different types of business environment and the appropriate technique to be used for decision making
- Aware of a project environment and learn the techniques of project management
- Gain knowledge on job sequencing and equipment replacement models for decision making

MODULE I INTRODUCTION TO OPERATIONS RESEARCH AND LINEAR PROGRAMMING (LP) 6

Introduction to Applications of Operations Research in Functional Areas of Management - Linear Programming Formulation - Solution by Graphical Method - Solution by Simplex Method

MODULE II TRANSPORTATION AND ASSIGNMENT PROBLEM 6

Transportation Problem (Minimizing and Maximizing Cases) - Formulation - Balanced and Unbalanced Cases - Initial Basic Feasible Solution by N-W Corner Rule, Least Cost and Vogel's Approximation Method - Check for Optimality - Solution by MODI Method - Assignment Problem (Minimizing and Maximizing Cases) - Formulation - Balanced and Unbalanced Cases - Solution by Hungarian Method - Traveling Salesman Problem

MODULE III DECISION THEORY AND QUEUING THEORY 6

Decision Making under Risk - Decision Making under Uncertainty - Decision Tree Analysis - Queuing System - Single Server Model problems

MODULE IV PROJECT MANAGEMENT 6

Network construction - PERT - CPM - Computation of project completion time - Critical path - Floats.

MODULE V JOB SEQUENCING AND REPLACEMENT MODELS 6

Job sequencing: Problems using Johnson's algorithm (n-jobs 2-machines, n-jobs 3 - machines, n-jobs m-machines and 2-jobs n-machines) - Replacement Models - Individual Replacement Model - Group Replacement Model.

Total Hours: 30

REFERENCES:

1. Sharma, J.K. "Operations Research", Macmillan India, 3rd Edition, New Delhi, 2011
2. Hamdy. A. Taha. "Operations Research: An Introduction", Pearson Education, 9th Edition, New Delhi, 2014.
3. Natarajan, A. M. "Operations Research", Pearson Education, 2nd Edition, New Delhi.

OUTCOMES:

On completion of the course, the students will be able to:

- Formulate Linear Programming Problem to optimize cost and profit in a constrained business environment
- Optimize cost and profit with respect to transportation and resource allocation in business environment
- Appreciate different types of decision-making environment and apply relevant OR technique for effective decision making
- Estimate the project completion time for various projects by applying CPM and PERT techniques
- Make decisions regarding sequencing jobs and replacing equipments based on time and cost

OBJECTIVES:

- To understand the functions of management accounting and cost accounting
- To analyse the company's performance using Ratio analysis, fund flow and cash flow statements.
- To prepare different types of Budgets
- To plan the profit
- To know the recent developments in management and cost accounting

MODULE I INTRODUCTION**3**

Management Accounting - meaning - functions - scope and limitations of Management accounting . Cost Accounting - Meaning , importance and limitations of cost accounting. Differences among Management accounting, Cost accounting and Financial accounting.

MODULE II RATIO ANALYSIS, FUND FLOW AND CASH FLOW STATEMENT**8**

Ratio analysis - meaning, managerial uses, classification and limitations of ratios. Calculation of liquidity, profitability, turn over ratios. Fund flow and Cash flow statement - Need, importance, and difference between Fund flow and Cash flow statement.

MODULE III BUDGETARY CONTROL**6**

Budgetary control - Need, importance, limitations and successful implementation of budgetary control. Classification of budget - preparation of Fixed and Flexible budget. Zero base budgeting - uses and limitations.

MODULE IV MARGINAL COSTING AND PROFIT PLANNING**9**

Marginal Costing - Meaning, importance and applications of Marginal costing. Break Even Point Analysis - Meaning, assumptions and limitations.

MODULE V RECENT DEVELOPMENTS IN MANAGEMENT&COST ACCOUNTING**4**

Recent developments in Management and Cost accounting (Theory only): Introduction to Inflation Accounting, Human Resource Accounting, Responsibility Accounting, Activity Based Costing and Target Costing.

Total Hours: 30**REFERENCES:**

1. M.A.Sahaf, "Management Accounting ", Vikas Publishing House Pvt.Ltd.,New Delhi, 2010.
2. S.K.Maheshwari and S.N.Maheshwari, "A textbook of accounting for management", Vikas Publishing House Pvt. Ltd., New Delhi, 2009.
3. Colin Drury, "Cost and Management Accounting", Cengage Learning India Pvt.Ltd., New Delhi, 2012.

OUTCOMES:

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

- Identify the role of management accounting and cost accounting
- Analyse the company's performance using Ratio analysis, fund flow and cash flow statements.
- Prepare different types of Budgets
- Plan the profit for the organisation
- Distinguish the different costing methods

OBJECTIVES:

The objectives of the course would be to make the students

- Familiarize with the fundamentals and core concepts of marketing
- Know about consumers and the factors that has an impact on their purchasing behaviour
- Gain insight into consumer decision making process and models
- Learn the bases of market segmentation
- Identify the strategies of differentiation, targeting and positioning

MODULE I INTRODUCTION**6**

Marketing: definition, evolution, concepts, values, process, organization structure - Marketing mix for products and services - Impact of business environment on marketing. Recent trends in marketing: Online marketing / web enabled marketing, digital marketing, B2B and B2C marketing, relationship marketing, Marketing ethics

MODULE II CONSUMER AS AN INDIVIDUAL**6**

Definition and purpose of Consumer behaviour studies-Consumer needs and motivation: nature- types- applications; Personality and CB - Consumer diversity - Consumer Perception theories and application to CB -Theories of learning and application - Basic CB models of attitude - Attitude change.

MODULE III CONSUMER DECISION PROCESS & POST-PURCHASE BEHAVIOUR**6**

Innovation diffusion - Consumer decision making process - Models of consumer decision process: Shiffman, Howard-Sheth and Engel-Kollat-Blackwell models - Post-purchase behaviour - Consumer dissonance.

MODULE IV MARKET SEGMENTATION**6**

Segmentation: Objectives, approaches, Bases - Characteristics of effective segmentation - Patterns of segmentation - Market segmentation procedure - Requirements for effective segmentation.

MODULE V DIFFERENTIATING - TARGETING- POSITIONING**6**

Differentiating market offerings- Purposes- Tools for competitive differentiation- Types and number of differences to promote; Market Targeting- Factors for evaluating and selecting market segments for targeting; Product positioning- Purposes- Principles - Positioning strategies - Perceptual mapping.

Total Hours: 30

REFERENCES:

1. Philip Kotler, "Marketing Management", Prentice Hall of India P. (Ltd.), New Delhi, 2012.
2. William J. Stanton, "Marketing Management", McGraw Hill Publishing, 1992.
3. M.Govindarajan, "Marketing Management" Prentice Hall of India, New Delhi 2014.
4. Rajan Sexena, "Marketing Management", Himalaya Publishing House, New Delhi 2007.
5. V.S.Ramaswamy and S. Namakumari, "Marketing Management", 3rd Edition, Macmillan, New Delhi, 2011.
6. Leon G. Schiffman and Leslie Lazar Kanuk, "Consumer Behaviour", Pearson Education, New Delhi, 2002.

OUTCOMES:

On successfully completing this program the student will be able to:

- Recognize and apply the knowledge of marketing concepts
- Analyze the dynamics of consumer behavior and the impact of various factors
- Identify the phases in consumer decision- making process and buying behaviour
- Choose the right base for segmenting a market
- Design strategies to differentiate, target and position the products

OBJECTIVES:

The course would help the students to:

- Understand the contents of the given case
- Analyse the situations in the case
- Identify solution / decision to be taken

LIST OF EXERCISES:

1. Training the students on the following nine steps of problem solving and decision making:

- Identification of problem
- Establishment of problem
- Development of objectives
- Identification of alternative solutions
- Determination of various criteria
- Evaluation of all the alternatives against all the criteria
- Ranking of the evaluated alternatives
- Decision based on the alternatives
- Developing contingency plan

2. After learning the above steps, giving exercises on:

- general mini-cases
- functional area based mini-cases
- integrated functional area mini-cases

Total periods: 30

PEDAGOGY / METHODOLOGY FOR CLASS

- 1) Lectures
- 2) Participative learning
- 3) Guided training
- 4) Group Discussion

ASSESSMENT COMPONENTS / METHODS

Assessment pattern would be based on the following components:

- 1) Quality of analysis
- 2) Students' Participation
- 3) Timely submission
- 4) Attendance, etc.

OUTCOMES:

Students who complete this course will be able to:

- Analyze live situations as and when they would face in their organizations
- Start using the case tactic tools for efficient management
- Take an appropriate decisions for any given organizational situation / problem
- Be equipped to relate the successive cases with business practices
- Be familiar with the function of management and apply the same in their Business.
- Think systematically and logically develop alternative solutions

OBJECTIVES:

The objectives of this lab course would be to:

- Enable the students get familiarized with the trends and developments in the business world
- Make them understand the drivers of changes in business scenario
- Provide opportunity to get knowledge on local, national and international environment of business
- Make the students role of government and society in business

LIST OF EXERCISES:

1. Industry profile
(e.g., Automobiles, Textiles, Information Technology, Retailing, Banking, Manufacturing, Telecom, etc.)
For such industries:
2. Company Locations
3. CEOs / Boards of various Companies
4. Entry / Exit of Companies
5. Mergers, Acquisitions, Take-Overs, etc.
6. Products / brands launched by companies
7. Successful Entrepreneurs
8. Government Policies, Regulations and Impact on Business
9. Inflation / Deflation
10. Stock Market
11. Comparison of Global and National Business Scenario
12. Financial Institutions & Regulatory Bodies

Total periods: 30

PEDAGOGY / METHODOLOGY FOR CLASS

A suitable mix of the following:

- (1) Participative learning
- (2) Guided training
- (3) Group Discussion
- (4) Presentation

(Throughout this course students will keep them updated with business affairs appearing in sources such as: newspapers, business magazines, television channels, etc. This means that the students need to make it a habit to read the newspaper on daily basis and search the archives as well)

ASSESSMENT COMPONENTS / METHODS

Assessment pattern would be based on the following components:

- 1) Quality of presentation
- 2) Students' participation
- 3) Timely submission of presentation material
- 4) Quiz
- 5) Assignment
- 6) Attendance, etc.

OUTCOMES:

Students who complete this course would:

- Have updated knowledge on business affairs in a variety of industries
- Be able to analyse the dynamics of happenings in companies and business environment
- Be equipped to relate the current business practices with the subsequent courses offered in the degree programme
- appreciate the knowledge of current affairs in managing Enterprises
- Assess the different issues in business to reduce the impact in business
- Comprehend the impact of government and society on business

TRIMESTER III

MSC 6301

MANAGEMENT INFORMATION SYSTEMS

L T P C
3 0 0 2

OBJECTIVES:

The objectives of the course will be to enable the students to:

- Learn the concept of IS and their functionality in a business enterprise
- Know the need for an IS framework and its importance as a survival tool
- Acquire insight about e-commerce, M-commerce (Apps and service providers)
- Build up knowledge about the various structured methodologies which are used for planning, system design and development
- Familiarize with managing the workings of a digital firm

MODULE I INFORMATION SYSTEMS IN BUSINESS

6

Definition, Introduction to Information and Business Intelligence, Personal and Organizational Dimensions of Information – IT as A Key Resource in Business – Computer Hardware and Software - Categories of Computers by Size – Intellectual and Physical Interfaces – Porter’s Five Forces Model – The Value Chain – SCM, CRM and BI.

MODULE II INTERNET TECHNOLOGIES, DATABASE MANAGEMENT SYSTEM

6

Introduction to World Wide Web, Websites, Addresses and Pages – Using Web Browser Software – Search Engines – Internet Technologies – Communications Software – The Relational Database Model – Database Management System Tools – Data Warehouses – Data Mining – Ownership over Information – Clean Data Vs Dirty Data.

MODULE III ARTIFICIAL INTELLIGENCE AND DECISION SUPPORT SYSTEM

6

Decision Support System – Components of Decision Support System – Geographical Information Systems - Artificial Intelligence – Expert Systems – Neural Networks – Fuzzy Logic – Genetic Algorithms – Intelligent Agents – Multi-Agent Systems and Agent Based Modelling.

MODULE IV THREATS TO INTELLECTUAL PROPERTY AND COMPUTER CRIME

6

Introduction to Identity Theft – Guidelines for Ethical Computer System Usage – Intellectual Property Threats – Cyber Crime Laws and Security Guidelines – Precautions On Data Protection – Computer Crime – Computer Forensics – Methods of Hiding Data Recovery and Interpretation.

MODULE V EMERGING TRENDS IN TECHNOLOGY FOR MANAGEMENT

6

Introduction to SaaS – Cloud Computing – IT Personalization Management – VoIP – Automatic Speech Recognition – Virtual Reality – CAVE – Biometrics – Digital Cash - Wearable Technology – Multi – Sate CPU’s – Holographic Storage Devices – RFID – Ethics and Privacy Concerns in IT.

Total Hours: 30

REFERENCES:

1. Stephen Haag, Maeve Cummings, Amy Philips, 'Management Information Systems for the InformationAge' McGrawHill Education, 6th Indian edition
2. James A O'Brien, George M Marakas and Ramesh Behl, 'Management Information Systems' McGraw Hill Education, 10th Indian edition.
3. Kenneth C. Laudon and Jane Price Laudon, 'Management Information Systems Managing the digital firm', Pearson Education Asia, 2007
4. James AN O' Brien, 'Management Information Systems', Tata McGraw Hill, New Delhi, 2008.

OUTCOMES

After studying the course, the students would:

- Comprehend the latest technologies in IS (Information Systems) and relate their impact in organization
- Start using the various IS tools for efficient management
- Gain advantage of utilizing the mobile and android wear apps for scheduling
- Improve on using cyber security measures to avoid data theft and detection
- Utilize the recent developments in the field of system analysis, design and development such as agile development
- Use latest trends in digital enterprise management such as SCRUM

OBJECTIVES:

The objectives of the course are to enable the students to:

- Understand the functions of financial management
- Know the concept of Time value of money and its impact in investment decision using Capital budgeting techniques
- Understand and apply the methods of finding costs involved in different sources of financing
- Understand and apply the concept of leverage on Earnings per share
- Provide an overview of Working capital management and its components

MODULE I INTRODUCTION**4**

Financial Management - meaning, definition, objectives, scope and functions. Overview of Islamic Finance, Financial System, Sources of financing.

MODULE II INVESTMENT DECISIONS**9**

Time value of money, Capital budgeting - Meaning and importance. Capital budgeting techniques - Pay Back Period , Accounting Rate of Return , Net Present Value , Internal Rate of Return and Profitability Index method. Capital Rationing.

MODULE III FINANCING DECISIONS - COST OF CAPITAL**8**

Cost of capital - meaning and importance . Cost of capital - Equity, preference , debt (before tax and after tax) , retained earnings , weighted average cost of capital (book value and market value as weights).

MODULE IV LEVERAGES**5**

Leverages - EBIT-EPS Calculation for different capital structure - operating, financial and combined leverages.

MODULE V LIQUIDITY DECISIONS**4**

Working capital management - meaning, concepts, need for working capital, determinants of working capital. Cash management - meaning of cash, motives for holding cash. Meaning and importance of receivables management and Inventory management.

Total Hours: 30**REFERENCES:**

1. Shashi K.Gupta and R.K.Sharma, "Financial Management-Theory and Practice", Kalyani publishers, 8th revised edition, 2014.
2. S.N.Maheshwari, "Financial Management - Principles and Practice," Sultan Chand and Sons, 14th revised edition, 2011.
3. I M Pandey, "Financial Management", Vikas Publication House, 10th edition, 2010.
4. Prasanna Chandra, "Financial Management - Theory and practice," Tata Mc Graw Hill Education Pvt. Ltd., 8th edition,2011.
5. M Y. Khan and P.K Jain, "Financial Management - Text, Problems and Cases," Tata Mc Graw Hill Education Pvt. Ltd., 3rd reprint, 2012.

OUTCOMES:

At the end of the course, the students would be able to:

- Understand the functions of financial management and apply the same in their work spot.
- Apply the concept of Time value of money in Capital budgeting decisions and evaluate different projects using techniques of capital budgeting.
- Assess the cost of different sources of financing to minimize the cost involved in raising capital.
- Find the impact of leverage on Earnings per share
- Manage working capital of the business .

OBJECTIVES:

The objectives of the course would be to make the students

- Provide conceptual insight into the elements of marketing mix
- Gain knowledge about the various concepts related to product and pricing
- Know about the distribution channels and their importance
- Learn about the promotional mix tools
- Familiar with the marketing strategies related to the 4Ps and competition

MODULE I PRODUCT & PRICING**6**

Elements of marketing mix - Product: definition, levels, hierarchy, systems & mix, map - Product line decisions - New product development stages – Product planning - Product life cycle and Strategies - Packaging - labeling - branding: types of brands - Pricing: objectives, strategies, methods.

MODULE II PLACE (DISTRIBUTION)**6**

Marketing channel: importance, functions, flows, levels, characteristics - Selection, design and management of channel members.

MODULE III PROMOTION**6**

Promotion Mix: elements / promotion tools - integrated communication model - Communication process - Steps in developing effective communication - Setting promotion budget and promotion mix - Basics of advertising, sales promotion, personal selling and public relations.

MODULE IV STRATEGIC MARKETING**6**

Plan, strategy and Tactics- strategic marketing and marketing management- Product-market strategies: Ansoff's Matrix -Ten principles of strategy- Michael Porter's generic strategies.

MODULE V COMPETITIVE MARKETING STRATEGIES**6**

Competitive Marketing Strategies: strategies for market leader, challenger, follower and niche markets - Designing and Selecting Strategies - Porter's five forces theory for competition analysis - Market entry and withdrawal strategies.

Total Hours: 30**REFERENCES:**

1. Philip Kotler, "Marketing Management", Prentice Hall of India P. (Ltd.), New Delhi, 2012.
2. A. Nag, "Strategic Marketing", Macmillan India limited, 2008.
3. S. A. Sherlekar, "Marketing Management" Himalaya Publishing House, New Delhi, 2007.
4. Rajan Sexena, "Marketing Management", Himalaya Publishing House, New Delhi, 2007.

5. V.S. Ramaswamy and S. Namakumari, "Marketing Management", 3rd Edition, Macmillan, New Delhi,2011.

OUTCOMES:

On successfully completing this program the student will be able to:

- Identify products and services suitable to target markets
- Choose appropriate pricing techniques
- Suggest channels for distribution of the products
- Decide promotional tool mix for various products/organizations
- Design marketing mix strategies for various competitive situations

OBJECTIVES:

The specific objective of the course is to:

- Provide knowledge about the basic fundamentals of HRM.
- Discuss the various functional components of HRM
- Facilitate awareness building on Economics of Human Resources and HRP
- Stay updated with the contemporary practices in HRM.

MODULE I FUNDAMENTALS OF HRM AND HRIS**6**

HRM: Evolution of HRM, Differences between HRM and Human Resource Development, Objectives and Scope of HRM, Functions of Human Resource Manager, HR Model by David Ulrich, Human Resource Information System

MODULE II ECONOMICS OF HUMAN RESOURCES AND HRP**6**

Demand and Supply of Labour, Labour Market Equilibrium: Wage determination, Investment in Human Capital, Employment Contracts, Labour Unions and Collective Action, Labour Mobility, Discrimination in the Labour Market. Human Resource Planning: Objective, Process, Factors affecting HRP, Job analysis, HRP Models, HR Forecasting Methods.

MODULE III RECRUITMENT AND SELECTION**6**

Difference between Recruitment and Selection, Selection Process, Types of Selection Test, Recruitment Source, Constraint on Recruitment Efforts-Recruitment Alternatives: Temporary Help Service, Employee Leasing, Independent Contractors, Placement, Induction and Socialization

MODULE IV PERFORMANCE APPRAISAL AND TRAINING**6**

Performance Appraisal: Definition, Performance Appraisal Process, Methods, Differences between Performance Appraisal and Performance Management, Performance Appraisal Benefits, Appraisal Errors, Appraisal Outcome- Training: Definition, Benefits of Training, On the Job and Off the Job Training Methods

MODULE V THE CONTEMPORARY PRACTICES IN HRM**6**

Compensation and Reward Management, Performance-Related Pay, Competency Mapping, Balance Score Card, Knowledge Transfer, Work-Life Mentoring, Employer Branding, Talent Management: Process, lifecycle, Talent planning, acquisition, engagement and retention. Talent poaching.

Total Hours: 30

REFERENCES:

1. Gary Dessler, "Human Resource Management", 14th Edition, New Delhi: Prentice Hall, 2014.
2. David A. DeCenzo and Stephen P. Robbins. "Human Resource Management", 11th Edition, New York: John Wiley and Sons, 2013.
3. Seema Sanghi. "Human Resource Management", New Delhi: Macmillan, 2012.
4. Aswathappa K. "Human Resource and Personnel Management", 6th Edition, New Delhi: Tata Mc Graw, 2011.
5. Saiyadain, M.S. "Human Resource Management", 4th edition, New Delhi: Tata McGraw Hill, 2009.

OUTCOMES:

The students would be able to

- match roles and responsibilities associated with different functional areas of HRM.
- develop HR Policies and carry out Human Resources Planning effectively in organisations.
- suggest suitable recruitment and selection methods for the organisations
- develop simple performance appraisal templates for appraising employees performance and design appropriate training program modules for different jobs..
- participate in discussions confidently.

REFERENCES:

1. Panneerselvam, R. "Production and Operations Management", Prentice Hall of India, 3rd Edition, New Delhi, 2012.
2. Gaither Norman. "Operations Management : Concepts, Techniques & Applications", Cengage Learning, 9th Edition, New Delhi, 2002.
3. Aswathappa, K. and Shridhara Bhat, K. "Production and Operations Management", Himalaya Publishing House, 2nd Edition, 2011.

OUTCOMES:

After completing the course, the students will be able to:

- Appreciate basic production and operation management concepts
- Forecast demand and make better location and layout decisions
- Plan and control production and maintenance in an organization
- Standardize jobs by applying work study procedure.
- Manage materials flow and inventory in an organization

OBJECTIVES:

- To acquaint the students with research, its terminologies and its process.
- To introduce research designs and types best suited for investigating different types of research problems
- To familiarize with the issues and trends in business research with practical inputs.
To inculcate positive attitude and spirit toward the research

MODULE I INTRODUCTION TO RESEARCH 6

Meaning of Business research - Objectives of research - Types of research and research process - An overview of Formulation of Research Problem, Theoretical frame work and Hypotheses development

MODULE II RESEARCH DESIGN 6

Research design - Introduction - Types of research design - Sampling - Sample size - Probability and non probability sampling.

MODULE III DATA AND METHOD OF DATA COLLECTION 6

Introduction - Primary and secondary - Primary data source and secondary data source- Collection and preparation of data - Questionnaire and interview methods and guidelines for constructing a questionnaire.

MODULE IV DATA PROCESSING AND ANALYSIS 6

Preparation of data - Editing - Coding - Validation - Presentation of data and basic analysis of data.

MODULE V RESEARCH REPORT 6

Introduction to report writing - Format of report writing - Classification of the section of report.

Total Hours: 30**REFERENCES:**

1. Donald R. Cooper, Pamela S. Schindler and J. K. Sharma, "Business Research Methods", 11th Edition, Tata Mc Graw Hill, New Delhi, 2012.
2. Alan Bryman and Emma Bell, "Business Research Methods", 3rd Edition, Oxford University Press, New Delhi, 2011.
3. Uma Sekaran and Roger Bougie, "Research Methods for Business", 5th Edition, Wiley India, New Delhi, 2012.
4. William G. Zikmund, Barry J. Babin, Jon C.Carr, Atanu Adhikari and Mitch Griffin, "Business Research Methods, A South Asian Perspective", 8th Edition, Cengage Learning, New Delhi, 2012.
5. T. N. Srivastava and Shailaja Rego, "Business Research Methodology", 2nd Edition, Tata McGraw Hill, New Delhi, 2011.

OUTCOMES:

On completion of the course the students will be able to:

- comprehend the research context with theoretical frame work and Hypotheses
- design a research proposal
- prepare and perform research surveys and collect data
Perform suitable data analysis
write a research report.

OBJECTIVES:

- To bring about holistic transformation in a student.
- To equip them for campus placement
- To hone their human skills for effective corporate adaptability
- To facilitate smooth balancing of Professional and Personal Life.
- To enhance the communication ability & self confidence of the students
- To help in identify individual student's strengths and weakness

LIST OF EXERCISES ON:

1. Self-Introspection
2. Barriers and Filters of Communication
3. Managing Emotions
4. Developing Assertiveness and Self-Confidence
5. Positive Attitude and lateral thinking
6. Team Work and Team Styles
7. Yoga and Meditation
8. Corporate Dressing and Grooming
9. Personality Types
10. Stress Interview
11. Time Management
12. Leadership & emotional intelligence/ managing emotions
13. Interactive sessions with business leaders
14. Leadership communication and presentation styles
15. Diversity at Work

Total periods: 30**PEDAGOGY / METHODOLOGY FOR CLASS**

1. Debates/Discussions
2. Games and Activity.
3. Role Play
4. Case study
5. Psychometric Tests
6. Brain Storming
7. Demonstrations
8. Situational Analysis
9. Documentary Videos
10. One to one sessions with the course faculty

ASSESSMENT COMPONENTS / METHODS

1. Review of classroom activities
2. Observation & feedback by faculty & experts on behavior/ attitude modification
3. Written component

OUTCOMES:

Students who complete this course will be able to:

- Face campus interview more confidently
- Adapt to corporate expectations
- Handle difficult people and situations
- Manage their emotions and display appropriate behavior
- Handle stressful situations in personal and professional life.
- Display apt leadership qualities across all career stages.

OBJECTIVES:

- To read and do statistical analysis in time series data
- To build statistical models in time series data
- To statistically analyze the relations among time series data

LIST OF EXERCISES:

1. Descriptive data analysis and interpretations
2. Test for stationarity and interpretations
3. Estimating a regression model and interpretations
4. Test for long run relationship and interpretations
5. Test for short run relationship and interpretations

Total periods: 30**PEDAGOGY / METHODOLOGY FOR CLASS**

- i. Related theory and reason behind the exercise
- ii. Hands on demo and practice in the lab

ASSESSMENT COMPONENTS / METHODS

- i. Report on the day's exercise and practice exercise
- ii. End term practical exam

OUTCOMES:

Students who complete this course will be able to:

- describe the time series data
- check whether the data is suitable for doing time series analysis
- Identify the Short term relationship between various time series data
- Identify the long term relationship between various time series data
- Verify the goodness of fit in a model

OBJECTIVES:

The objectives of the course would be

- To give an indication of Stages of Internationalization of Business and modes of entry
- To be familiar with the challenges of Global Sourcing in international Business
- To endow with knowledge on export, import procedure and documentation

MODULE I INTRODUCTION TO INTERNATIONAL BUSINESS**5**

International Business - Reason for going Global, Entry and Stages of Internationalization of Business - Global Challenges- international business environment – An overview of GATT, WTO, IMF and World Bank.

MODULE II GLOBAL BUSINESS AND SOURCING STRATEGIES**5**

Introduction to Global sourcing - sourcing strategies – sourcing structure - Need for global competitiveness – Regional and global trade block - Challenges for global business

MODULE III EXPORT, IMPORT PROCEDURE AND DOCUMENTATION**5**

Export-Import Transaction-Documentation, shipping and incoterms, Methods of payments in exporting & importing, cost and sources of Export-Import Financing, Export Promotion Schemes.

Total Hours: 15**REFERENCES:**

1. P. Subba Rao, "International Business Text and Cases", 3rd revised enlarged edition, Himalaya Publishing House, Mumbai, 2013.
2. S.Tamer and Gary Knight, "International Business", First edition, Pearson India 2009.
3. Charles W.I. Hill and Arun Kumar Jain, "International Business", 6th Edition, Tata McGraw Hill, New Delhi, 2010.
4. John D. Daniels, Prashant Salwan, Daniel P. Sullivan and Lee H. Radebaugh, "International Business: Environments and Operations", 12th Edition, Pearson India, 2010.
5. K. Aswathappa, "International Business", 5th Edition, Tata McGraw Hill, New Delhi, 2012.
6. Rakesh Mohan Joshi, "International Business", Oxford University Press, New Delhi, 2009.
7. Vyuptakesh Sharan, "International Business", 3rd Edition, Pearson Education in South Asia, New Delhi, 2011.

OUTCOMES:

After completing the course, the students will be able to

- Recognize the Internationalization of Business and modes of entry
- Formulate Sourcing strategies
- Operate on export, import procedure and documentation

OBJECTIVES:

The course will enable the students:

- To introduce the concept of ERP and its functionality in a business enterprise
- To focus on applying ERP to all aspects of business
- To understand the strategies of ERP package selection

MODULE I ERP AND ENTERPRISE APPLICATIONS 5

Definition, need for an Enterprise Resource Planning System - History of ERP Systems — Quantifiable Benefits of ERP - ERP Implementation, Lifecycle - Methodologies and Strategies for ERP Implementation .

MODULE II ERP INVESTMENT, SELECTION & CONFIGURATION 5

Benefits from A ERP Implementation - ERP Consulting Partner Selection - Onshore and in ERP Package Selection Process and Methods. ERP Solution Configuration - Final Preparations and Training of Personnel for Live Implementation.

.MODULE III INTRODUCTION TO ERP FUNCTIONAL MODULES 5

Overview of functional ERP modules – Human Resources – Finance – Marketing – Production – Benefits and limitations of use of ERP modules in organisations

Total Hours: 15

REFERENCES:

1. Ray, R. (2011). Enterprise Resource Planning - Text & Cases. New Delhi (India): McGraw-Hill Pub.
2. Leon, A. (2008). ERP demystified. New Delhi: Tata-McGraw-Hill.
3. Jaiswal, M., & Vanapalli, G. (2005). Textbook of enterprise resource planning. Delhi: Macmillan.
4. Monk, E. F., & Wagner, B. J. (2006). Concepts in enterprise resource planning. Boston, MA: Course Technology.
5. Garg, V. K., & Venkitakrishnan, N. K. (2004). Enterprise resource planning: Concepts and practice (2nd ed.). New Delhi: Prentice-Hall of India Private Limited.

OUTCOMES:

At the end of the course the student will be able to

- Recognize the various functionalities in Enterprise Resource Planning
- Develop a specific methodology on proper selection of ERP package for a organisation
- Identify modules of ERP based on their use, benefit and limitations.

OBJECTIVES:

The course would help the students to:

- Understand the contents of the given case and identify the industry/actual problem
- Analyze the situations in the case using various foundation and functional area concepts
- Identify solution / decision to be taken

PEDAGOGY / METHODOLOGY FOR CLASS

Industry experts train the students on problem solving and decision making for real time/ developed cases, using the following 9 steps.

The students are to be trained on linking various concepts and techniques in the foundation and functional area courses, particularly for steps (iv),(v) and (vi)

- (i) Identification of problem
- (ii) Establishment of problem
- (iii) Development of objectives
- (iv) Identification of alternative solutions
- (v) Determination of various criteria
- (vi) Evaluation of all the alternatives against all the criteria
- (vii) Ranking of the evaluated alternatives
- (viii) Decision based on the alternatives
- (ix) Developing contingency plan

Total Hours: 30

ASSESSMENT COMPONENTS / METHODS

Assessment would be based on the following components:

1. Ability to interpret / identify issues in case
2. Clarity in thought process
3. Logical thinking
4. Ability to relate with concepts / techniques learnt

OUTCOMES:

Students will be able to

- Comprehend the steps involved in rational decision making
- Apply managerial skills.
- Analyse risk and uncertainty in business scenario and suggest suitable decisions.
- Solve the problem with suitable solution.
- Develop contingency plan.

TRIMESTER V

MSC 7201

STRATEGIC MANAGEMENT

L T P C

3 0 0 2

OBJECTIVES:

The objectives of the course would be to make the students

- Impart conceptual knowledge on strategies, process and management of strategies
- Lay the basics of environmental appraisal through environmental, industry and competitive analysis
- Learn different types and levels of strategies
- understand the various factors influencing the choice of strategies
- Provide various approaches and strategies for implementation and control

MODULE I INTRODUCTION

6

Strategy - Nature and purpose of business policy - Definition - levels of operations - Process of strategic management - Strategic Intent Meaning – Hierarchy – Vision - Mission.

MODULE II ENVIRONMENT APPRAISAL

6

External environment scanning (ETOP- PEST Analysis) - Appraisal of internal environment SWOT audit - Competitive advantage- core competency - Industry analysis- Competition analysis.

MODULE III STRATEGY FORMULATION

6

Levels and choices in strategy - Grand strategies - Stability strategies - Expansion strategies - Retrenchment strategies - Combination strategies - Business level strategies: Porter's Generic business strategy model - Business ethics: need and importance, organizational values and culture, corporate governance, corporate social responsibility.

MODULE IV STRATEGIC ANALYSIS & CHOICE ACTIVATING STRATEGY

6

Process of making choice - Subjective factors influencing choice - Contingency strategies - Pyramid of strategy implementation - Project implementation - Procedural implementation - Resource allocation.

MODULE V IMPLEMENTATION & CONTROL

6

Various approaches to implementation of strategy - Change Management Strategies- Matching organization structure with strategy - 7S model for implementation- strategic evaluation- Strategic control process - Du Pont's control model - Balanced score card - M.Porter's approach for Globalization - Future of Strategic Management

Total Hours: 30

REFERENCES:

1. Thomas L. Wheelen and J. David hunger, "Concepts in strategic management and Business policy toward global sustainability", Pearson education, 13th Edition, 2013.
2. Azhar Kazmi, "Business Policy & Strategic Management", Tata McGraw Hill, 3rd Edition, 2008.

3. L. M. Prasad, "Strategic Management", Sultan Chand & Sons, 2008.
4. Michael E. Porter, "Competitive Strategy: Techniques for Analyzing Industries and Competitors", Simon, New Edition, 2010.

OUTCOMES:

On successfully completing this program the student will be able to:

- Define and explain various terminologies associated with strategic management
- Analyze the environments to identify the core competencies of the firm
- Appraise the resources and capabilities of the firm to confer sustainable competitive advantage and formulate strategies
- Exhibit the ability to think critically with relevance to various situations and formulate strategic decisions through real world scenarios
- Develop the ability to identify strategic issues and design appropriate course of action

OBJECTIVES:

The objectives of this lab course would be to make the students

- Learn the concepts of selling and negotiation
- Gain insight into consumer perception and expectation of products
- Familiarize with different aspects of sales negotiation process
- Get trained in overcoming barriers and winning sales
- Acquire knowledge on the ethical aspects of a negotiation

LIST OF EXERCISES:

Exercises involving a judicious combination of the following aspects/ stages of negotiation:

- 1) Pre-negotiation - Preparation, information sharing
- 2) Understanding consumer motivation
- 3) Opening for negotiation
- 4) Negotiation process - involving product, pricing, promotional schemes
- 5) Negotiation strategies (win-win / lose-win, etc)
- 6) Arriving Agreement
- 7) Overcoming barriers & break-down that create roadblocks
- 8) Ethical aspects
- 9) Communication & listening Skills for negotiations
- 10) Persuasive skills
- 11) Handling intimidation
- 12) Closing

Total periods: 30

PEDAGOGY / METHODOLOGY FOR CLASS

A suitable mix of the following:

- (1) Role plays
- (2) Participative learning
- (3) Guided training
- (4) Group Discussion

ASSESSMENT COMPONENTS / METHODS

Assessment pattern would be based on the following components:

- 1) Quality of role plays
- 2) Students' participation
- 3) Quiz
- 4) Assignment
- 5) Attendance, etc.

OUTCOMES:

After doing the course, the students will be able to:

- Apply the concepts of selling and negotiation in the selling process
- Relate consumer perception and expectation aspects in the negotiation
- Negotiate deals confidently addressing the different components of negotiation
- Identify and eliminate the barriers of negotiation
- Adhere to the ethical aspects of selling and negotiation

ELECTIVES - MARKETING MANAGEMENT

MSCY 001

RETAIL MARKETING

L T P C
3 0 0 2

OBJECTIVES:

The objectives of the course would be to make the students

- Learn the concept of retailing, retail formats and recent developments in retail industry
- Gain knowledge of different dimensions of retail strategy
- Know the importance of store management and visual merchandising
- Identify customer services in retailing and understand services retailing
- Familiar with the growing e-tailing industry in India

MODULE I INTRODUCTION

6

Introduction to Retailing - Role and functions of Retailer - Retailer characteristics- Theories of Retail Development - Unorganized Vs. Organized Retailing - Retail Formats - Multi Channel Retailing - Indian Retail Scenario - Current State, Issues, Potential and Future Direction

MODULE II RETAIL STRATEGY

6

Understanding the Retail Customer- Dimensions of Retail Strategy - Retail Location- Store Site Selection - Retail Pricing - Retail Merchandising - Category Management - Role of Private Label Brands - Retail Communication

MODULE III RETAIL STORE MANAGEMENT

6

Retail Store Space Management - Store Layout and Design - Exterior and Interior Store Design Elements - Store Atmospherics - Visual Merchandising in Retail

MODULE IV CUSTOMER SERVICE & SERVICES RETAILING

6

Customer Service in Retailing - Gathering Customer Information - Significance of POS - Encouraging Loyalty - Retailing in the Service Sector - Retail Banking - Retail Insurance - Other Financial Services Retailing - Health Services Retailing - Retailing in the Hospitality Industry - Measuring Retail Service Quality.

MODULE V E- TAILING

6

Introduction - Role of Technology in Satisfying Market Demand - Structure and Developments in E- Tailing - Factors Influencing the Growth of E-Tailing - Features of E-Tailing - Comparison of Conventional Retailing and E-Tailing - Customer Experience and Future of E- Tailing.

Total Hours: 30

REFERENCES:

1. Swapna Pradhan, "Retailing Management - Text and Cases", Tata McGraw Hill, 4th Edition, New Delhi, 2012
2. Chetan Bajaj, Rajnish Tuli & Nidhi V. Srivastava, "Retail Management", Oxford Higher Education, 3rd Edition, New Delhi, 2005.

3. Barry Berman, Joel R. Evans and Mini Mathur, "Retail Management: A Strategic Approach", Pearson Education, 11th Edition, 2012.
4. David Gilbert, "Retail Marketing Management", Pearson Education, 1st Edition, 2006.

OUTCOMES:

On successfully completing this program the student will be able to:

- Apply the concepts of retailing in their job for better performance
- Appropriately combine the dimensions of retail strategies to increase retail sales
- Manage the operations of a retail store effectively
- Select and implement the right customer service activity to attract and retain customers
- Recognize and adapt to the recent developments in retail industry

OBJECTIVES:

The objectives of the course would be to make the students

- Learn various concepts and fundamentals of services marketing
- Gain insight into customer perception and expectation of services
- Acquire knowledge necessary for designing of services
- Familiarize with the various aspects of delivering services
- Gain knowledge in the process of developing and implementing marketing strategies for different services

MODULE I INTRODUCTION**6**

Definition of Service and Service Marketing - Evolution of Service Sector - Reasons for growth of Services - Types of Service Sector - Distinguishing characteristics of Services - Tangibility Spectrum - Goods vs Services and Marketing implications - Classification of Services - Marketing mix for Services - Service quality: Introduction to Gaps Model and SERVQUAL Dimensions

MODULE II SERVICE CUSTOMER**6**

Customer Expectation of Services - Customer Perception of services - Segmenting Service Markets: Characteristics and Bases - Strategies for building Service Customer Relationships - Service Recovery

MODULE III SERVICE DESIGN**6**

Service Life Cycle Stages - Steps in New Service Development - Types of Service Standards - Service Process - Service Blueprinting - Physical Evidence and Service scape - Tools for differentiating Services - Methods of Pricing Services

MODULE IV SERVICE DELIVERY**6**

People in Services: Roles of Employees and Customers - Distributing Services: Channel Functions, Factors for Channel Selection - Promotional Mix for Services: Advertising Media for various Services, Steps in Personal Selling of Services, Sales Promotion Tools for Services

MODULE V MARKETING STRATEGIES FOR DIFFERENT SERVICES**6**

Formulating Service Marketing Strategies for Health, Hospitality, Tourism, Financial, Information Technology, Educational, Entertainment and Logistics Services.

Total Hours: 30**REFERENCES:**

1. Halen Woodroffe, "Services Marketing", McMillan Publishing Co., New Delhi, 2003.
2. Valarie Zeithaml and Mary Jo Bitner, "Services Marketing", Tata McGraw Hill, 2002.
3. Ramamohana Rao, "Services Marketing", Pearson Education, 2005.
4. Jha, "Services Marketing", Himalaya Publishing House, 2002.

OUTCOMES:

On successfully completing this program the student will be able to:

- Apply the concepts of services marketing in real time business situations
- Identify the expectations and perceptions of a customer towards services
- Design services according to market needs and wants
- Choose the appropriate distribution channel for delivering services
- Formulate appropriate marketing strategies needed for different services

OBJECTIVES:

The objectives of the course would be to make the students

- Learn the concepts of advertising as a form of communication
- Gain knowledge on the basics of designing and execution of advertisements
- Learn to select suitable media and design media planning
- Acquire knowledge on the aspects media management
- Get insight into the concept, role and types of sales promotion tools

MODULE I INTRODUCTION 6

Integrated Marketing Communication and its role -; Advertisement - Concept and Definition - Advertisement objectives - Advertising Agency: Types - selection and remuneration - Client - Agency Relationship- The changing marketing communication environment- Marketing and New technology- New Trends in Marketing communication.

MODULE II DESIGN AND EXECUTION OF ADVERTISEMENTS 6

Advertisement brief - creative process - Message development - Different types of advertisements - Layout - Design - Appeal - Copy structure - BTL and ATL - Advertisement media: types.

MODULE III MEDIA PLANNING AND SELECTION 6

Introduction to different media- comparison of their advantages and disadvantages; Media planning-functions –process- Media planning for Consumer and Industrial goods; Media selection-buying TV space / Airtime / radio slot; buying magazines space/ Newspaper space.

MODULE IV MEDIA MANAGEMENT 6

Selection of media vehicles based on Reach, Frequency, Cost efficiency, Circulation, Pass-along rate (Print); Media Timing – Flight, pulsing, Media scheduling, comparing- and evaluation of continuity of media options; Deciding on the most suitable media – mix-buying and negotiating the most appropriate media.

MODULE V SALES PROMOTION 6

Sales promotion: objectives, scope - Sales promotion categories: consumer-oriented, channel-oriented, company-oriented - Designing of sales promotion techniques - Integrated promotion - Measuring the effectiveness of sales promotion - Methods of on-line sales promotions.

Total Hours: 30

REFERENCES:

1. George E. Belch and Michel A. Belch, "Advertising & Promotion", McGraw Hill, Singapore, 1998.
2. Kenneth Clow and Donald Baack, "Integrated Advertisements, Promotion and Marketing communication", Prentice Hall of India, New Delhi, 2003.
3. S.H.H. Kazmi and Satish K. Batra, "Advertising & Sales Promotion", Excel Books, New Delhi, 2001.
4. Julian Cummings, "Sales Promotion", Kogan Page, London, 1998.
5. S.A. Chunawala, "Advertisement & Promotion Management", Himalaya Publishing, 2007.
6. `Chaturvedi B.K., "Media Management", Global Vision Pub House, 2009

OUTCOMES:

On successfully completing this program the student will be able to:

- Apply the knowledge of advertising for promoting products
- Interact with the advertising agencies to design and execute suitable advertisements
- Select the right media and design media plans for effective implementation
- Manage any media related aspects and issues
- Recognize the different sales promotional tools applied in real time marketing situations

OBJECTIVES:

The objectives of the course would be to make the students

- Gain conceptual knowledge on consumer behavior and research
- Learn various models and theories related to consumer behavior
- Get an insight into consumer behaviour in their social and cultural environments
- Know the process and models of consumer decision making
- Aware of related aspects of consumerism and consumer behaviour

MODULE I INTRODUCTION**6**

Consumer Behaviour : Concept and Need for studying - Objectives of consumer research - Consumer Research process - Approaches to the study of consumer behaviour.

MODULE II CONSUMER AS AN INDIVIDUAL**6**

Consumer needs and motivation: nature, types, applications - Values and life style - Personality and CB - Consumer diversity - Consumer Perception theories and application to CB -Theories of learning and application - Basic CB models of attitude - Attitude change.

MODULE III CONSUMERS IN THEIR SOCIAL & CULTURAL ENVIRONMENT**6**

Group: types, reference group, opinion leader & applications to CB - Family & family cycle - Family decision making - Influence of social class, culture and sub-culture, cross cultural aspects on CB.

MODULE IV CONSUMER DECISION PROCESS & POST-PURCHASE BEHAVIOUR**6**

Innovation diffusion - Consumer decision making process - Models of consumer decision process: Shiffman, Howard-Sheth and Engel-Kollat-Blackwell models - Post-purchase behaviour - Consumer dissonance.

MODULE V RELATED ASPECTS**6**

Consumerism - Consumer protection - Online consumer behaviour - Overview of Organizational Buyer Behaviour

Total Hours: 30**REFERENCES:**

1. Leon G. Schiffman and Leslie Lazar Kanuk, "Consumer Behaviour", Pearson Education, New Delhi, 2002.
2. David L. Loudon, Albert J. and Della Bitta, "Consumer Behaviour", McGraw Hill, New Delhi, 2002.

3. K. K. Srivastava, "Consumer Behaviour in Indian Context", Gолgotia Publishing Co., New Delhi, 2002.

OUTCOMES:

At the end of the course the students will be able to:

- Analyze factors related to consumer behaviour and their purchase decisions
- Interpret the psychological behaviour of consumers as an individual using the models and theories
- Relate social and cultural environments to the consumer buying behaviour
- Apply the models of consumer decision making to identify the factors underlying consumer buying behaviour
- Identify consumer related aspects like consumer protection, online buying behaviour, etc.

OBJECTIVES:

The objectives of the course will be to make the students:

- Learn the concept and various terms related to a product
- Gain knowledge on new product development stages
- Get insight into product brand and related concepts
- Get an overview of brands from consumer perspective
- Learn about the impact of brands and managing the brands

MODULE I INTRODUCTION**6**

New Product: definition, concepts, design, process - Product standardization and simplification.

MODULE II NEW PRODUCT DEVELOPMENT STAGES**6**

NPD: approaches, process - Idea generation, screening & evaluation - Concept development, evaluation & testing - Marketing-strategy development - Business /Commercial analysis - Product development - Proto-type testing - Market testing - Test Marketing - Product Launch and Control - Commercialisation - Post-launch tracking and control.

MODULE III BRAND CONCEPTS**6**

Concepts of Brands - Evolution - Perspectives - Brand Names and Associations - Brand Planning - Perspectives, Levels, PRIZMS - Brand Image - Brand Culture - Brand Systems - Roles - Types of brands.

MODULE IV BRAND AND CONSUMER PERSPECTIVE**6**

Brand and Consumers - Buying Decision - Making and Building Brand for Superiority and Success - Need and Techniques: Brand Positioning, Brand Repositioning - Brand personality - Brand Ambassador - Brand strategies: Brand Extensions, contractions & elimination.

MODULE V BRAND IMPACT**6**

Managing brand performance over the product life cycle - Brand Values - Brand loyalty - Product and Brand Failures - Commoditization of Brand - Keeping Brand Alive: Creating and Maintaining - Measuring Brand Equity - Brand Vitalization - Methods of Brand Valuation.

Total Hours: 30

REFERENCES:

1. Ramanuj Majumdar, "Product Management in India", Prentice Hall of India, 2002.
2. Donald R. Lehmann and Russel S. Winer, "Product Management", Tata McGraw Hill, 2005.
3. S.A. Chunawala, "Compendium of Brand Management", Himalaya Publishing, 1998.
4. Harsh Varma, "Brand Management", Excel Books, 2000.
5. Kevin Lane Keller, "Strategic Brand Management", Pearson Education, 2003.
6. S. Ramesh Kumar, "Managing Indian Brands", Vikas publishing House (P) Ltd., 2002.

OUTCOMES:

On successful completion of the program, the students will be able to:

- Recognize the need for new product development
- Identify the phases in designing and development of a product
- Appreciate the need and importance of branding a product
- Develop a new brand or reposition an existing brand from consumer perspective
- Measure the impact of a brand on the product/organization performance

OBJECTIVES:

The objectives of the subject will be to make the student:

- Get an overview of the various dimensions of industrial marketing
- Learn the buying behavior of industrial organizations
- Gain conceptual insight into segmentation, targeting and positioning from industrial perspective
- Learn to formulate product and distribution strategies
- Gain knowledge on designing the pricing and marketing communications

MODULE I DIMENSIONS OF INDUSTRIAL MARKETING 6

Nature of Industrial Marketing - Definition - Industrial vs Consumer marketing - Types of Industrial Customers - Characteristics of business markets - Classification of Industrial products - Industrial Marketing Environment and Strategies

MODULE II ORGANISATIONAL BUYING AND BUYER BEHAVIOUR 6

Nature of Industrial buying - Buy grid model: Buying situations, Buy Phases, Marketing strategies in various buying situations and phases - Buying centres: Buying centre roles - Webster and Wind model - Sheth model

MODULE III INDUSTRIAL MARKETING RESEARCH & S-T-P STRATEGIES 6

Marketing research process - Comparison between industrial and consumer research
Industrial market Segmentation: Bases, Macro and Micro variables - Target marketing - Industrial product positioning.

MODULE IV INDUSTRIAL PRODUCT STRATEGIES & CHANNEL DECISION 6

Developing Product Strategies - Industrial Product life cycle analysis and strategies - Stages of new product development - Industrial marketing channels - Choosing right distributor - Marketing logistics: Warehouse Location and functions, Modes of Physical distribution and Transportation

MODULE V INDUSTRIAL MARKETING COMMUNICATION AND PRICING 6

Training and Compensating industrial sales people - Industrial advertising media - Sales promotion methods and strategies - Industrial pricing: Factors influencing, Pricing strategies and policies - Commercial terms and conditions in industrial markets.

Total Hours: 30

REFERENCES:

1. Robert R. Reeder, Edward G. Brittle and Pretty H. Reedier, "Industrial Marketing - Analysis Planning and Control," Prentice Hall of India Limited, New Delhi, 2000.

2. Krishna K. Havaladar, "Industrial Marketing," Tata McGraw Hill, New Delhi, 2002.
3. Alexander Hill, et. al., "Industrial marketing", AITBS, 2000

OUTCOMES:

On successful completion of the course the student will be able to:

- Recognize the characteristics of industrial consumers
- Apply various models to understand organizational buying behaviour
- Formulate strategies for segmenting, targeting and positioning industrial products
- Choose the appropriate channel for distributing industrial products
- Formulate appropriate pricing and promotional strategies for industrial products

OBJECTIVES:

The objectives of the course would be to make the students

- Learn the fundamentals of customer relationship management and marketing
- Get a deeper insight into customer attributes and their loyalty
- Learn theories and strategies associated with relationship marketing
- Gain insight into the impact of technology in managing customers
- Get an overview on the implementation and measurement practices of CRM

MODULE I BASICS OF CRM / RM BASICS 6

Customer Relationship Management (CRM): Definition, Purpose, Evolution - Schools of thought on CRM -Types of CRM - Levels of CRM -Relationship Marketing (RM) - Trust and belonging - Personal touch.

MODULE II CUSTOMER DIMENSION 6

Types of customers - Customer value: concept, types, LTV - Identifying external information sources - Customer intelligence - Customer Loyalty: meaning & categories - Loyalty ladder - Loyalty schemes - Loyalty programs - Loyalty cards - Loyalty based segmentation - Principles of trust, commitment, involvement - Customer retention: significance, factors, retention strategies, effects.

MODULE III RELATIONSHIP MARKETING AND STRATEGIES 6

Transaction Marketing vs Relationship Marketing - Bucket theory - Relationship partners - Close versus distant relationship - Relationships to brands and objects - Theories of RM - Nordic School Perspective - Six markets model - Relationship Life Cycle - Bonding for Customer Relationship / Relationship Marketing Strategies - Return on Relationships (RoR).

MODULE IV CONTACT TECHNOLOGIES AND STRATEGIES 6

Technology to manage customer contacts - Analytical CRM: Role of IT in building, maintaining & enhancing relationships - Overview of customer data management technologies - Data warehousing, mining, analyzing - Online/e-CRM relationships - Operational CRM: call centre and front desk technologies.

MODULE V CRM / RM: IMPLEMENTATION, MEASUREMENT AND ISSUES 6

CRM implementation: Planning, Roadmap, Building blocks - Frame work for building RM strategy - Voice of customer - Reasons for customer defection - Customer actions after product/service failure - Recovery strategies - CRM/RM measurement and metrics for CRM.

Total Hours: 30

REFERENCES:

1. Kumar, A., Sinha, C. and Sharma, R. (2009). Customer Relationship Management (Reprint Edition), New Delhi: Biztantra Publication (code: CRM)

2. Shainesh, G. and Jagdesh N. Sheth. (2010). Customer Relationship Management (Reprint Edition), Chennai: Macmillan Publishers India Limited (code: CRM)
3. Godson, M. (2009). Relationship Marketing, New York: Oxford University Press.

OUTCOMES:

On successful completion of the course, the students would be able to:

- Apply the concepts of customer relationship management and marketing in organizations
- Identify customer attributes and understand behavioural intentions
- Design appropriate relationship strategies by applying theories of relationship marketing
- Tap and handle information technology to manage customer data and maintain customer relationship
- Implement customer relationship practices and design metrics to measure.

OBJECTIVES:

The objectives of the course would be to make the students

- Aware of the role and importance of rural marketing in India
- Gain insight into rural consumer buying behavior and underlying factors
- Learn to match the expectations of rural customers with the right price and product mix
- Gain knowledge to design the appropriate promotion strategies for rural markets
- Learn to choose the suitable channel to distribute products in a rural market

MODULE I INDIAN RURAL ECONOMY 6

Overview – Dimensions – Policies – Program – Reform - Role of Rural marketing in India - Development in the last few decades - Relevance and importance in the emerging scenario - future directions

MODULE II RURAL MARKETING 6

Definition - Nature-scope and attractiveness-Features - Rural Vs urban marketing - potential and changing pattern of rural marketing - Significance - limitations - Rural consumer Behavior - Influencing factors - changing trends.

MODULE III RURAL MARKET & PRODUCT SELECTION 6

Market Selection - Attractiveness of the market – Segmentation - concepts, Degree, guidelines, Targeting and positioning - Competitive marketing strategies, Product Selection - Selecting the right product-matching the expectations - Product mix - Pricing strategies- Objectives, concepts, significance and pricing policies

MODULE IV PROMOTION STRATEGIES 6

Promotion mix for Rural markets - Differences in Rural and urban communication Marketing communication mix - Communication objectives, Target audience characteristics, Designing the mix strategy, selection of Media , Execution and Evaluation of effectiveness, Impact of Information technology on rural communication

MODULE V DISTRIBUTION STRATEGIES 6

Channels of Distribution-distribution patterns of old and new channels-innovative means and approaches for rural market coverage

Total Hours: 30

REFERENCES:

1. Krishnamacharyalu C.S.G and Lalitha Ramakrishna, “Rural Marketing - Text and Cases”, Pearson Education, 2002

2. Ram Kishen, "New Perspectives in rural and agricultural Marketing", Jaico Publishing House, Mumbai, 2005
3. Gopalsamy T. P., "Rural Marketing", Wheeler Publishing, 2004.
4. Ramanaacharyalu, "Rural Marketing", Pearson education, 2005.

OUTCOMES:

At the end of the program the student will be able to

- Analyze rural customer markets
- Identify the rural consumer buying behaviour and the influencing factors
- Formulate product and pricing strategies to meet the expectations of rural customers
- Design the appropriate promotion strategies for rural markets
- Choose the suitable channel to distribute products in a rural market

OBJECTIVES:

The objectives of the course would be to make the students

- Learn the concepts of selling and salesmanship
- Gain knowledge on different aspects of sales planning
- Get trained on the process of selling and managing sales force
- Aware of the structure and operation of the distribution channels
- Gain knowledge on designing and managing channels

MODULE I INTRODUCTION**6**

Selling and Salesmanship: Definition, evolution, importance - Selling vs Marketing - Qualities of good salesperson - Roles and duties of sales officer - Career and positions in selling - Sales organization - Theories on selling - Types of selling

MODULE II SALES PLANNING**6**

Personal selling Objectives - Sales forecasting - Sales budget - Sales quotas - Sales territories.

MODULE III PERSONAL SELLING PROCESS & SALES FORCE MANAGEMENT**6**

Personal selling process: prospecting, pre-approach, appointment, demonstration, sales talk & demo, handling sales resistance, negotiating, closing - Overview of the functions of sales force management: recruiting, training, motivating and compensating salespersons - Sales expenses - sales contests - Sales ethics.

MODULE IV DISTRIBUTION CHANNELS: STRUCTURE AND OPERATION**6**

Distribution channels: need, functions, types, selection - Channel institutions - VMS & HMS - Wholesaling: definition, need, classification, functions, strategies - Retailing: definition, need, types, formats, functions, strategies - Agents and other middlemen - Overview of the functions of physical distribution management.

MODULE V DESIGNING AND MANAGING CHANNELS**6**

Designing channel systems - Channel management: conflict handling, performance and evaluation.

Total Hours: 30**REFERENCES:**

1. Havaladar, Krishna K. and Cavale, Vasant M. (2011). Sales and Distribution Management, New Delhi: Tata McGraw Hill.

2. Still, Richard R., Cundiff, Edward W. and Govoni, Norman A.P., (1988). Sales Management: Decisions, Strategies, and Cases, NJ: Prentice-Hall, Englewood Cliffs.
3. Tapan K. Panda and Sunil Sahadev. (2012). Sales and Distribution Management, New Delhi: Oxford University Press.

OUTCOMES:

On successful completion of the course the student will be able to:

- Apply the concepts of selling and salesmanship in the selling process
- Arrive at a realistic and executable sales plan
- Handle the various aspects of selling process effectively
- Select the appropriate intermediaries for physical distribution
- Design and manage the distribution channel for better performance

OBJECTIVES:

The objectives of the course would be to make the students

- Learn the role and significance of digital marketing within a larger marketing strategy
- Gain knowledge in designing digital marketing strategies
- Learn to evaluate and implement a comprehensive digital marketing plan
- Get insight into various web marketing tools and techniques
- Get acquainted with social media and other digital marketing platforms

MODULE I DIGITAL MARKETING FUNDAMENTALS 6

Introduction to Digital Marketing - Online marketplace analysis: Micro-Environment, The Internet Macro-Environment

MODULE II DIGITAL STRATEGY DEVELOPMENT 6

Digital marketing strategy - The Internet and the Marketing Mix - Relationship Marketing using Digital Platforms

MODULE III DIGITAL MARKETING: IMPLEMENTATION & PRACTICE 6

Delivering the online customer experience - Campaign planning for digital media - Marketing communications using digital media channels - Evaluation and improvement of digital channel performance - Web Analytics - Business-to-consumer digital marketing practice - Business-to-business digital marketing practice

MODULE IV WEB MARKETING TOOLS AND TECHNIQUES 6

Web Marketing (E-commerce, Affiliate Marketing, promotional or informative web sites) - Online Advertising - Display Advertising - Email Marketing - Search Engine Optimization (SEO) and Search Engine Marketing (SEM) - Pay per click - Cost per impression - Video & Audio Marketing (Podcasting).

MODULE V SOCIAL MEDIA, CONTENT AND MOBILE MARKETING 6

Social Media Marketing - Micro Blogging - Content Marketing - Mobile Marketing - Mobile Apps - Other Digital Marketing platforms.

Total Hours: 30

REFERENCES:

1. Dave Chaffey and Fiona Ellis-Chadwick, "Digital Marketing: Strategy, Implementation and Practice", Pearson Education, 5th Edition, 2012
2. Glen Urban, "Digital Marketing Strategy: Text and Cases", Prentice Hall, 1st Edition, 2004.

3. Jed Alpert, "The Mobile Marketing Revolution: How your brand can have a one-to-one conversation with everyone", Tata McGraw Hill, 1st edition, 2012.

OUTCOMES:

On successful completion of the course the student will be able to:

- Apply digital marketing concepts to market various products
- Formulate strategies for digital marketing of products
- Evaluate and implement a comprehensive digital marketing campaign
- Explore and choose appropriate web marketing tools and techniques to market products
- Design content for social media marketing and other digital marketing platforms

ELECTIVES - FINANCIAL MANAGEMENT

MSCY 016

SECURITY MARKET AND ANALYSIS

**L T P C
3 0 0 2**

OBJECTIVES:

The objective of the course would be to

- make an awareness on the different types of investment instruments and its valuation
- sensitize about the stock market
- give an exposure to stock market trading
- provide knowledge on the technical & fundamental analysis on the financial instruments

MODULE I - INVESTMENT SETTING

4

Financial Markets- Financial Assets/Instruments – Investment Objectives- Risk and Return - Analysis of different types of Risks and Return – Measures of Return and Risk- Determinants of Required Rate of Return- Risk free rate and factors influencing the risk free rate - Risk Premium

MODULE II - CAPITAL MARKET

4

Organization and Function of Equity Market, , Bond Market, Mutual Funds market and derivatives market- Primary market and Secondary Market, functions and Trading mechanism, Investor protection, Roles and Responsibilities of SEBI in Capital Market.

MODULE III - VALUATION

6

Valuation of Equity Shares: Theory of Valuation - Alternative Valuation - Bond Valuation- Computing Bond Yields. Calculation of future bond prices, Yield curve, Determination of interest rates.

MODULE IV - EFFICIENT MARKET HYPOTHESIS

4

Efficient Market Concept - Different forms of Efficiency- Random walk theory- Challenges to the Efficient Market Hypothesis

MODULE V - FUNDAMENTAL & TECHNICAL ANALYSIS

10

Fundamental Analysis: Economic Analysis - Macro economic activity and security Markets - Economic Series and Stock Prices - Industry Analysis: Business Cycle and Industry Sectors - Evaluating the industry life cycle - Analysis of Industry Competition Estimation of Industry Rates of Return. Company Analysis - Firm Competitive Strategies - SWOT Analysis. Analysis of Growth and Value Companies Financial Statement Analysis Major Financial Statements. Computation and Analysis of Financial Ratios. Technical Analysis: Assumptions, Advantages and Challenges – Technical Trading Rules and Indicators - Technical Analysis of Equity Markets

Total Hours: 30

REFERENCES:

1. Donald E. Fischer & Ronald J. Jordan, "Security Analysis and Portfolio Management", 8th Edition, Prentice Hall of India (P) Ltd, 2008.
2. V.A. Avadhani, "Security Analysis and Portfolio Management" 10th Edition, Himalaya Publishing House, 2011.

OUTCOMES:

Students would be able to

- Identify different types of investment instruments and its valuation
- Trade in stock market
- Test the market for its level of efficiency
- Do technical analysis on the financial market instruments
- Do fundamental analysis on the financial performance of firms

OBJECTIVES:

The objectives of the course are to enable the students to:

- Provide an overview of the financial services sector
- Understand the concept of hire purchasing and leasing
- Appreciate the functions of merchant banking and depository services
- Identify the different types of mutual funds and the importance of credit rating
- Create awareness about various fund based services

MODULE I INTRODUCTION**2**

Introduction to Financial Services: Objectives - Importance - Nature - Scope - fund based - fee based services

MODULE II HIRE PURCHASE & LEASING**9**

Hire Purchase: Meaning - features - Rights - Legal, Taxation and Accounting aspects of HP. Leasing: Meaning - features - types/forms - accounting frame work-Tax implication

MODULE III MERCHANT BANKING AND DEPOSITORY SERVICES**9**

Merchant banking services - capital issue management - pricing of issue - marketing of issues - SEBI - Securities Appellate Tribunal. Concept of Depository: Function - Pros & Cons -Functioning - Role of NSDL, CSDL.

MODULE IV MUTUAL FUNDS AND CREDIT RATING**3**

Mutual funds: meaning, definition, objectives, advantages and types of Mutual Funds. Credit rating: definition, advantages, process and limitations - country, Business, SME, Personal.

MODULE V FUND BASED FINANCIAL SERVICES**7**

Factoring: definition, functions of a factor, types. Bills discounting: concept, types of bill of exchange - Consumer finance - Chit Funds. - Real estate finance - reverse mortgaging - Venture capital financing - process - stages. Micro finance - SRO (Self Regulated Organisation) - standard and principles - scale - micro credit.

Total Hours: 30**REFERENCES:**

1. Dr. S. Gurusamy, "Financial Services "2/E , Tata McGraw-Hill Education, 2009
2. M.Y. Khan, "Financial Services"; Tata McGraw-Hill Education, 2004
3. Machiraju, "Indian Financial System"; Vikas Publishing House, 2nd Edition, 2002.

OUTCOMES:

Students would be able to

- find the range and diversity of financial services.
- apply the concepts and procedure involved in hire purchasing and leasing in the practical scenario.
- make use of merchant banking and avail depository services as and when they require.
- take investment decision relating to different type of mutual fund based on the credit rating information.
- utilize fund based services in real life scenario.

OBJECTIVES :

The objectives of the course would be to make the students understand

- the importance of International Finance
- Foreign Exchange Market
- Exchange rate determination and forecasting
- Foreign trade financing
- Capital budgeting for multinational corporations

MODULE I INTRODUCTION**4**

Multinational financial Management - objectives of MNCs - difference between domestic and International Financial Management - Reasons for increasing importance of International Finance - challenges and opportunities before an MNC.

MODULE II MARKET FOR FOREIGN EXCHANGE**6**

Definition of foreign exchange market and the exchange rate - quotations at the foreign exchange market - spot market - forward market - settlement of transactions in the international market. Foreign Exchange Management Act (FEMA). Indian Forex Market - structure - exchange rate fixation.

MODULE III EXCHANGE RATE DETERMINATION AND FORECASTING**8**

Theories of exchange rate determination. The need and importance for forecasting exchange rates - forecasting techniques - technical forecasting - fundamental forecasting - limitations of fundamental forecasting - market based forecasting.

MODULE IV FINANCING FOREIGN TRADE**6**

Problems faced by developing countries for promoting trade. International Commercial Terms (INCOTERMS) - Credit risk - management of credit risk - Letter of Credit - types of credit to exporters. International trade financing in India - pre shipment and post shipment credits - EXIM Bank - ECGC. Capital and current account transactions

MODULE V CAPITAL BUDGETING FOR MULTINATIONAL CORPORATIONS**6**

Input for multinational capital Budgeting - complexities of multinational capital budgeting exercise - factors to be considered in multinational capital budgeting. Foreign exchange exposure.

Total Hours: 30**REFERENCES:**

1. Alan C. Shapiro, "Multinational Financial Management", Wiley John Wiley & Sons Inc., 2005
2. A.K Seth, "International Financial Management," Galgotia Publishing Company. New Delhi, 2004.
3. Jeff Madura, "International Financial Management" Thomson Learning, 2005.
4. Reid W. Clich, Joshua D Coval, "International Financial Management" Prentice Hall, 2004.

OUTCOMES:

At the end of this course, the students would be able to:

- Identify the importance of International Financial Management
- Perform settlement of transactions in the international markets
- Forecast exchange rates
- Manage the credit risks involved in international trade
- Analyse different projects using capital budgeting techniques for multinational corporations

OBJECTIVES:

The objectives of the course are to enable the students to:

- Know the determinants of fixed and working capital in an industry and causes and remedies of over and under capitalisation
- Understand how risk can be minimized by using risk adjusted techniques in capital budgeting
- Understand and apply the concept of point of indifference in capital budgeting decisions
- Know the theories behind capital structure
- Get an overview about the dividend theories

MODULE I INTRODUCTION**4**

Financial Planning - meaning, principles and steps. Fixed and working capital - meaning and determinants. Over and under capitalisation - meaning, causes and remedies.

MODULE II INVESTMENT DECISIONS-RISK ANALYSIS IN CAPITAL BUDGETING**10**

Appraisal of risky investments - pay back period method, risk adjusted discount rate method, certainty equivalent method, sensitivity analysis, probability technique, decision tree approach, and simulation technique.

MODULE III FINANCING DECISIONS - POINT OF INDIFFERENCE**3**

Capital structure - meaning and determinants. Point of indifference - optimum capital structure.

MODULE IV FINANCING DECISIONS - CAPITAL STRUCTURE THEORIES**7**

Capital structure theories - meaning and general assumptions, Net income approach, Net operating income approach, Modigliani and Miller approach, Arbitrage process.

MODULE V DIVIDEND DECISIONS**6**

Dividend - meaning and types of dividend, types of dividend policy, determinants of dividend policy. Dividend theories - Walter's Model, Gordon's Model, Modigliani and Miller's Hypothesis.

Total Hours : 30**REFERENCES:**

1. Shashi K.Gupta and R.K.Sharma, "Financial Management-Theory and Practice", Kalyani publishers, 8th revised edition, 2014.
2. S.N.Maheshwari, "Financial Management - Principles and Practice," Sultan Chand and Sons, 14th revised edition, 2011.
3. M Y. Khan and P.K Jain, "Financial Management - Text, Problems and Cases," Tata Mc Graw Hill Education Pvt. Ltd., 3rd reprint, 2012.

OUTCOMES:

At the end of the course, the students would be able to:

- Ascertain the determinants of fixed and working capital requirements for a particular type of industry.
- Minimize the risk in company's projects by using risk adjusted techniques of capital budgeting.
- Find the level of Earnings before Interest and tax at which point of indifference occur for two different companies in a sector having two different capital structures.
- Prove or disprove the theories of capital structure.
- Prove or disprove the theories of dividend policies.

OBJECTIVES

The objectives of the course is to make the students aware of

- Process and forms of financial reengineering
- Turnaround strategies involved in corporate restructuring
- Importance Strategic cost management in financial restructuring
- Different Sources of short and long term funds
- Role of financial institutions in Financial reengineering

MODULE I INTRODUCTION**4**

Financial reengineering - meaning- definition - scope - importance. Process of financial reengineering.

MODULE II CORPORATE RESTRUCTURING & TURN AROUND STRATEGIES**8**

Corporate sickness - meaning - symptoms - causes - rehabilitation of sick units - problems faced by banks in rehabilitation of sick units. Turn around strategies : Mergers & Acquisition - legal aspects - financial framework.

MODULE III FINANCIAL RESTRUCTURING & STRATEGIC COST MANAGEMENT**8**

Debt and Equity Restructuring, Asset Restructuring - Cost Management - objectives of cost management system -The concept of Economic Value Addition - Market Value Addition.

MODULE IV SOURCES AND COST OF CAPITAL**6**

Flexibility of Capital Structure - Long term sources - equity - debentures - preference shares - long-term loans - FOREX based sources - Short term sources - Commercial paper, Inter corporate investment, public deposits. Cost of capital- equity capital - preference capital - debenture - weighted average cost of capital.

MODULE V ROLE OF FINANCIAL INSTITUTIONS IN FINANCIAL REENGINEERING**4**

Role of Development Financial Institutions - Industrial Development Bank of India - Industrial Finance Corporation of India- SIDBI, Board for Industrial and Financial Reconstruction (BIFR). Venture capital financing - meaning - special features - stages of financing - exit from venture capital investment.

Total Hours: 30**REFERENCES:**

1. I. M. Pandey, "Financial Management", Vikas Publishing House, 2009.
2. M. Y. Khan, "Financial Services", Tata McGraw Hill, 2011.
3. S. N. Maheshwari, "Financial Management: Principles and Practice", Sultan Chand and Sons, 2005.
4. R. C. Sekhar and A. V. Rajagopalan, "Management Accounting", Oxford University Press, 2013.

OUTCOMES:

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

- Differentiate different forms of financial reengineering
- Identify sick unit and apply turnaround strategies to rehabilitate sick units
- Apply strategic cost management concepts in financial restructuring
- select appropriate financial institution for short and long term sources of funds.
- Appreciate the role of financial institution in the process of financial reengineering.

OBJECTIVES:

The objectives of the course are to enable the students to:

- Understand the Concept of derivatives, its types and instruments.
- Understand the markets where these instruments are traded, its mechanism & the underlying strategies
- Understand the range and diversity of derivatives market and how they relate to the needs

MODULE I DERIVATIVES - INTRODUCTION 6

Introduction - Types of derivatives - Markets - Distinction between markets - Economic functions of derivatives market - Role of derivatives market - Advantages of derivatives market - Downsides in derivatives market

MODULE II DERIVATIVES INSTRUMENTS 6

Futures and forwards - Mechanics of the market - Margin requirements - settlement of Index Futures contract- price quotations -Stock index futures - Nifty futures - Sensex futures contract Options - Types of options contract -- Mechanics of the market- price quotations- margin system - stock index and stock options - Swaps - Mechanics of the market - Interest rate swaps - currency swaps -price quotations -financial intermediary

MODULE III PRICING & VALUATION I 6

Pricing of futures and forwards - Assumptions - hedging with futures - Hedging strategies - Hedge ratio. Valuation of interest rate swaps and currency swaps - credit risk

MODULE IV PRICING & VALUATION II 6

Assumptions in option price analysis - Factors affecting option prices - Put-call parity - Options pricing & options pay off - Models - Hedging and Arbitration opportunities

MODULE V DERIVATIVE MARKET IN INDIA 6

Need for Derivative Markets in India - Evolution of Derivative Markets in India -Derivatives Instruments Traded in India - Effect of derivative market in India -Participants in Indian derivatives market - Regulations - Factors contributing to the growth of Derivative market in India - Institutional frame work of Derivatives market in India - requirements for a successful Derivatives Market

Total Hours: 30**REFERENCES:**

1. John C Hull, "Options, Futures and other Derivatives",8/E, Pearson Education, 2012.
2. Durbin, Michael (2011). All About Derivatives (2nd ed.). New York: McGraw- Hill.
3. D.C. Patwari, "Options and Futures in an Indian Perspective", Jaico Publishing House, 2004.
4. Don M. Chance, Robert Edwin Brooks, An Introduction to Derivatives and Risk

- Management, South-Western Cengage Learning, 2013
5. S. Kevin, Commodity And Financial Derivatives, PHI Learning Pvt. Ltd.,2010.

OUTCOMES:

The students would be able to

- Realize the range and diversity of derivative instruments available
- calculate the price of option derivatives
- mitigate the risk through Forwards and futures instruments
- mitigate the risk through options instruments
- Comprehend the current market situations

OBJECTIVES:

The objectives of the course would be to make the students aware of

- Types of risk and benefits of risk management
- Various risk identification and evaluation techniques
- Different methods of risk reduction methods
- Different types of insurance policies
- Insurance accounting

MODULE I INTRODUCTION**4**

Introduction to Risk Management - Nature of risk - terms and definitions. Organizing for Risk Management- Objectives of Risk Management- Scope of Risk Management- legal, financial and social benefits of managing risk.

MODULE II CLASSIFICATION AND CONTROL**5**

Classifications of risk - Financial - Strategic - Operational - Market Risk. Enterprise Risk Management - Risk and opportunity - Influences and benefits of a risk management programme - Potential consequences of failing to manage risk.

MODULE III RISK MANAGEMENT PROCESS**6**

Risk drivers - Internal and external influences on an organization - Risk Measurement and Pooling - Pooling and Diversification - Risk Control and Treatment - Risk avoidance - Risk reduction - Risk Retention - Risk analysis techniques - Barriers in the risk analysis process.

MODULE IV INTRODUCTION TO INSURANCE**7**

Meaning- Nature, Types of Insurance- Emerging scenario - Principles of insurance- Functions of insurance - Reinsurance and double insurance - Profile of Insurance companies in India. Procedures for taking life, fire, marine insurance policy - Procedure for Settlement of claims- IRDA Act.

MODULE V MATHEMATICAL BASIS OF INSURANCE**8**

Under Insurance - Premium calculation - Insurance accounting.

Total Hours: 30**REFERENCES:**

1. Alka Mittal, Gupta S.L. "Principles of Insurance and Risk Management", Sultan Chand and Sons, 2010.
2. James T.Gleason, "Risk; The New Management Imperative in Finance", Jaico Publishing House, 2004.
3. Anand Ganguly, "Insurance Management", New Age International, 2004.

OUTCOMES:

At the end of this course, the students would be able to

- Identify different types of risk
- Apply risk identification and evaluation techniques in the organization
- Suitably take decisions to avoid and reduce risk in the organization
- Develop enterprise risk management plan and choose appropriate insurance policy for the enterprise.
- Estimate the actual claim of stock using insurance accounting

OBJECTIVES:

The objectives of the course is to make the students understand

- The different classification of Banks and their functions
- Banking practices and Capital adequacy norms in Banks
- Different instruments used in banking operations
- Bank lending and customer protection
- Technological developments in banking.

MODULE I INTRODUCTION**4**

Origin of banks. Definition and classification of banks. Functions of Central bank and Commercial bank, RBI Act 1934.

MODULE II BANKING PRACTICES AND CAPITAL ADEQUACY NORMS**8**

Banker and Customer, Bank deposits - Types, Procedure for opening a bank account - KYC norms in India, Anti money Laundering, Reserve requirements. Capital adequacy in Banks - Basel I, Basel II and Basel III norms. CAMELS rating of banks, Credit risk - Market risk - Operational risk.

MODULE III BANKING INSTRUMENTS**5**

Cheques - Forms, Types of crossing, Endorsement, Bank Draft, Traveller's cheque, e-cheque, Credit, debit and smart cards.

MODULE IV BANK LENDING AND CUSTOMER PROTECTION**7**

Forms of bank lending, Principles of sound lending, Security for bank advances, Modes of securing advances, Banking Ombudsman Scheme - Customer Protection Act - SARFAESI Act 2002.

MODULE V DIGITAL BANKING**6**

Technological developments in Indian banking - Core Banking Services (CBS), e - banking, Anywhere Anytime - banking, Electronic Clearing Service (ECS), Electronic Fund Transfer (EFT) System, Real Time Gross Settlement (RTGS), Automated Teller Machines (ATM), Internet banking and Mobile banking, Indian Financial Network (INFINET)

Total Hours: 30**REFERENCES:**

1. Clifford Gomez "Banking and finance", PHI Learning Pvt. Ltd., New Delhi, 2011.
2. Gurusamy .S "Banking Theory, Law and practice", Vijay Nicole Imprints Pvt. Ltd., 2014.
3. Santhanam B. "Banking and financial System", Margham Publishers,2008.
4. Sundharam and Varshney "Banking -Theory, Law and Practices" ,Sultan Chand & sons, New Delhi,2008.

OUTCOMES:

At the end of this course, the students would be able to

- Identify the different classification of banks and their functions.
- Appreciate Banking practices and capital adequacy norms in banks.
- Use the different instruments in banking operations.
- Identify the lending norms and the Banking Ombudsman Scheme available for customer protection.
- Use the different technological developments in banking operations.

OBJECTIVES:

The objective of the course would be to make the students understand:

- The process of investment & its alternatives through various informations
- Capital asset pricing model, multi factor model, and optimal portfolio selection model
- The techniques in portfolio construction
- The behaviour of investors and the stock returns.

MODULE I PORTFOLIO MANAGEMENT 6

MEANING: Investment, Speculation and Gambling, Investment objectives and investment process, Investment alternatives, Investment information - Measurement of Expected Risk and Return of Portfolio - Alternative Measures of Risk - Markowitz Portfolio Theory - The Efficient Frontier and Investor Utility

MODULE II CAPITAL ASSET PRICING MODEL 6

Overview of Capital Market Theory-Market Portfolio - Capital Asset Pricing Model-Assumptions- Security Market Line and Capital Market Line - Zero beta Model

MODULE III MULTI FACTOR MODELS 6

Arbitrage Pricing Theory (APT) Security Valuation and APT - Empirical Tests of APT- Estimating Risk in a Multi-factor Setting.

MODULE IV OPTIMAL PORTFOLIO SELECTION MODELS 6

Markowitz Theory - Sharpe's Single - Index Model - Lagrange Multiplier Theory.

MODULE V EQUITY PORTFOLIO MANAGEMENT STRATEGY 6

Passive vs. Active Management - Passive Equity Portfolio Management Strategy-Index Portfolio Construction Techniques - Tracking Error, Methods of Index Portfolio Investment. Fundamental Active Strategies - Technical Strategies - Market Anomalies - Value vs. Growth Investments - Investor Behavior and Stock Returns

Total Hours: 30

REFERENCES:

1. Dhanesh Kumar Khatri "Security Analysis and Portfolio Management (Paperback) 2012
2. Dhanesh Kumar Khatri "Investment Management and Security Analysis": 2nd Edition Paperback - 2012
3. Prasanna Chandra "Investment Analysis and Portfolio Management (Paperback) 2012

OUTCOMES:

Students would be able to

- Identify the factors which affect the investor behaviour while constructing portfolios
- Construct a portfolio using Capital Asset Pricing Model
- Construct a portfolio using Multi Factor Models
- Select an optimal portfolio model
- Select a strategy for portfolio management

ELECTIVES - HUMAN RESOURCE MANAGEMENT

MSCY 031	MANAGERIAL BEHAVIOUR AND EFFECTIVENESS	L T P C 3 0 0 2
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OBJECTIVES:

The course would:

- Provide inputs on the various dimensions of Managerial Job
- Create awareness concerning the importance of Professionalism
- Facilitate learning of techniques adopted by industries to measure managerial effectiveness
- Help in building emotional intelligence of students to function effectively in the corporate world.
- Help in updating knowledge about the emerging horizon for managers

MODULE I DIMENSIONS OF MANAGERIAL JOB 6

Managerial Job Dimensions: Theory proposed by Peter Drucker, Henry Fayol, Mintzberg, Fred Luthans - Managerial Skill Set: Art of Delegation; Time Management, Decision Making, Job - behaviour skills, Listening skills, Socializing, Optimizing skills - Gender - leadership myths: Benefits of Androgynous Management-Managerial behaviour models: SHL corporate leadership model-case studies.

MODULE II MANAGERS ROLE IN PROFESSIONALISM 6

Professionalism: Importance of Professionalism; Key elements of Professionalism, Managers role in managing awareness, Developing intellectual discipline, Professional discipline- Creativity and Innovation-Brain Storming, Synectics, Innovation and Entrepreneurship-Professional goals across career stages: Relationship between Age-creativity, Age-performance, Age-motivation, Career Management - case studies.

MODULE III MEASURING MANAGERIAL EFFECTIVENESS 6

Introduction to Measuring Managerial Effectiveness- the Person, Process, and Product Approach; Global measures of managerial effectiveness; Current Industrial and Government practices in the management of managerial effectiveness - case studies.

MODULE IV EMOTIONAL INTELLIGENCE FOR MANAGERS 6

Definition, Elements of Emotional Intelligence, Emotional Intelligence and Eustress, Issues linked to low Emotional Intelligence, Role of Emotional Intelligence in building team spirit; Personality and emotional Intelligence; Managing simple and complex emotions, Psychological capital - exercises.

MODULE V EMERGING HORIZONS FOR MANAGERS 6

Recent Issues and Challenges for Managers - Discussion and Presentation.

Total Hours: 30

REFERENCES:

1. Peter. F. Drucker, The Effective Executive, New York: Harper Collins, 2007.
2. Haider Yasmeen, Managerial Behavior and Effectiveness, Course Material, Chennai: Centre for Distance Education, Anna University, 2007
3. Watts, S.H. Managing Technical People, Delhi: Pearson Education, 2007
4. Daniel Goleman, Emotional Intelligence, New York: Bantam Dell, 2006.

OUTCOMES:

After completing the course the students will be able to

- have a panoramic understanding of managerial job dimensions. which in turn will help them to analyze and suggest suitable managerial styles for different corporate situations .
- augment the professional skills and the course facilitates career escalation
- list the various global methods of measuring managerial effectiveness and that understanding will help them to enhance their own effectiveness.
- match their personality traits with those expected for career enhancement. They would be able to work accordingly towards personality transformation.
- comment and propose solutions for any issues pertaining managers.

MSCY 032

HUMAN RESOURCE ACCOUNTING AND AUDIT

L T P C

3 0 0 2

OBJECTIVES:

The specific objectives of the course are to make the students:

- Learn the basics and importance of HR Accounting and Audit
- Equip with the necessary skills and techniques required for managerial function of HRD Audit.
- Elaborate the various methods/tools and process of auditing the various areas of Human Resource

MODULE I INTRODUCTION

7

Introduction, HR as asset, Definition of Human Resource Accounting and Auditing, Human Resource Accounting - concepts, methods and Applications, Human Resource Accounting Vs Other Accounting. Human Capital – Introduction, Types – Intellectual Capital, Social Capital, Emotional Capital and Spiritual Capital, Conventional and Modern approaches for Human Capital Measurement, Issues in Human Capital Measurement

MODULE II HUMAN RESOURCE COST AND RETURN ON INVESTMENT

7

Human Resource Cost - Monetary Value Approach, Non Monetary Value based approach, Investment in employees - Human Resource Development, Development of HR ROI through high performance employees, Measurement of Group Value.

MODULE III HUMAN RESOURCE ACCOUNTING SYSTEM AND SCORE CARD

6

Developing Human Resource Accounting System, Implementation of Human Resource Accounting System, Integration with Other Accounting system, HR Score Card - constituents, instrument in HR Audit, Human Resource Accounting Software

MODULE IV HUMAN RESOURCE AUDIT

5

Role of Human Resource Audit in Business Environment, HR Audit - Objectives, Concepts, Benefits, Importance, HR Quality Policy Formulation – ISO 9000, Standard, Setting Audit goals, Defining audit team, Areas of HR Audit, Methodology and Instruments of HR Audit, Audit Process and Issues in HR Audit

MODULE V HUMAN RESOURCE AUDIT REPORT

5

Purpose of HR Audit Report, Preparation of Report Design, Use of HR audit report for Business Environment, Recent Advancement in Human Resource Audit and Accounting

TOTAL HOURS: 30

REFERENCES:

1. Eric. G. Flamholtz, “Human Resource Accounting” (3rd edition), USA, Kluwer Academic Publishers, 1999.

2. T.V. Rao, "HRD Audit", New Delhi, Sage Publications, 1999.
3. John McConnell, "Auditing your Human Resources Department" (2nd edition), New York, AMA's publishing division, 2011

OUTCOMES:

At the end of the course the students should be able to:

- distinguish between human resource accounting and other accounting.
- identify the human resource cost using different approaches of cost calculation.
- Design human resource accounting system for the organizations.
- Develop HR audit process
- Prepare audit report to improve the business environment.

OBJECTIVES:

The course would focus on:

- Developing knowledge about Strategic Performance Management System
- Understanding the three stages of SPM Cycle
- The Importance of Training need Analysis
- The Methodology applied for Evaluation of Training
- Creating awareness about the future trends in Training and Development

MODULE I STRATEGIC PERFORMANCE MANAGEMENT**5**

Strategic Performance Management: Definition, Process, Benefits, Strategic Performance Management Development Cycle, Feasibility Analysis for SPM-Case Studies.

MODULE II STRATEGIC PERFORMANCE MANAGEMENT DEVELOPMENT CYCLE**7**

Designing a Strategic Management Model - Responsibility Structure, Parenting Style, Strategic Objectives, Strategic Action Plans, Designing a Strategic Reporting Model - Critical Success Factors and Key Performance Indicators, Performance Measurement Pyramid, Result and Effort Indicators, Balanced Scorecard, Designing Performance Driven Behavioural Model - Organizational Performance - Driven Behaviour; Individual Performance - Driven Behaviour; Strategic Alignment.

MODULE III TRAINING NEED ASSESSMENT**6**

Importance of Need Assessment, Methods used in Need Assessment, Need Assessment Process-Organizational Analysis; Person Analysis and Task Analysis, Competency Models

MODULE IV TRAINING EVALUATION**6**

Reasons for Evaluating Training, Formative Evaluation; Summative Evaluation; Evaluation Process; Evaluating Outcome, Cognitive Outcome, Behavioural Outcome, Affective Outcome, Kirkpatrick's Four Level Framework of Evaluation Criteria, Determining Return on Investment; Measuring Human Capital and Training Activity.

MODULE V FUTURE OF TRAINING AND DEVELOPMENT**6**

Challenges in Career Management, Cross-Cultural Preparation, Life-Long Learning, Self-Learning and Action/Outcome Based Training Program, Managing Dysfunctional Behaviors, Technology and Multimedia in Training-Discussion.

Total Hours: 30**REFERENCES:**

1. Andre de Wal. "Strategic Performance Management", New York: Palgrave Macmillan, 2007.
2. Raymond, A and Amitabh Deo. "Employee Training and Development", New Delhi: Tata Mc Graw Hill, 2012
3. Topomoy Deb. "Training and Development, Concepts and Applications", New Delhi:

Ane Books India, 2008.

4. Irwin L. Goldstein. "Training in Organizations", New Delhi: Cengage Learning, 2012.

OUTCOMES:

The students will be able to

- Use the feasibility analysis tool, to evaluate whether the organisation is ready to go in for strategic performance management system.
- Identify the type of Parenting Style followed by different business organizations. Formulate critical success factor and key performance indicators in their job environment.
- Design and schedule the training programme
- Measure Cognitive, Behavioral and Affective outcome of a training program.
- Discuss and comment on the technology oriented training programmes and action/outcome based training programmes.

OBJECTIVES:

The objectives of the course are:

- To provide information on the present scenario of industrial relations.
- To make students be aware about the causes and issues relating to Industrial conflicts and the way to resolve
- To get familiarize with the various social security and welfare measures in both statutory and non statutory practices in the industry
- To provide information about the industrial safety and preventive measures.
- To give an insight about the key labour laws

MODULE I HISTORY AND EVOLUTION OF INDUSTRIAL RELATIONS AND TRADE UNION MOVEMENT IN INDIA 4

Issues and Challenges in sustaining Cordial Industrial Relations (IR), Changing Role and Responsibilities of the Management, Union and Employees in the Stable IR. Trade Union Act- 1926, relevance and scope for improvement

MODULE II INDUSTRIAL CONFLICTS & THEIR RESOLUTION 8

Causes of Conflicts, Need for Managing and Resolution of Conflicts, Grievance Redressal Machinery as a tool for Resolving Conflict. Collective Bargaining - Industrial Disputes Act -- 1947, Manifestations of Conflicts such as Strike, Lock out, Go Slow and other Work Stoppage - Their Impacts and Resolution .

MODULE III SOCIAL SECURITY BENEFITS AND WELFARE MEASURES 6

Purposes of Various Statutory and Non Statutory Welfare Benefits. Present Trends and Practices in Extending Welfare Benefits under Settlements, Employee Provident Fund and Miscellaneous Act, 1952, The Employees state Insurance Act 1948, Payment of Gratuity Act 1972, Minimum Wages Act 1948, The Maternity Benefit Act 1961. Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013.

MODULE IV INDUSTRIAL SAFETY, HEALTH AND ENVIRONMENT 5

Accident Prevention - Education and Enforcement, Relevant Provisions and Factories Act, 1948 and The Workmen's Compensation Act, 1923

MODULE V LABOUR LEGISLATIONS 7

History and Development of Labour Legislations, Uniqueness and complexities in the evolution of Indian Labour Laws. Key Labour Legislations: Industrial Establishment (Standing Orders) Act 1946. Contract Labour Regulation and Abolition Act 1970, Payment of Wages Act 1936, Child Labour Prevention and Regulation Act, 1986, Equal Remuneration Act 1976, Migrant Workmen Act, 1979.

Total Hours: 30

REFERNCES:

1. C.B. Memoria, Sathish Mamoria and S.V.Gankar. Dynamics of Industrial Relations, Himalaya Publishing House, 3rd revised, 2012.
2. N.D. Kapoor Elements of Mercantile Law, Sultand Chand & Sons, 34th Reprint, 2013.
3. ArunMonappa, RanjeetNambudiri and PatturajaSelvaraj. Industrial Relations and Labour Laws, Tata McGraw Hill, 2nd Edition 2012.
4. P.N.Singh and Neeraj Kumar Employee Relations Management, Pearson, New Delhi, 2011.
5. S.K. Puri, Labour & Industrial Law, Allahabad Law Agency, New Delhi, 10th Edition, 2011.

OUTCOMES:

At the end of the course the students be should able to:

- Identify the contemporary aspects of industrial relations
- Choose the best machinery for industrial dispute settlement
- Analyze the various welfare and industrial safety measures
- List the various safety provisions to avoid accidents.
- Differentiate and apply the concepts of labour laws.

MSCY 035

ORGANISATIONAL STRUCTURE AND DESIGN

L T P C

3 0 0 2

OBJECTIVES:

The specific objectives of the course are to make the students:

- Learn how organizational goals are determined and organizational structures are framed.
- Discuss major organizational designs adopted in Multinational Companies and to know why organizations are continually being redesigned.
- To explore the effectiveness of the process of structuring and designing on the productivity and satisfaction of the employees.

MODULE I INTRODUCTION TO ORGANIZATIONS STRUCTURE AND DESIGN 7

Introduction, The evolution of Organization Theory, Organization life cycle – Models of Transformation, Organizational structure - Characteristics, Organization Design and Development - Design options; Challenges of Organizational Design, Organization Culture and Change, Features of organization; Basic - Open System model of Organization

MODULE II ORGANIZATIONAL GOALS 5

Definition, Official Vs Operative goal, Competing Goals, Benefits of organizational goals, Key Result Areas - Peter Drucker; Goal Formulation - Cyert March Approach, Coalition and Organizational goals, Side Payment, Organizational Slack, Means End Hierarchy; Goal Adaption and Change.

MODULE III DESIGNING ORGANISATIONAL STRUCTURE 5

Challenges of Design - Differentiation and Integration, Centralization and Decentralization, Standardization and Mutual Adjustment, Mechanistic and Organic Structure; Designing Organizational Structure – Authority, Control, Principles of Bureaucracy; Types of Organization Structure

MODULE IV ORGANISATION STRUCTURE: STRATEGY AND TECHNOLOGY 5

Strategy - Formulation, Implementation, Evaluation, Social System model, Rational System model, Leadership and Empowerment, Building a Learning Organization; Definition of Technology, Theories of Technology, Designing structure according to technology, Joan Woodward's technology type, Perrows Technology Typology, Thompson: Technological Uncertainty, Impact of IT in Technological Design.

MODULE V ORGANISATION AND ITS ENVIRONMENT 4

Definition of Environment, Domain, Task Environment, Environment Design options, Theories of Environment- Resource Dependence Theory, Transaction Cost Theory, Continuance Theory, Pathological Syndromes, Population Ecology Theory, Strategic Choice Theory, Organizational System in Global Environment.

MODULE VI MANAGING ORGANIZATION EFFICIENTLY

4

Definition, Efficiency and Effectiveness, Approaches to effectiveness - Goal Approach, System Resource Approach, Stake Holder Approach, Business Process Re-engineering, Success and Failures in Organizational design, Creating a Modern Organization – Management and Leadership Challenges.

TOTAL HOURS 30

REFERENCES:

1. Mirza .S. Saiyadain and Poornima Gupta, "Organization Structure and Design- An Indian Perspective", New Delhi: MacMillan India Ltd, 2009.
2. Gareth.R.Jones and Mary Mathew, "Organizational Thoery, Design and Change" (6th edition), Noida: Pearson India Education Services Pvt.Ltd, 2015.
3. Stephen.P. Robbins and Mary Mathew, "Organization Theory", New Delhi, Prentice Hall, 2009
4. Arthur G. Bedeian and Raymond F. Zammuto, "Organisations - Theory and Design", Orlando: The Dryden press international edition, 1990
5. Subba Rao. P, "Management and Organisation Behaviour" (1st edition), Mumbai: Himalaya Publishing house, 2004.

OUTCOMES:

At the end of the course the students should be able to:

- Draw open system model for organizations.
- Develop official and operative goals for organizations using key result areas.
- Draw structure of an organization by analyzing the strategy adopted.
- Design organization according to technology.
- Scan environment as an important ingredient of structuring the organization.
- Develop measures of effectiveness for the organization

OBJECTIVES:

The objectives of the course are to make the students:

- Identify Strategic role of Human Resource Management in organizations.
- To generate new HR strategies to meet recent business needs.
- Learn Human Resource Information Systems and its importance in taking strategic decisions.

MODULE I INTRODUCTION TO STRATEGIC HUMAN RESOURCE MANAGEMENT**6**

Definition, Objectives, Investment perspective of Human Resource Management – Traditional and Non Traditional Approaches, Roles of Strategic HR manager , Challenges in Strategic Human Resource Management; Models of strategy - Industrial Organisation Model, Resource Based Model; Process of Strategic Management

MODULE II THE EVOLVING/ STRATEGIC ROLE OF HUMAN RESOURCE MANAGEMENT**6**

Difference between Strategic HRM and Traditional HRM, Linking the People with the Strategic needs of Business- 5P model; SHRM and Business Strategy; Strategic Fit, Strategic HRM model, Barriers and Outcome of Strategic HRM. Strategic Renewal - Downsizing, mergers and acquisitions, restructuring, Evaluating and Measuring the Impact of Strategic contributions on traditional HR areas

MODULE III STRATEGIES FOR HUMAN RESOURCE FUNCTIONS**6**

Employee Resourcing strategy - Employer Branding, Contest recruiting, E- Recruiting, virtual hiring, Job Design strategies , Strategies for Managing Performance - High Performance Work Systems, Strategic Human Resource Development - Job Design strategies, Aggregate Planning, Talent Pipeline, Succession planning, Virtual Learning, Strategic Compensation Management.

MODULE IV TRENDS IN STRATEGIC HUMAN RESOURCE MANAGEMENT**6**

Diversity Management, Cross Cultural Management, Employee Retention Strategies - Dual Career Couples, Work Life Balance, telecommuting, Flexi hours, Work from home policy, Executive education, Employee Empowerment, Job Enrichment, Employee Assistance Programs, Autonomous Work Teams- Quality Circles, HR Metrics and Business Performance, Corporate Social Responsibility.

MODULE V HUMAN RESOURCE INFORMATION SYSTEM**6**

Definition, Human Resource Information System - Life Cycle, Planning and Designing, Cost Benefit Value analysis, Pre Implementation and Implementation Stage of HRIS, Tools in HRIS development, HRIS Applications and Limitations.

REFERENCES:

1. Jeffrey A.Mello, Strategic Human Resource Management (2ndedition), NewDelhi, Thompson Publication, 2003.
2. Michael J. Kavanagh, Mohan Thite. Human Resource Information Systems: Basics, Applications, and Future Directions, New Delhi, Sage Publications, 2009
3. Saiyadin, M.S. Human Resource Management (3rd edition), New Delhi, Tata McGraw hill, 2003.

OUTCOMES:

At the end of the course the students should be able to:

- Explain the strategic management models and process.
- Differentiate strategic and traditional HRM and frame HR strategies form business startegy.
- Develop talent management strategies for organization.
- Strategically manage diversified workforce.
- Plan and design Human Resource Information System for organizations.

OBJECTIVES:

The course would facilitate the students to

- Learn the concept of IHRM and OB
- Be familiar with the global culture and identify the strategy to manage workforce diversity in multinational organization system
- Relate the importance of motivating employees while managing international workforce
- Identify the challenges facing the global business today with respect to human resource planning, compensation and performance management
- Explain the reason for success and failures in global assignments.

MODULE I INTRODUCTION

6

Defining IHRM – Differences between domestic HRM and IHRM – Variables that Moderate the Differences – Overview of international dimensions of OB – Exploring how cultural differences affects organization – International Organizational behavior challenges for management– Introduction on Expatriates, Non-expatriates and Inpatriates

MODULE II DIMENSIONS OF IHRM IN DIFFERENT CULTURAL BACKGROUND 6

Global staffing alternatives - Selecting and evaluating international employees, – Understanding differences in employee attitude and behaviour - Managing diversity and ethical issues in an international context – Corporate culture, Regional & national cultures, Industry specific culture and reasons for differences– Reasons for Expatriate Failure – Female Expatriates — Dual Career Practices

MODULE III INTERNATIONAL COMPENSATION PRACTICES: MOTIVATING DIVERSITY

6

Objective of International Compensation – Key Components of an International Compensation Program – Approaches to International Compensation – Rewarding and motivating international employees – Patterns in Complexity, Challenges and Choices.

MODULE IV PERFORMANCE MANAGEMENT IN INTERNATIONAL CONTEXT 6

Performance Management of International Employees – Performance Appraisal of International Employees – Performance Culture of Different Countries-Case studies.

MODULE V INTERNATIONAL HUMAN RESOURCE MANAGEMENT TRENDS 6

Managing multicultural teams– Communicating effectively across culture – Effective leadership in a multicultural environment - Global Career Path – Reasons for accepting or rejecting Global Assignments-Role of IT in Human Resource Networking across Globe.

Total Hours : 30

REFERENCES:

1. Peter J Dowling, Marion Festing and Allen D Engle, International Human Resource Management, Cengage Learning, 2008.
2. K. Ashwathappa and Sadhana Das, International Human Resource Management, Mc. Graw Hill Companies, 2007.
3. Tony Edwards and Chris Rees, International Human Resource Management, Pearson Education, 2005.
4. Dean McFarlin and Paul Sweeney, International Organizational Behavior: Transcending Borders and Cultures, Routledge, 1st Edition, 2012.
5. Nancy J. Adler and Allison Gundersen, International Dimensions of Organizational Behavior, Cengage Learning, 5th Edition, 2007.

OUTCOMES:

At the end of the course the students would be able to:

- Analyze the importance of OB in IHRM
- Evaluate the impact of global culture in managing workforce in multinational organization system.
- Adopt the best strategy to motivate the international workforce.
- Critically analyze the impact of contemporary issues and global imperatives on human resource planning, compensation and performance management.
- Examine success and failure in global assignments.

OBJECTIVES:

The course would focus on:

- Identification of process by which negotiation situations emerge
- Creating knowledge about the dynamics and scope of negotiation situations
- Developing sensitivity towards the behaviour and feelings of negotiating members
- Helping students to resolve organization conflict

MODULE I INTRODUCTION TO NEGOTIATION 6

Meaning of negotiation, Negotiation process, Assumptions in negotiation, Model of Negotiation, Characteristics of effective negotiators, Skills required to negotiating effectively.

MODULE II PLANNING FOR NEGOTIATION 6

Game plan-Pre negotiation planning, During negotiation behaviour, Negotiation dance, Influence mechanism, Post negotiation under taking. National Styles of Negotiation- French, Japanese, Chinese and Americans`

MODULE III PERCEPTION AND LISTENING 6

Characteristics of object of perception, Characteristics of perceiver, Freudian Theory. Overcoming perceptual problem, feedback, listening barriers, Benefits of active listening, Ethics in Negotiation, Key Factors Affecting Individual and Group Negotiation

MODULE IV CONFLICT RESOLUTION 6

Nature of conflict, Condition for cooperation, competition and conflict. Conflict management strategies: Avoidance, accommodation, Compromise, Collaboration, Competition.

MODULE V DISTRIBUTIVE AND INTEGRATIVE BARGAINING 6

Distributive Bargaining: Characteristics of distributive bargaining, distributive tactics, Ethics in distributive bargaining, Trust in negotiation, Persuasion, integrative bargaining: Characteristics, Approaches, Difficulty, and Importance. Third Party Intervention - conciliation, arbitration, adjudication, collective bargaining

Total Hours: 30

REFERENCES:

1. Mirza S. Saiyadain. Negotiation, New Delhi: McMillan 2012
2. Dean G. Pruitt. Negotiation Behaviour, New York: Academia Press, 1981

3. Roy J. Lewicki and Joseph A. Liflerner. Negotiation, Illinois, Irwin: Home wood, 1985.

OUTCOMES:

After completing the course the students would be able to

- effectively follow the negotiation process and understand the ethics of negotiation.
- list the skills required for an effective negotiation..
- plan their negotiation strategy keeping in mind the characteristic of their adversaries.
- understand the National Styles of negotiation.
- enhance their listening and perceptual ability for better negotiation
- take appropriate decision regarding the strategies to be adopted for conflict resolution
- practice integrative as against distributive systems of negotiation and will be able to negotiate salary judiciously at the time of job interview.

MSCY 039

ADVANCED RESEARCH METHODOLOGY

L T P C

3 0 0 2

OBJECTIVES:

- To provide a better understanding of the principles and concepts of inquiry and analysis
- To learn to formulate good research questions and design appropriate research
- To give exposure to various quantitative and qualitative data analysis
- To write research proposal

MODULE 1 INTRODUCTION TO BUSINESS RESEARCH

6

Research Problem – Research Design- Data Collection – Measurement - Scaling – Sampling – Data Processing - Analytics

MODULE 2 PRELIMINARY DATA ANALYSIS

6

Descriptive Analysis – Testing of Hypothesis – Analysis of Variance - Non Parametric Tests

MODULE 3 DEPENDANCE TECHNIQUES

6

Correlation – Regression – Linear Regression – Non Linear Regression- Logit Regression – Time Series Analysis - Discriminate Analysis

MODULE 4 INTERDEPENDANCE TECHNIQUES

6

Factor Analysis – CRA - Cluster Analysis – Multidimensional Scaling – Correspondence Analysis

MODULE 5 REPORT WRITING

6

Professionalism and Scholarly Customs - Ethical Issues in Research -Writing Research Proposal - Writing Research Report

Total Hours: 30

REFERENCES:

1. Joseph F. Hair Jr , William C. Black , Barry J. Babin , Rolph E. Anderson Multivariate Data Analysis 7e, Pearson Higher Education, 2013
2. Booth, Wayne C., Gregory G. Colomb, and Joseph M. Williams The Craft of Research. 3rd edition. Chicago Guides, to Writing, Editing and Publishing. Chicago: The University of Chicago Press, 2008.

3. Deepak Chawla, Neena Sondhi, Research Methodology: Concepts and Cases, Vikas Publishing,2011.
4. Donald Cooper and Pamela Schindler, Business Research Methods,12e, McGraw-Hill Irwin,2014.

OUTCOMES:

- students will be able to formulate good research questions and design appropriate research
- Students will be able to propose adequate data collection methods
- Students will be able to analyze quantitative and qualitative data and critically evaluate the quality of evidence in published research
- Students will be able to prepare a research proposal

ELECTIVE - SYSTEMS MANAGEMENT

MSCY 046 BUSINESS ANALYSIS AND SYSTEMS DEVELOPMENT L T P C
3 0 0 2

OBJECTIVES:

The objectives of the course will be to enable the students to:

- Get a “hands on” exposure to the field of ongoing business analysis through the software modules
- Gain a detailed understanding of Data flow diagrams, objects, class, Business models
- Understand the overall link(relationship) between requirement specifications and technologies
- Comprehend the issues, standards, socio-ethical implications, and best practices relating to system development
- Analyze and design a project / case study topic based on business and technical perspectives of their own selection.

MODULE I OVERVIEW OF A BUSINESS ANALYST: ROLES AND RESPONSIBILITIES

6

Definition, Introduction and Overview of The BA’s Activities Throughout the System Development Lifecycle. Roles and Responsibilities of A BA – Models and Methods of SDLC - Initiation Phase – Discovery Phase – Construction Phase – Final V & V Phase – Closeout Phase.

MODULE II FUNDAMENTALS OF BUSINESS ANALYSIS AND DEVELOPMENT 6

Fundamentals of Business Analysis – Objectives – All Links in Chain of Reasoning – Process Rules – Data Rules, Drivers Module – Objectives Module – Project Solution & Scope - Scope of The BA Role – Stakeholders – Context – Scope – User Definitions.

MODULE III THE BUSINESS ANALYST TOOLKIT

6

The BA Toolkit – Introduction to All Activity and Network Diagrams Block Diagram – Swimlane Diagram - Business Process Diagram – ER diagram - Use Cases – Activity Modelling – Conceptual Data Modelling – Key Modelling Elements – Generating Alternative Design Strategies – Selecting Best Alternative Strategy.

MODULE IV REQUIREMENTS ANALYSIS AND PROCESS MODELING 6

Identifying Requirements, Risk Analysis and Business Requirement Document Templates – Business Requirements Development Table of Contents – Business Cases, Actors, Procedures – Post Implementation Follow-ups - Business and Functional Requirements - Process Modeling – Data Usage Rules – Process Execution, Dependency and Non-Functional Components.

MODULE V FUNCTIONAL DECOMPOSITION – DATA MODELING

6

Business Process Modelling Notations – BPNM Basics, Types – Connectors – Pools, Lanes and Message Flows – Gateways and Information Flow – Process Decomposition - Data Modelling – Components – Relationships and Attributes – Lab Practical Exercises.

Total Hours: 30

REFERENCES:

1. Howard Podeswa, “The Business Analyst's Handbook”, Course Technology PTR, 2008
2. Smart BA Professional training program material
3. Enterprise Architect 11 software training material
4. Jeffrey A. Hoffer, Joey F. George, Joseph S. Valacich, “Modern System Analysis and Design”, Pearson – Prentice Hall, 2007.

OUTCOMES:

After studying the course, the students would:

- Be familiar with using software like Bizagi, Enterprise Architect and Drawlite
- Design practical DFD models for business processes in the industry
- Utilize the recent developments in the field of system analysis, design and development such as agile development and SCRUM
- Recognize the major areas of study which include concepts of system analysis
- Design and incorporate the different life cycle models for project
- Identify KPI's and link those processes in the data model

OBJECTIVES:

The objectives of the course will be to enable the students to:

- Get introduced to the fundamentals of Database Management Systems.
- Comprehend the working of a relational model
- Recognize the structure and operations of different types of database designs
- Impart further knowledge about the objected oriented model
- Realise the imminent security issues coupled with database management.

MODULE I INTRODUCTION TO DBMS**6**

Database Systems – Definition – Components – Advantages Over the File System – Objectives - Evolution

MODULE II MODELS**6**

DBMS Architecture – Associations – Relationships – Mapping between Abstractions – Generalization – Classifications – Conceptual Data modeling – File Organization – Data Structure – Data Models: HDBMS, NDBMS, RDBMS, OODBMS

MODULE III DATABASE DESIGN**6**

Relational Data Model – Relational Algebra – ER Diagrams – Data Dictionary – Normalization – Boyce Codd Normal Forms – Integrity – Relational Database Languages – Database Administration – File Structures and Indexing

MODULE IV OBJECT MODELLING**6**

Object Oriented Concepts – Structure – Models and Databases – Object Oriented Life Cycle modeling – Objects, Classes, Patterns – Object Interaction modeling – Object Oriented Design - UML

MODULE V OPERATIONS AND MANAGEMENT**6**

Client / Server and Databases - Data Warehousing - Query Processing - Concurrency Management - Heterogeneous and Homogenous Systems - Distributed Databases - Controls - Atomicity - Recovery - Security - Back-Up and Recovery

Total Hours: 30**REFERENCES:**

1. Ramez Elmasri and Shamkant B. Navathe, "Fundamentals of Database Systems", Fifth Edition, Pearson Education, 2008.
2. Abraham Silberschatz, Henry F. Korth and S. Sudharshan, "Database System Concepts", Sixth Edition, Tata Mc Graw Hill, 2011.
3. C.J. Date, A. Kannan and S. Swamynathan, "An Introduction to Database Systems", Eighth Edition, Pearson Education, 2006.

4. AtulKahate, "Introduction to Database Management Systems", Pearson Education, New Delhi, 2006.
5. Raghu Ramakrishnan, "Database Management Systems", Fourth Edition, Tata Mc Graw Hill, 2010.
6. Rob Cornell, "Database Systems Design and Implementation", Cengage Learning, 2011.

OUTCOMES:

After studying the course, the students would:

- Differentiate database systems from file systems
- Utilize the Relational model for preservation of information
- Relate the practical applications of the different types of databases used in business
- Use the OOD concepts to record information in synchronous manner
- Use basic data visualization tools such as ER diagrams, design security concepts etc.
- Take necessary security measures to preserve confidentiality while working with databases

OBJECTIVES:

The objectives of the course will be to enable the students to:

- Expose the concept of electronic commerce and related technology
- Develop business requirements for technological infrastructure support needed for e-commerce
- Apply electronic and mobile commerce to conventional businesses
- Comprehend use of e-payment systems and security infrastructure in electronic commerce
- Gain insight in global e-commerce security requirements

MODULE I INTRODUCTION**6**

Overview of Electronic Commerce – Driving force of Electronic Commerce – benefits, limitations and impact of electronic commerce - Types of EC Business Models - General Framework - Growth of E-Commerce

MODULE II TECHNOLOGY INFRASTRUCTURE**6**

Internet - Introduction to Key Technology Concepts: Intranet, WWW, Concepts of Search Engines, Intelligent Agents, Forums, Chats, Streaming Media, Cookies - Approach to Building E-Commerce Site: Software, Hardware, Tools.

MODULE III BUSINESS APPLICATIONS IN E-COMMERCE & M-COMMERCE**6**

E-Marketplaces - Retailing in E-commerce - Market Research - Advertising in E-commerce - Exchanges - Auctions - B2B E-Commerce - E-Procurement - E-Collaborations. Mobile Commerce - Characteristics of M-Commerce - Drivers of M-Commerce - Introduction to M-Commerce technology.

MODULE IV E-COMMERCE PAYMENTS AND SECURITY**6**

E-Payment Systems - Principles of e-fund transfer, credit and debit card usage, E-check and unified payment systems - E-Billing presentment and payment -Security Threats: Malicious Code, Phishing, Hacking, Cybervandalism, Credit card Fraud, Spoofing, DOS, Sniffing, Insider Jobs - Technology Solutions - Encryption: Symmetric Key, Public Key, Digital Signatures, Digital Envelops, Digital Certificates.

MODULE V GLOBAL E-COMMERCE STRATEGY AND SOCIAL NETWORKS**6**

Overview of electronic commerce strategies – electronic commerce for small and medium enterprises – relevance of social media – virtual communities – impact of social networks, Weblogs, RSS, Podcasting, Wikis, Internet Telephony, Video Conferencing

Total Hours: 30

REFERENCES:

1. Turban, E., King, D., Lee, J., & Liang, T. P. (2012). *Electronic commerce 2010: A Managerial Perspective* (6th ed.). New Delhi: Pearson Education.
2. Laudon, K. C., & Traver, C. G. (2011). *E-commerce: Business, technology, society*. New Delhi: Pearson.
3. Joseph, P. T. (2012). *E-commerce: An Indian perspective*. New Delhi: Prentice-Hall of India

OUTCOMES:

After completion of the course will enable the student in

- Identifying EC business models based on various business needs.
- Recognizing the technological requirements for developing a e-business platform.
- Establishing business know how's of the various business applications of electronic and mobile commerce alike.
- Categorize and classify the payment system and their use to relevant e-commerce companies
- Synchronize e-commerce business models with current global e-commerce strategy

OBJECTIVES:

The objectives of the course will be to enable the students to:

- Identify the concepts of the various technologies and methods used for business intelligence
- Learn the effective application of information systems in business
- Get familiarized to other types of information mining such as text and document mining
- Appreciate the dynamics of social media and analytics
- Acquire fundamental knowledge about role of cloud technology in big data framework

MODULE I UNDERSTANDING IT FOR ORGANIZATIONAL ADVANTAGE 6

Definition, Introduction to Information systems after 2010 - Positioning of IT Systems in Organizations - Information Systems Concepts – Strategic Planning Models – Measuring Business Performance – Types of Information Systems – Supply Chain and Logistics Support - IT Infrastructures – Cloud Computing Concepts.

MODULE II DATA AND NETWORK INFRASTRUCTURE 6

Data, Text and Document Management – File Management Systems – Databases – DBMS Concept – Data Warehouses – Data Marts and Data Centre's – Enterprise Content Management – Introduction to Network Management – Business Networks - Wireless Broadband Networks – Network Management – Portals and Mobility.

MODULE III MOBILE COMPUTING AND WEB 2.0 6

Mobile Computing Technology – Mobile Financial Services – Digital Wallet – Mobile Shopping, Entertainment And Advertising – Location Based Services And Commerce - Mobile Enterprise Applications – Web 2.0 And Social Media – Virtual Communities – Social Networking Services – Enterprise 2.0 Tools – Social Media Objectives And Metrics.

MODULE IV BUSINESS INTELLIGENCE AND DECISION SUPPORT 6

Identifying Business Intelligence – BI Architecture – BI Analytics and Reporting – Data Visualization – Data, Text and Web Mining Concepts – Decision Making Processes – Decision Support Systems – Mobile Intelligence and BI.

MODULE V BUSINESS PROCESS MANAGEMENT 6

Business Process Management (BPM) – Service-Oriented Architecture (SOA) – Software Architecture – Information System Design – IT Project Management – Information Systems Development.

Total Hours: 30

REFERENCES:

1. Turban and Volonino, "Information Technology for Management", John Wiley & Sons, 8th Edition.
2. James A O'Brien, George M Marakas and Ramesh Behl, 'Management Information Systems' McGraw Hill Education, 10th Indian edition.

OUTCOMES:

After studying the course, the students would:

- Relate to the journey of data and its relative impact on business
- Acquire an understanding of how organizations use BI to sustain their competitive advantage
- Be able to analyze the importance of development of disruptive technology
- Realize the importance of calibrating data for competitive advantage
- Learn the Extraction, Transformation and Load process of data from social media
- Use analytics and cloud tools for business reports

OBJECTIVES:

The objectives of the course will be to make the students

- Gain insight in successful IT project management and the impact of quality considerations
- Familiarize project management methodologies - tools and techniques, supplemented with examples from case studies and case analysis exercises.
- Appreciate the benefits of good project management
- Apply project management methodologies across the key knowledge areas
- Get trained in project risk and communication

MODULE I INTRODUCTION**6**

Project - Project Management (PM) - Areas of Expertise - Project Management Context - Project Life Cycle and Organization - Introduction to PM Process Groups: Initiating - Planning - Executing - Monitoring & Control - Closing.

MODULE II PROJECT INTEGRATION MANAGEMENT**6**

Introduction to Project Integration Management: Project Charter - Scope Statements - Directing and Managing Project Execution - Monitoring and Controlling Project Work - Integrated Change Control - Closing Projects.

MODULE III PROJECT SCOPE, TIME AND COST MANAGEMENT**6**

Introduction to Project Scope Management: Scope Planning - Scope Definition - Developing WBS - WBS Dictionary - Scope Baseline - Scope Verification - Scope Control - Introduction to Project Time Management: Activity Definition & Sequencing - Resource Estimation - Duration Estimation - Schedule Development and Control - Introduction to Project Cost Management: Basic Principles of Cost Management - Cost Estimating, - Budgeting and Control.

MODULE IV PROJECT QUALITY AND PROCUREMENT**6**

Introduction to Project Quality Management: Quality Planning - Quality Assurance - Quality Control - Flowchart - Histogram - Pareto Analysis - Ishikawa Diagram - Introduction to Project Procure Management: Planning Purchases - Planning Contracts - Selecting Sellers - Administrating and Closing Contracts.

MODULE V PROJECT HR, RISK & COMMUNICATION MANAGEMENT**6**

Introduction to Project HR Management: HR Planning - Acquiring Project Team - Developing & Managing Project Team - Introduction to Project Risk Management: Risk Management Planning - Risk Identification. - Qualitative and Quantitative Risk Analysis - Response - Monitoring and Control - Introduction to Project Communication Management: Communication Planning - Information Distribution - Performance Distribution - Managing Stakeholders.

Total Hours: 30

REFERENCES:

1. Kathy Schwalbe, "Information Technology Project Management", Course Technology, 2008.
2. Bob Hughes, Mike Cotterrel "Software Project Management", Tata McGraw-Hill, 2009.

OUTCOMES:

At the end of the course the student will be able to

- Identify the processes involved in every knowledge area of project management and match the process with project management process groups
- Use various inputs and tools and techniques to deliver real life project outputs
- Analytically estimate resources required for a project
- Design templates for any activity and sequence them logically using appropriate techniques
- Distinguish and relate concepts to practical environment.

OBJECTIVES:

The objectives of the course will be to make the students understand:

- Understand the fundamental concepts of a wireless computer system
- Learn about system administration and security protocols
- Apply the knowledge to network monitoring, machine - to - machine communications, quantify the value of a network such as social media
- Analyze and design a project based on business and technical perspectives
- Gain insight to managing Ethernet connections

MODULE I INTRODUCTION TO DIGITAL COMMUNICATION 6

Definition, Introduction to Digital Communication - Concept of The Internet of Things (IoT) - Machine-To-Machine Communication (M2M) - Computing Varieties - Key Trends in Technology - Moore's Law - Security in The Cloud - Data Encryption - Public Key Cryptography.

MODULE II TECHNOLOGY ECO-SYSTEM AND CDP 6

Introduction and Concept of Technological Eco System - Connected Device Platform (CDP) - Application Enablement Platform (AEP) - Data Acquisition - Methods and Challenges in Acquiring Data - Recent System Lockdowns - Smart Services - Collaborations Over Cloud.

MODULE III CONNECTED ECO-SYSTEM: M2M & OEM 6

Concept of Application Domains - Core Application Domains of Cloud and IoT - Use Cases in M2M - OEM Definition and Advantages - Value Chain - Challenges in Connected Eco System

MODULE IV ECONOMIC TRENDS AND SECURE NETWORKS 6

Identifying Macro Economic Trends in IoT - Economic Assessment of Social Networks - Metcalfe's Law - Wireless Network Platforms - Mobile Virtual Network Operators (MVNO) - Security Vitals in Network Connections

MODULE V NETWORK MANAGEMENT 6

Definition of Network Management - Network Management Concepts - Collusion Detection - Jam Code - Managing Ethernet Connections - Data Packet Transfers - Connected Devices Management.

Total Hours: 30

REFERENCES:

1. Michal Zalewski, "Silence on the Wire: A Field Guide to Passive Reconnaissance and Indirect Attacks", No Starch Press; 1 edition (April 15, 2005)

2. Daniel Kellmereit and Daniel Obodovski, "The Silent Intelligence: The Internet of Things", DnD Ventures; 1 edition (April, 2013)

OUTCOMES:

At the end of the course the student will be able to

- Gather business requirements for organizations looking to implement IT system
- Scrutinize administration and security protocols based on their optimality
- Quantify the value of a network such as social media and other network systems based on business and technical perspectives.
- Build basic projects in a web based ecosystem
- Correlate basic network knowledge and its relevance in web technologies.

OBJECTIVES:

The objectives of the course will be to enable the students to:

- Get fundamental information about big data and its components
- Learn the power of big data analytics framework in managing business corporations.
- Know about the components required in creating a Big Data Platform
- Identify the various phases involved in developing a Big Data strategy within an organization
- Examine the technological feasibility for selecting the big data wave

MODULE I INTRODUCTION TO BIG DATA 6

Evolution of Data management - Waves of Managing Data - Managing big data - Building a Successful Big Data Management Architecture - Traditional and advanced analytics - Defining Structured Data - Defining Unstructured Data - Integrating data types into a big data environment

MODULE II TECHNOLOGY COMPONENTS OF BIG DATA 6

Distributed Computing - Big Data Stack - Layers (0 - 4) - Big Data Analytics and Applications - Virtualization - Cloud Deployment

MODULE III BIG DATA MANAGEMENT 6

Operational Databases - Non-Linear Databases - Document Databases - Columnar Databases - Spatial Databases - Polyglot Persistence - MapReduce Fundamentals - Introduction to HadoopDistributedFileSystem(HDFS)

MODULE IV ANALYTICS AND BIG DATA - I 6

Big Data Analytics and Traditional Data Warehouses - Deployment Models - Appliance Model - Cloud Model - Modifying BI to Handle Big Data

MODULE V ANALYTICS AND BIG DATA - II 6

Text Analytics - Analysis and Extraction Taxonomies - Social Media Analytics - Text Analytics - Customized Approaches for Big Data Analysis - Big Data Analysis Framework

Total Hours: 30**REFERENCES:**

1. Marr, Bernard. "Big Data: Using SMART big data, analytics and metrics to make better decisions and improve performance." John Wiley & Sons, 2015.

2. Pries, Kim H., and Robert Dunnigan. "Big Data Analytics: A practical guide for managers.", CRC Press, 2015.
3. Hurwitz, Judith, Alan Nugent, Fern Halper, and Marcia Kaufman. "Big data for dummies", John Wiley & Sons, 2013.

OUTCOMES:

After studying the course, the students would:

- Be able to relate the concept of Big Data and its pertinent role in the corporate world
- Outline the components required to set up a functional Big Data Platform
- Simplify the various phases of development involved in a Big Data strategy within an organization
- Analyse and perform calculations for requiring technology infrastructure to plan a big data wave.
- Enhance decision making with knowledge of data insights with big data analytics
- Possess in-depth understanding of the wide range of fundamental algorithms used for managing big data.

OBJECTIVES:

The objectives of the course would be to make the students

- Identify various concerns / issues during ERP implementation at different stages such as pre and post implementation.
- Appreciate the functionality of different ERP modules
- Gain knowledge the use of ERP in industries
- Get trained Live ERP
- Gain insight to ERP industrial needs

MODULE I ERP IMPLEMENTATION AND CONTROL 6

Project Scoping – Implementation of project plan – Managing requirements – Requirement gathering process – Business Process Reengineering – Introduction to Business Process Modeling - Gaps Identifications – Bridge of the gap

MODULE II LIVE ERP AND SUPPORT 6

Types of ERP security issues – Authorizations – Data Migration – Cutover planning and go live preparation – Training environment – Training delivery – Training evaluation – Success/Failure of ERP implementation – Application support – Vendor support strategies

MODULE III ERP FUNCTIONAL MODULES – I 6

Human Resource Management – Financial Management – Procurement – Inventory Management – Supplier Relationship Management – Production Planning

MODULE IV ERP FUNCTIONAL MODULES – II 6

Sales and Service – Supply Chain and Logistics Planning – Customer Relationship Management – Quality Management – Maintenance Management – Product Lifecycle Management

MODULE V ERP FOR INDUSTRIES 6

ERP for petroleum, oil and gas companies – auto industry – pharma industry – FMCG industry – Mining industry – retail industry – healthcare – educational institutions – telecom – banks insurance and utility companies.

Total Hours: 30

REFERENCES:

1. Ray, R. (2011). *Enterprise Resource Planning - Text & Cases*. New Delhi (India): McGraw-Hill Pub.
2. Leon, A. (2008). *ERP demystified*. New Delhi: Tata-McGraw-Hill.

3. Jaiswal, M., & Vanapalli, G. (2005). *Textbook of enterprise resource planning*. Delhi: Macmillan.
4. Monk, E. F., & Wagner, B. J. (2006). *Concepts in enterprise resource planning*. Boston, MA: Course Technology.
5. Garg, V. K., & Venkitakrishnan, N. K. (2004). *Enterprise resource planning: Concepts and practice* (2nd ed.). New Delhi: Prentice-Hall of India Private Limited.

OUTCOMES:

At the end of the course the student will be able to

- Recognize the various functionalities in Enterprise Resource Planning
- Create a robust method of requirements gathering during the process of ERP implementation
- Maintaining vendor relationship for successful implementation of the ERP system
- Identify the importance of different ERP functional modules and its relevance in present day businesses.
- Categorize ERP packages/modules/solutions customized across various manufacturing and service industries.

ELECTIVES -OPERATIONS MANAGEMENT

MSCY 106

ESSENTIALS OF SUPPLY CHAIN MANAGEMENT

**L T P C
3 0 0 2**

OBJECTIVES:

The objectives of the course would be to make the students

- Learn the fundamental of supply chain management
- Gain knowledge on supply chain structure
- Learn to make strategic decisions with regard to supply chain
- Gain insight into the drivers of supply chain
- Learn the best practices in supply chain management.

MODULE I INTRODUCTION TO SUPPLY CHAIN MANAGEMENT

6

Supply Chain in Day-to-Day Life, Evolution and Landmarks, Supply Chain Management, Logistics and SCM, Value Chain, Value System and Supply Chain, Supply Chain Macro Processes, Interface of Technology, Process, and People in Supply Chain, Supply chain examples

MODULE II SUPPLY CHAIN STRUCTURE

6

Structure of a Supply Chain, Push-based Supply Chain, Managerial Levers for Achieving Cost-Efficient Supply Chain, Commodity and Cost-centric Supply Chain, Pull-based Supply Chain, Agile Supply Chain, Virtual Organization - Pull-centric, Trade-off between Push and Pull Strategies, Identifying Appropriate Push and Pull Strategy

MODULE III SUPPLY CHAIN ORGANIZATION AND STRATEGIC DECISION

6

Role of Supply Chain Managers, Variety of Roles in Supply Chain, Horizon of People and Organizational Issues in SCM, Corporate Size, Business Complexity, Ownership Pattern, and Impact on Decision Making Intra-organization Decision Making Versus Outsourced Supply Chain, Linking Strategic Supply Chain Decisions with Corporate Strategies, SBU-Level Strategies, Functional-Level Strategies, Nature of Strategic Decisions Involving Supply Chain Drivers

MODULE IV SUPPLY CHAIN DRIVERS

6

Role and Relevance, Supply Chain Drivers and Supply Chain Performance, Facilities and SCM, Inventory and SCM, Transportation and SCM, Information and SCM, Sourcing and SCM, Pricing and SCM, Balancing the Configuration of Drivers and Strategic Focus, Trade-offs in Designing Supply Chain Drivers, Metrics of Supply Chain

MODULE V BEST PRACTICES OF SUPPLY CHAIN MANAGEMENT

6

Tierization of Suppliers, Reverse Logistics, Vendor-managed Inventory, Milk Run System, Bar Coding, Hub and Spoke Concept, Trends in Use of Third-party Logistics Providers, Fourth-party Logistics Providers, Postponement Strategy, Cross-docking, Drop-shipping, Risk-pooling, Trans-shipment, Radio Frequency Identification, Lean Operations Techniques, Overview of SCOR model, Overview of Green Supply Chain

Total Hours: 30

REFERENCES:

1. Sunil Sharma, "Supply Chain Management: Concept, Practices and Implementation", Oxford Press, New Delhi, 2010
2. Chandrasekaran.N, " Supply Chain Management: Process, System and Practices", Oxford Press, New Delhi, 2010
3. Sunil Chopra, Peter Meindl and D.V. Kalra. "Supply Chain Management: Strategy, Planning, and Operation", Pearson Education, 5th Edition, New Delhi, 2013.
4. Janat Shah. "Supply Chain Management: Text and Cases", Pearson Education, 1st Edition, New Delhi, 2009.

OUTCOMES:

On completion of the course, the students will be able to:

- Recognize the process of supply chain and apply it in real business situation.
- Perform basic cost calculations for efficient supply chain management.
- Take supply chain decision and frame supply chain strategies
- Apply supply chain drivers to improve the performance of supply chain
- Adopt and implement best supply chain practices

OBJECTIVES:

The objectives of the course would be to make the students

- Learn the fundamentals of sourcing and supplier management
- Get trained on the structure and procedure of purchasing
- Learn the activities of purchase department
- Learn to do negotiation in purchasing
- Get exposed to global procurement

MODULE I SOURCING AND THE MANAGEMENT OF SUPPLIERS 6

The Role of Sourcing in a Supply Chain, The sourcing process, Sourcing information, Directives, E-sourcing, Strategic sourcing, Locating suppliers, Supplier assessment, Vendor rating, Supplier approval, Evaluating supplier performance, Policy issues in sourcing, The supplier base, Outsourcing, Outsourcing manufacturing, Outsourcing services, Drivers of outsourcing, Types of outsourcing, Benefits of outsourcing, Problems of outsourcing, Handling an outsourcing project

MODULE II PURCHASING STRUCTURE AND PROCEDURE 6

Perspectives on purchasing, Definitions, The evolution of purchasing, Purchasing and change, World class purchasing, the status of purchasing and supply management (PSM), Business environmental factors and purchasing structures

MODULE III PURCHASING AS A FUNCTIONAL DEPARTMENT 6

Cross-functional purchasing, Divisional purchasing structures, Centralized purchasing, Decentralized purchasing, Purchasing in multi-plant organizations, Evolving purchasing structures, e-procurement models, Electronic data interchange (EDI), E-hubs, exchanges, portals and marketplaces, E-catalogues, E-auctions, Reverse auctions, E-payment, Purchasing manuals, Supplier manuals, Legal aspects of purchasing

MODULE IV PURCHASE NEGOTIATION 6

Approaches to negotiation, The content of negotiation, Factors in negotiation, The negotiation process, Pre-negotiation, The actual negotiation, Post negotiation, effective negotiation, Negotiation and relationships, Negotiation ethics, Tendering, Post-tender negotiation, Application of costing techniques, Lifecycle costing, Target costing, Absorption costing, Activity-based costing (ABC) and management, Contracts and types of contracts.

Relationship purchasing and purchasing relationships, The contrast between transactional and relationship purchasing, taking account of contractual requirements, Collaborative business relationships, Relationship formation , Models of supplier relationships, Practical considerations of supplier relationship management, The termination of relationships, Further aspects of relationships, e- SRM.

Total Hours: 30

REFERENCES:

1. Kenneth Lyons, "Purchasing and supply chain management", Pearson Education, Ninth Edition, 2016
2. Benton W.C., "Purchasing and Supply chain Management", Mcgrawhill Education, Second Edition, 2015
3. Monczka, R. M., Handfield, R. B., Giunipero, L. C. and Patterson, J. L. "Purchasing and Supply Chain Management", Cengage Learning, 5th Edition, 2012

OUTCOMES:

On completion of the course, the students will be able to:

- Source and manage the list of suppliers
- Follow the structure and procedure of purchasing
- Perform the various activities of the purchase department
- Negotiate with suppliers to get the best price for materials
- Carry out overseas purchasing, if required.

OBJECTIVES:

The objectives of the course would be to make the students

- Identify of the role of logistics in adding value to the final product
- Gain knowledge on warehouse operations and materials handling
- Manage the functions of transportation and packaging
- Evaluate the performance of logistics functions
- Aware of the latest developments in the field of logistics

MODULE I INTRODUCTION**6**

Definition and Scope of Logistics - Functions & Objectives - Customer Value Chain - Service Phases and attributes - Value added logistics services - Role of logistics in Competitive strategy - Customer Service.

MODULE II WAREHOUSING AND MATERIALS HANDLING**6**

Warehousing Functions - Types - Site Selection - Decision Model - Layout Design - Costing - Virtual Warehouse - Material Handling Equipment and Systems - Role of Material Handling in Logistics - Automated Material Handling - Material Storage Systems - Principles - Benefits - Methods - ASRS.

MODULE III TRANSPORTATION AND PACKAGING**6**

Transportation System - Evolution - Infrastructure and Networks - Freight Management - Vehicle Routing - Containerization - Forms for Inbound and out bound logistics-Modal Characteristics - Inter-Modal Operators and Transport Economies - Packaging - Design considerations - Material and Cost - Packaging as Unitization - Consumer and Industrial Packaging.

MODULE IV PERFORMANCE MEASUREMENT AND COSTS**6**

Performance Measurement - Need - System - Levels and Dimensions - Internal and External Performance Measurement - Logistics Audit - Total Logistics Cost - Concept - Accounting Methods - Cost - Identification - Time Frame and Formatting.

MODULE V CURRENT TRENDS**6**

Logistics Information Systems - Need - Characteristics and Design - E Logistics - Structure and Operation - Logistics Resource Management - e-LRM - Automatic Identification Technologies - Warehouse Simulation - Reverse Logistics - Scope - Design and as a Competitive Tool - Global Logistics - Operational and Strategic Issues - Ocean and Air Transportation - Strategic Logistics Planning.

Total Hours: 30

REFERENCES:

1. Bowersox, D. and Closs, D. "Logistical Management: The Integrated Supply Chain Process", Tata McGraw Hill, 1st Edition, New Delhi, 2010.
2. Vinod V. Sople. "Logistics Management", Pearson Education, 3rd Edition, New Delhi, 2012.

OUTCOMES:

After completing this course, the students will be able to

- Appreciate the role of logistics in adding value to the final product
- Bring about changes in the material handling and warehousing practices of an organization
- Effectively manage the transportation and packaging related activities
- Evaluate the performance of logistic functions in an organization
- Execute logistics desires of a company from a global perspective

OBJECTIVES:

The objectives of the course would be to make the students

- Learn to plan the demand and supply in a supply chain
- Learn to coordinate between the parties in a supply chain
- Get trained to manage economies of scale in supply chain
- Learn to manage uncertainties in a supply chain
- Learn to determine optimal level of product availability

MODULE I PLANNING SUPPLY AND DEMAND IN A SUPPLY CHAIN 6

Demand Forecasting and measuring forecast error, responding to Predictable Variability in the Supply Chain, Managing Supply, Managing Demand, Overview of MRP, JIT and Kanban, Implementing Sales and Operations Planning in practice

MODULE II COORDINATION IN A SUPPLY CHAIN 6

Lack of Supply Chain Coordination and the Bullwhip Effect, Effect on Performance of Lack of Coordination, Obstacles to Coordination in a Supply Chain, Managerial Levers to Achieve Coordination, Continuous Replenishment and Vendor-Managed Inventories, Collaborative Planning, Forecasting, and Replenishment (CPFR) , Achieving Coordination in Practice

MODULE III MANAGING ECONOMIES OF SCALE IN A SUPPLY CHAIN: CYCLE INVENTORY 6

The Role of Cycle Inventory in a Supply Chain, Estimating Cycle Inventory–Related Costs in Practice, Economies of Scale to Exploit Fixed Costs, Economies of Scale to Exploit Quantity Discounts, Short-Term Discounting: Trade Promotions, Managing Multiechelon Cycle Inventory

MODULE IV MANAGING UNCERTAINTY IN A SUPPLY CHAIN: SAFETY INVENTORY 6

The Role of Safety Inventory in a Supply Chain, Determining the Appropriate Level of Safety Inventory, Impact of Supply Uncertainty on Safety Inventory, Impact of Aggregation on Safety Inventory , Impact of Replenishment Policies on Safety Inventory, Managing Safety Inventory in a Multiechelon Supply Chain, The Role of IT in Inventory Management, Estimating and Managing Safety Inventory in Practice

MODULE V DETERMINING THE OPTIMAL LEVEL OF PRODUCT AVAILABILITY 6

The Importance of the Level of Product Availability, Factors Affecting Optimal Level of Product Availability, Managerial Levers to Improve Supply Chain Profitability, Setting Product Availability for Multiple Products Under capacity Constraints, Setting Optimal Levels of Product Availability in Practice.

Total Hours: 30

REFERENCES:

1. Sunil Chopra, Peter Meindl and D.V. Kalra. "Supply Chain Management: Strategy, Planning, and Operation", Pearson Education, 5th Edition, New Delhi, 2013.
2. Janat Shah. "Supply Chain Management: Text and Cases", Pearson Education, 1st Edition, New Delhi, 2009.

OUTCOMES:

After completing this course, the students will be able to

- Plan to balance demand and supply in a supply chain
- Coordinate between all the parties in a supply chain
- Manage economies of scale in supply chain
- Manage uncertainties in a supply chain with respect to inventory
- Determine optimal level of product availability by considering various factors

OBJECTIVES:

The objectives of the course would be to make the students

- Learn the framework of total quality management
- Aware of the various philosophies of quality management
- Gain insight into statistical process control
- Get trained in tools and techniques of quality management
- Familiar with various quality management systems

MODULE I INTRODUCTION**6**

Defining Quality - Dimensions of Quality - TQM Framework - TQM Culture - Leadership - Quality Council - Customer Focus - Customer Perception of Quality - Translating Needs into Requirements - Employee Involvement.

MODULE II PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT**6**

Overview of the contributions of Deming, Juran, Feiganbaum, Crosby, Ishikawa and Taguchi - Quality Circle - 5S Principles - 8D Methodology.

MODULE III STATISTICAL PROCESS CONTROL**6**

Meaning and significance of Statistical Process Control (SPC) - Construction of Control Charts for Variables and Attributes - Process Capability - meaning, significance and measurement - Six Sigma.

MODULE IV TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT**6**

Quality Function Deployment (QFD) - Voice of customer - Information Organization - House of quality (HOQ) - Failure Mode Effect Analysis (FMEA) - FMEA stages - Seven QC Tools - Benchmarking - POKA YOKE.

MODULE V QUALITY MANAGEMENT SYSTEMS**6**

Quality Management Systems - Introduction to IS/ISO 9004:2008 - Documentation - Quality Audits - Environmental Management System - ISO 14000 series - Concepts of ISO 14001.

Total Hours: 30**REFERENCES:**

1. Dale H.Besterfield, Carol Besterfield - Michna, Glen H. Besterfield, Mary Besterfield - Sacre, Hermant - Urdhwareshe and Rashmi Urdhwareshe. "Total Quality Management", 3rd Edition, Pearson Education, New Delhi, 2011.
2. Shridhara Bhat, K. "Total Quality Management - Text and Cases", Himalaya Publishing House, 1st Edition, New Delhi, 2002.

OUTCOMES:

On completion of the course, the student will be able to:

- Identify the culture and framework required for implementing total quality management
- Implement the appropriate quality management principles and philosophies
- Formulate the right strategy for applying statistical process control
- Tap the tools and techniques of quality management to improve quality
- Identify the quality management systems essential for industries

OBJECTIVES:

The objectives of the course would be to make the students

- Gain knowledge on the role of services in an economy
- Learn to design and develop new services based on market needs
- Recognize the dimensions of service quality and its implications
- Gain insight into various models applied in the management of service organizations
- Learn to apply tools and techniques in service operations management

MODULE I INTRODUCTION**6**

Services - Importance and role in economy - Distinctive characteristics - Nature of services - Service classification - Service Package - Service Strategy - Internet strategies - Service Environment.

MODULE II SERVICE DESIGN**6**

New Service Development - Designing the Service delivery system - Service Blueprinting - Managing Service Experience - Front-office and Back-office Interface - Servicescape - Implication for Service Design - Vehicle Routing and Scheduling

MODULE III SERVICE QUALITY**6**

Service Quality - Dimensions - Gap Model - SERVQUAL instrument - Complaint management - Walk-through Audit - Service Recovery - Service Guarantees - Service Encounter - Service Feedback - Analysis and Enhancement.

MODULE IV OPERATING SERVICES**6**

Service operational planning and control - Process Analysis - Process Simulation - Service Facility Location - Capacity Management in Services - Queuing models - Waiting Lines - Yield management.

MODULE V TOOLS AND TECHNIQUES**6**

Inventory Management in Services - Retail Discounting Model - Newsvendor Model - Productivity and Performance measurement - Data Envelopment Analysis (DEA) - Scoring System - Technology in Services

Total Hours: 30**REFERENCES:**

1. James A Fitzsimmons and Mona J Fitzsimmons. "Service Management: Operations, Strategy, Information Technology", Tata McGraw Hill, 7th Edition, New Delhi, 2014.
2. Metters Richard D. "Successful Service Operations Management", Cengage Learning, 2nd Edition, New Delhi, 2012.
3. Robert Johnston and Graham Clark. "Service Operations Management: Improving Service Delivery", Pearson Education, 2nd Edition, New Delhi, 2008.
4. J. Nevan Wright, Peter Race. "The Management of Service Operations", Thomson, 2nd Edition, 2005

OUTCOMES:

On completion of the course, the students would be:

- Appreciate the role of services in an economy
- Equipped with theoretical knowledge for designing a new service.
- Able to measure and improve the quality of service delivery.
- Able to manage the operations of a service organization with a strategic insight
- Able to choose the right tools and techniques to measure the efficiency and effectiveness of service delivery

ELECTIVES - ISLAMIC BANKING AND FINANCE

MSCY 076

INTRODUCTION TO ISLAMIC ECONOMICS

L T P C
3 0 0 2

OBJECTIVES:

To make the students understand

- nature and basic features of Islamic economics
- Islamic critique of conventional economic thought and processes
- ethical character of Islamic Economics
- economic perspective of shariah prohibited business activities
- system of Islamic wealth distribution and its application

MODULE I INTRODUCTION

6

Islamic Economics: Definition, Nature, Essentials; Conventional Vs Islamic Economics; A Critical Review of Different Economic Systems; Capitalism Vs Socialism and Islamic Economic System.

MODULE II PRINCIPLES OF ISLAMIC ECONOMICS

6

Prohibition of Riba, Bank Interest and rationale of its prohibition; Prohibition of Gharar (ambiguity) and Maysir (Gambling); Competition, Cooperation and their relative scope; Risk sharing Verses Risk shifting; Economic Stability and the Role of abolition of interest.

MODULE III ISLAMIC CONSUMER/ PRODUCER BEHAVIOUR

6

Consumer Behaviour: Self interest with ethical constraints; Producer Behaviour: Theory of Firm; The possibility of taking Social goods into consideration; Public Sector Policy goals with Environmental Protection.

MODULE IV WEALTH DISTRIBUTION

6

Income and Wealth Distribution under Islamic System; Objectives; Sources of Public Revenue in Islam; Means of Distribution of Wealth: Zakah and Waqf institutions and their economics aspects.

MODULE V ISLAMIC COOPERATION AND INSTITUTIONS

6

International Islamic Cooperation; Institutional Infrastructure supporting Islamic Finance; Role of Islamic Development Bank in Economic Cooperation and Development.

Total Hours: 30

REFERENCES:

1. Islamic Economics by Umar Chapra - CEPT Publications
2. An Introduction to Islamic Economics by Akram Khan
3. Fundamentals of Islamic Economic System By Dr. Muhammad Sharif Chaudhry

OUTCOMES:

After successful completion of the course, students will be able to:

- Differentiate between Islamic Economic System and other conventional economic systems;
- Explain the Prohibition of riba (interest) and its rationale from economics perspective;
- Appreciate and analyze various Islamic proscription/ prohibitions and their justification from economics points of view;
- Demonstrate an understanding of Islamic ethics of business, values and prescription;
- Demonstrate a comprehension of consumer and producer behaviour from Islamic perspective, ethical and moral dimensions, inclusiveness and sustainability.
- Assess the causes of inequitable distribution of wealth and measures to counter provided by Islamic system of wealth distribution

OBJECTIVES:

To make the students understand

- basic concepts, *shari'ah* principles and guidelines on financial transaction
- foundation and characteristics of Islamic Finance
- major prohibition in Islamic finance
- Islamic law of contract and the prerequisite conditions for validity of contract
- various aspects of '*fiqh-al muamilat*' applied to resolve contemporary issues of finance and business transactions

MODULE I INTRODUCTION TO SOURCES OF ISLAMIC LAW (SHARI'AH) 6

Shariah & Fiqh : Definition and Concept; Sources of Shari'ah: Quran, Sunnah, Ijma, Qiyas; Objectives of Shariah; Concept of Ijtihad and the necessary conditions; Principles of Fiqh: Introduction and importance.

MODULE II MAJOR PROHIBITIONS IN ISLAMIC FINANCE 6

Riba(Interest): Definition and Classification; Gharar (Ambiguity/ Uncertainty): Definition and Classification; Maysir & Qimar (Gambling): Definition and Classification.

MODULE III ISLAMIC LAW OF CONTRACTS 6

Principles of Islamic Business; Contract: Definition and Classification; Aqd (contract), Wad (Promise), Muwa'adah/ Mu'ahida (Bilateral Promise); Elements of Contract and conditions for its Validity.

MODULE IV CLASSIFICATION OF CONTRACTS (Unilateral & Bilateral) 6

Contract of Exchange (Sale Contracts); Contract of Partnership (Mudarabaha, Musharakah); Contract of Trust/ Safe Custody (Wadi'ah, Amanah) Contract of Security (Kafalah, Rahn, Hawalah), Contract of Usufruct utilization (Ijarah), Other Contracts: Wakalah, Jo'alah etc.

MODULE V PRINCIPLES OF ISLAMIC FINANCIAL SYSTEM 6

Islamic Finance: Definition, Concept, Foundation, Features, Objectives; Islamic Finance Vs Conventional Finance; A Breif introduction of Islamic Financial Instruments: Mudarabha, Musharakah, Murabaha, Salam, Istisna and Ijarah.

Total Hours: 30

REFERENCES:

1. An Introduction to Islamic Banking & Finance- Abdel Fattah M.Farah
2. Certified to Islamic banker (CeIB) program - Islamic-finance.com.
3. Meezan's Bank's Guide to Islamic Bank

OUTCOMES:

Students will be able to:

- Understand ethical underpinning of Islamic Finance
- Develop an appropriate level of understanding of the main principles of Islamic finance
- Develop a good understanding of sources of *shari'ah* (Islamic Laws)
- Demonstrate a broad understanding of major prohibitions in Islamic Finance like *Riba, Gharar, Maysir* and *Qimar* etc.
- Explain the basic legal principles of Islamic commercial contracts and know their applications in investment and financing;
- Assess the nature and characteristics of different types of contracts, their applications and implication in business transaction

OBJECTIVES:

To make the students understand

- *shari'ah* concern and reservation on conventional insurance
- basic concept of Takaful and its distinguishing features
- structure and development of Takaful products and market
- various models of Takaful used by Takaful companies worldwide
- technical aspects of Islamic Insurance (Takaful) and its application in global marketplace

MODULE I INTRODUCTION 6

Takaful (Islamic Insurance): Definition, Concept, Principles & Unique Characteristics; Major goals of the Takaful system; The origins of Takaful: Historical background; Takaful System in Islamic Era: Al-Aqilah, Diyah, Tabarru'/donation.

MODULE II TAKAFUL VS. CONVENTIONAL INSURANCE 6

Comparison of Takaful with Conventional Insurance; Issues of Riba, Gharar, Maysir & Qimar (interest, ambiguity & gambling elements) in Conventional Insurance; Risk sharing versus transfer; Takaful versus Mutual Insurance: similarities/differences.

MODULE III SHARIAH ELEMENTS/PRINCIPLES IN TAKAFUL 6

Shariah Mechanism of Takaful; Definitions & Concept of Waqf, Wakalah, Hiba & Tabarru', which are used in Takaful System; Shari'ah Ruling and Principles applied to Takaful, Prohibited Elements.

MODULE IV TAKAFUL MODELS, TYPE & STRUCTURES 6

Structure and operation of Takaful; Different Models of Takaful e.g. Wakalah Model, Waqf Model, Modaraba Model, Hybrid Model, and Surplus Distribution mechanism in all models; Type and Products of Takaful Business: General Takaful (General Insurance), Family Takaful (Life Insurance).

MODULE V TAKAFUL PRODUCTS & RISK MANAGEMENT IN ISLAM 6

BancaTakaful, Re-Takaful, Micro Takaful etc.; Risk Management from an Islamic Perspective, Key Objectives of Risk Management Specific to Takaful; Risks associated with Takaful claims and their mitigation.

Total Hours: 30

REFERENCES:

1. Islamic Insurance: A Modern Approach to Islamic Banking by Aly Khorshid
2. "What's Takaful": A Guide To Islamic Insurance by Khaled Kassar
3. Islamic and Modern Insurance (Principles and Practices) by Ma'sum Billah

4. The Islamic Insurance: Theory and Practice by A S Mulhim & A Mohammed Sabbagh

OUTCOMES:

Students will be able to:

- Demonstrate an understanding of nature and principle of Islamic insurance, Shariah framework of Islamic insurance;
- Explain Takaful and its rationale as an alternative to conventional insurance
- Explain why traditional insurance is prohibited from the Shariah point of view;
- Discuss the main features of Islamic insurance vis-à-vis conventional insurance;
- Explain the operational framework of Islamic insurance including the different Takaful used for underwriting and managing the investments of the Takaful fund
- Explain the application of ethical considerations of Islamic insurance practice and their impact on underwriting policy and practice.

OBJECTIVES:

To make the students understand

- concept of securitization in accordance with Shariah principles
- shariah concern on process of conventional securitization
- nature of sukuk and how they differ from conventional bonds
- types of Sukuk (sovereign & corporate) and their investment features
- how to structure sukuk transactions and its application to raise fund for short and long term investment projects

MODULE I INTRODUCTION**6**

Sukuk (Islamic Securities): Definition, Concept, Classification and Fundamentals; Origin of Sukuk and development in Islamic Finance; Features & Characteristics; Sukuk Vs Conventional Debt Securities (Bonds); Return (Profit) in Sukuk, Common Use & Benefits.

MODULE II ISLAMIC SECURITIZATION**6**

Securitization Principle; Benefits of Securitization; Islamic securitization and overcollateralization; Limitations (Shariah Concern).

MODULE III SUKUK STRUCTURING - I**6**

The Basic Sukuk Issuance Process; Application of Islamic and Conventional Financial Concept for issuance of sukuk; AAOIFI Standards: Range of Sukuk Structures Permitted by AAOIFI.

MODULE IV SUKUK STRUCTURING - II (Types)**6**

Musharakah Sukuk, Mudarabah Sukuk, Ijarah Sukuk, Murabahah Sukuk, Salam Sukuk, Istisna Sukuk, Hybrid Sukuk, Others.

MODULE V CAPITAL MARKET CONSIDERATIONS RELATING TO SUKUK**6**

Rating the Issue & Distribution; Sukuk trading and secondary markets; Sovereign and Corporate Sukuk: For Open Market Operation, liquidity management and balance sheet management.

Total Hours: 30**REFERENCES:**

1. Islamic Bonds: Your Guide to Issuing, Structuring and Investing in Sukuk by Nathif J. Adam and Abdulkader Thomas
2. Sukuk and Islamic Capital Markets: A Practical Guide by Rahail Ali - Hogan Lovells
3. Sukuk by Abdulkader S. Thomas

OUTCOMES:

Students will be able to:

- Evaluate the differences between conventional and Islamic securities
- Apply various types of sukuk structure like Ijarah sukuk, Salam sukuk, Istisna sukuk etc.
- Know the differences between managing Sukuk and managing conventional securities
- Demonstrate an understanding of Securitization Principle and its benefits; Islamic securitization and overcollateralization, Limitations (Shariah Concern)
- Understand the basic processes involved in the issuance of Sukuk
- Know the AAOIFI Sukuk standards

OBJECTIVES:

To make the students understand

- Critique of conventional capital market
- Islamic Financial Market Structure
- Nature and distinguishing features of Islamic Capital Market
- Concept of venture capital, investment funds, units trusts, REITs and its application in accordance with Islamic Finance principle

MODULE I INTRODUCTION**6**

The Capital Market: Definition, Nature, Functions and Objectives; A Brief Overview of the Capital Market in India; Risk Return Principle in Islam: Cost of Capital, Choice between Capital and Debt Financing-Agency Problem; Shari'ah Principles for Capital Market.

MODULE II ISLAMIC STOCK AND WEALTH MANAGEMENT**6**

Equity Shares and Equity Funds; Business and Structure of Islamic Enterprise: Indebtedness of the Enterprise, Earnings from Impermissible Activities, Cash and Receivables / Payables.

MODULE III NORMS FOR SHARI'AH SCREENING IN CAPITAL MKT**6**

Business Screening and Sharia'h Screening; AAOIFI; Dow Jones Islamic Investment Criteria; Securities Exchange Commission (SEC) Malaysia Norms; FTSE; S & P and MSCI, NCB, DFM and TASI India.

MODULE IV CRITICAL ASSESSMENT OF ISLAMIC SCREENING NORMS**6**

Screening Norms Relating to Nature of Business; Screening Norms Relating to Financial Ratios; Suitability of Market Cap; Dividend Purification and Zakah.

MODULE IV ISLAMIC REAL ESTATE AND PROJECT FINANCING**6**

Characteristics of Real Estate; Islamic REITS; Islamic Mutual Funds and Mudaraba Certificates.

Total Hours: 30**REFERENCES:**

1. Islamic Capital Markets: Theory and Practice By Nouredine Krichene
2. Islamic Asset Management By Natalie Schoon
3. Contemporary Islamic Finance: Innovations, Applications and Best Practices by Karen Hunt-Ahmed (Chapter on Islamic Mutual Funds)

OUTCOMES:

Students will be able to:

- Examine the structure of capital market, shares/ bonds and the operations of investment funds from shariah perspective
- Critically reflect upon and assess the similarities and differences between Islamic and conventional capital market
- apply the Islamic stock selection process through the Industry and Financial Screens
- Critically assess various screening norms used by different shariah index providers and institutions;
- Know the functions of the various components of an Islamic mutual fund structure
- Evaluate both structural and stock-specific problem of shariah compliance in capital market

OBJECTIVES:

- To explain the concepts, theories, the origins and development of Islamic banking products
- To familiarize the students with basic functioning of Islamic banks
- To expose the students to a wider range of Islamic financing instruments used by Islamic Banks and get an advanced understanding of these financing techniques
- To introduce the students Islamic credit card structure based on various Islamic contracts
- To provide basic understanding of working of Islamic banks and financial institutions

MODULE I DEPOSIT PRODUCTS IN ISLAMIC BANKS**6**

Islamic Banks Deposits: Current Account, Saving Account, Investment Deposit Account: General Investment Deposit Account, Special Investment Deposit Account; Deposit Management.

MODULE II CARD PRODUCTS IN ISLAMIC BANKS**6**

Islamic Credit Cards in the market: Bai-al Ina Credit Card Structure, Tawarruq Credit Card Structure, Ijarah Credit Card Structure, Ujrah Credit Card Structure, Kafalah Credit Card Structure; Islamic Covered Card.

MODULE III ISLAMIC MODES OF FINANCING - I**6**

Equity Based Products: Musharakah, Mudarabah; Deferred sale Financing - Bai Muajjal & Murabahah; Advance Sale Financing Product - Salam & Parallel Salam.

MODULE IV ISLAMIC MODES OF FINANCING - II**6**

Financing Asset under Construction: Istisna & Parallel istisna; Lease Based Product - Ijarah & Ijarah Muntahiyah Bit-Tamleek; Services Based Products: Wakalah (Agency) & Kafalah (Guarantee); Bai- al 'Inah & Twarruq : Financing for liquidity Management.

MODULE V OTHER MISCELLANEOUS SERVICES & ACTIVITIES**6**

Letters of Credit; Cheque Payment System; Sarf (Foreign Exchange) & Hawalah (Remittance); Bai Istijrar (supply Contract) and Ujrah (fee); Bai- al Dain (Debt Trading); Qard-e Hasanah (Interest-free Loan); Others.

Total Hours: 30**REFERENCES:**

1. An introduction to Islamic finance By M. Taqi Usmani
2. Understanding Islamic Finance By Muhammad Ayub

OUTCOMES:

Students will be able to:

- Differentiate between conventional and Islamic finance products
- Demonstrate an understanding of resource mobilization and resource utilization of Islamic Banks
- Appreciate and apply various Islamic financing techniques used by modern Islamic banks like Mudarabah, Musharaka, Diminishing Musharaka, Murabaha, Ijara, Salam and Istisna etc.
- Know the operating structures and organisational forms adopted by Islamic financial institutions:
- Know the regulatory and standard setting bodies overseeing Islamic finance and banking:
- Grasp the functioning of debt-like and equity-like Islamic finance techniques

ELECTIVES – ENTREPRENEURSHIP

MSCY 086

**ENTREPRENEURSHIP, FAMILY ENTERPRISES
& SUCCESSFUL VENTURES**

**L T P C
3 0 0 2**

OBJECTIVES:

- Small Business & Entrepreneurship students gain knowledge and skills to better prepare them to perform as an owner or manager in small business
- Graduates will possess a solid understanding of family business management and will be able to translate this knowledge into practice.
- Ability to appraise the Reasons for initial breakdown and steps to overcome crisis.
- Understanding of starting and building new firms, and how to manage ventures, and starting up.

MODULE I THE ENTREPRENEURIAL MIND

6

Crafting a Personal Entrepreneurial Strategy - Three Principles for Achieving entrepreneurial greatness, six dominant themes, core and Desirable Entrepreneurial Attributes. Women entrepreneurs and rural entrepreneurship.

MODULE II FAMILY BUSINESS

6

Importance of family business, Characteristics, Responsibility and the right of share holder in family business and strategies for improving the capability of family business.

MODULE III INSTITUTIONAL SUPPORT FOR ENTREPRENEURS

6

Need for institution support, Identifying institution support- MSME, NSIC, SIDO, SSID, SSICS, SISI, DICS, industrial estates and TCOS.

MODULE IV FACTOR AFFECTING ENTREPRENEURIAL GROWTH

6

Economic factor, Social factor factors, Psychological factors, Political factor and government actions.

MODULE V SUCCESS OF A NEW BUSINESS

6

Reasons for initial Failure & Visible Problems for Business, steps to overcome problem Strategic Management for Business enterprises.

Total Hours: 30

REFERENCES:

1. S S.Khanka, Entrepreneurial Development, Third Edition, S.Chand & company, NewDelhi 2001.
2. Jeffry A. Timmons and Stephen Spinelli, "New venture creation", seventh Edition, Tata- McGraw-Hill education private limited, New Delhi 2009.
3. Hisrich, Robert D., Michael Peters and Dean Shepherded, Entrepreneurship, Tata McGraw Hill, 2004.

4. Lall, Madhurima, and Shikha Sahai, Entrepreneurship, Excel Book, New Delhi.2008.
5. Charantimath, Poornima, Entrepreneurship Development and Small Business Enterprises, Pearson Education, New Delhi. 2005.

OUTCOMES:

On completion of course the student will be able to

- Ability to recognize a business opportunity that fits the individual student:
- Demonstrate the ability to provide a self-analysis in the context of an entrepreneurial career
- Demonstrate the ability to find an attractive market that can be reached economically
- Awareness of institution and their formalities for entrepreneurial development.
- Articulate an effective elevator pitches to gain support for the venture.

OBJECTIVES:

- This course is intended for Entrepreneurs to Recognize a financing options.
- Appreciate the difference between venture capital, private equity, early stage and traditional financing sources.
- Aware of Taxation Benefit and tax holidays for rural entrepreneurs
- Ability to understand the causes and consequences of industrial sickness.

MODULE I FINANCING OF ENTERPRISE**6**

Need for financial Planning, Sources of finance- Commercial banks, NBFC, small business grants, venture capital, angel investor and PE funds.

MODULE II WORKING CAPITAL MANAGEMENT FOR ENTERPRISE**6**

Working Capital-Meaning, Significance, assessment of working capital, factors determining the requirement of working capital, sources and management of working capital.

MODULE III INSTITUTIONAL FINANCE TO ENTREPRENEURS**6**

IDBI, IFCI, ICICI, IRBI, LIC, SFC'S, SIDC, Small Industrial Bank of India, Export-Import Bank of India (EXIM Bank).

MODULE IV TAXATION BENEFITS FOR ENTREPRENEURS**6**

Need for tax benefits, tax holidays, tax concession for small-scale industry in rural areas and tax concession for small-scale industry in backward areas.

MODULE V INDUSTRIAL SICKNESS**6**

Industrial Sickness- Concepts, Signal and Symptom of Industrial Sickness, Magnitude and Causes and Consequences of Industrial Sickness.

Total Hours: 30**REFERENCES:**

1. Jeffry A. Timmons and Stephen Spinelli, "New venture creation", seventh Edition, Tata- McGraw-Hill education private limited, New Delhi 2009.
2. SS.KHANKA, Entrepreneurial Development, Third Edition, S.Chand & company, NewDelhi 2001.
3. Hisrich, Robert D., Michael Peters and Dean Shepherded, Entrepreneurship, Tata McGraw Hill, 2004.
4. Lall, Madhurima, and Shikha Sahai, Entrepreneurship, Excel Book, New Delhi.2008.
5. Charantimath, Poornima, Entrepreneurship Development and Small Business Enterprises, Pearson Education, New Delhi. 2005.

OUTCOMES:

On completion of course

- Student will be able to identify the sources of funding for his enterprises
- Exhibit the ability to provide a self-analysis in the framework of an entrepreneurial career
- Display the ability to find an attractive market that can be reached economically
- Demonstrate the understanding of how to launch the individual's entrepreneurial career:
- Craft appropriate business practices that suits the business to avail tax benefits.

OBJECTIVES:

- To better prepare them to perform about the marketing challenges in an entrepreneurial firm
- Understand the core concepts of Entrepreneurship and Marketing
- Apply creativity and innovation to generate new pricing tactics in marketing
- Ability to Design a marketing plan to incorporate artistic marketing tactics.

MODULE I INTRODUCTION TO ENTREPRENEURIAL MARKETING 6

Entrepreneurial Marketing- Introduction, analysis of definition, Entrepreneurial Marketing vs Traditional Marketing, Entrepreneurial Marketing competencies.

MODULE II DIMENSION OF ENTREPRENEURIAL MARKETING 6

Marketing task, Dimensions of entrepreneurial marketing, types of markets, Market segmentation, target market and positioning.

MODULE III ENTREPRENEURIAL PRICING STRATEGY 6

Setting the Price- steps in setting the price, The Three Cs Model for Price Setting, Different types of pricing techniques.

MODULE IV ENTREPRENEURIAL PROMOTION APPROACH 6

Advertising, sales promotion, Personal selling, Major Consumer-Promotion Tools, Major Trade-Promotion Tools and public relations, cause marketing.

MODULE V ENTREPRENEURIAL CHANNEL TACTIC 6

Channel management decisions, Types of Channel-Direct to customer, retailer, sales agent, own store, selling through Self Help Group

Total Hours: 30

REFERENCES:

1. Philip Kotler, Marketing Management, Millennium Edition, by Pearson Custom Publishing 2002.
2. SS.KHANKA, Entrepreneurial Development, Third Edition, S.Chand & company, NewDelhi 2001
3. Case Studies in Social Entrepreneurship: The Oikos Collection by Greenleaf Publishing, 2004.
4. Rashmi Bansal Poor Little Rich Slum published by Westland, India, 2012.
5. Srinivasan, Case Studies in marketing Indian context, sixth edition PHI learning private Limited 2014.

OUTCOMES:

On completion of course

- Build Entrepreneurial marketing competencies
- Develop a marketing plan for an entrepreneurial idea.
- Create appropriate a channel strategy to promote the product..
- Develop an attractive new or improved product or service idea into a product offering
- Ability to formulate sound marketing strategies to give the product or service offering the support it needs to succeed in the marketplace

OBJECTIVES:

- To examine how the entrepreneurial revolution in the United States is beginning to have a profound impact on the rest of world.
- Ability to differentiate between an idea and an opportunity.
- Capacity to screen the new venture opportunity by screening exercise.
- Apply innovation to generate new project identification and implementation.

MODULE I AMERICA'S ENTREPRENEURIAL REVOLUTION**6**

Entrepreneurship-new venture formation, entrepreneurial revolution and Americas self made millionaires and building an entrepreneurial society.

MODULE II NEW VENTURE OPPURTUNITY**6**

New venture opportunity, Creating, Shaping, Recognizing, To Think Big Enough, Opportunity through zoom lens. Transforming caterpillars into butterflies, When is an Idea an opportunity.

MODULE III NEW VENTURE OPPORTUNITIES AND SCREENING**6**

New venture, Quick Screen, VOSE- Venture Opportunities Screening Exercises with twelve Exercises' and Case Newland Medical technologies.

MODULE IV PROJECT IDENTIFICATION & APPRAISAL**6**

Project Identification, Project Selection, Project Formulation of Project Report, Content of project report and Project appraisal- concepts and methods and Project implementation

MODULE V GOVERNMENT OF INDIA INITIATIVE**6**

Start up India and stand up India, digital India and make in India and skill India mission and a study on India's hot spot of startup – Koramangla.

Total Hours: 30**REFERENCES:**

1. Jeffry A. Timmons and Stephen Spinelli, "New venture creation", seventh Edition, Tata- McGraw-Hill education private limited, New Delhi 2009.
2. SS.KHANKA, Entrepreneurial Development, Third Edition, S.Chand & company, NewDelhi 2001.
3. Hisrich, Robert D., Michael Peters and Dean Shepherded, Entrepreneurship, Tata McGraw Hill, 2004.
4. Lall, Madhurima, and Shikha Sahai, Entrepreneurship, Excel Book, New Delhi.2008.
5. Charantimath, Poornima, Entrepreneurship Development and Small Business Enterprises, Pearson Education, New Delhi. 2005.

OUTCOMES:

On completion of course

- Ability to recognize a business opportunity that fits the individual learner:
- Demonstrate the ability to provide a self-analysis in the context of an entrepreneurial profession
- Demonstrate the ability to unearth an attractive market that can be reached cost-effectively
- Make obvious the understanding of how to identify the entrepreneurial Project:
- Ability to appraise the business projects with clarity.

ELECTIVES – INTERNATIONAL BUSINESS MANAGEMENT

MSCY096	EXIM PROCEDURES AND DOCUMENTATION	L	T	P	C
		3	0	0	2

OBJECTIVES:

- To disseminate the basics of export-import business
- To be able to identify products and markets for export/import
- To acquaint with various export-import documentation forms.
- To accustom with export/ import procedures and norms.
- To familiarize with the Institutional Framework that supports exports and imports

MODULE I INTRODUCTION TO EXIM PROCEDURES 6

Introduction to EXIM Procedures and Logistics - Importance and Responsibilities of Buyer and Seller- Customs Authority - Registration Procedures - IEC - RCMC - Export Licensing - Methods of Exporting and Importing - Product Selection Criteria - Special Schemes for Importers -Importer Classification

MODULE II CUSTOMS CLEARANCE PROCEDURES IN EXPORT 6

Exporting Procedure - Steps- Contract - Financing - Institutional Framework - Excise Clearance - Pre-Shipment Inspection - Methods - Insurance in Transportation - Clearing and Forwarding Agents - E-Filing Procedures - Customs EDI System - Transport Document - Freight Forwarder and Liner Introduction - Bill of Lading - Types of BL - Importance and Uses of BL - BL Terms and Conditions.

MODULE III BASIC DOCUMENTATION 6

Basic Documentation Forms - International Commercial Terms – Invoice and Packing List-Pricing Calculation - CBM Calculation

MODULE IV CUSTOMS CLEARANCE PROCEDURES IN IMPORT 6

Import and Pre Import Procedures - Legal Formalities - Customs Formalities - Storing - Provisions for Exchange Control in Importing - Retirement of Documents

MODULE V INSTITUTIONAL FRAMEWORK FOR EXIM 6

Foreign Trade Policy - Initiatives - Duty Drawback - Deemed Exports - ASIDE - MAI and MDA -Export Houses - EPCG Scheme - Incentives - Export Promotion Councils - Commodity Boards EXIM Bank - SEZs - FIEO - IIFT - EOUs -- ITPO – ECGC – GST& Implications

Total Hours: 30

REFERENCES:

1. C. Rama Gopal, Export Import Procedures - Documentation and Logistics, New Age International, 2007
2. Usha Kiran Rai, Export- import and logistics management, second edition, PHI learning Private limited 2010.
3. Sudhir Kochhar, BO-4 Export Import Procedures and Documentation, Hindi-Gullybaba Publishing House (P) Ltd 2012.
4. Ram Singh International Trade Logistics, oxford university Press, 2015.
5. Handbook of Import-Export Procedures - Ministry of Commerce, -, Government of India, New Delhi

OUTCOMES:

After completing this course, the students will be able to

- Use the right export / import procedures in their job
- Prepare and maintain export / import Documentation properly.
- Do the necessary customs formalities during imports / exports
- Approach the right agency for the export / import needs

OBJECTIVES:

- To provide an in-depth understanding of various facets of the international economic environment.
- To give comprehensive understanding of international trade theories - practices - trade policies and agreements and their critical evaluation with respect to developing countries.
- To enable the learners to draw implication and impact of changing economic environment - economic geography - Globalization - FOREX fluctuation and imbalances in BOP.

MODULE I GLOBALIZATION AND INTERNATIONAL TRADE 6

Globalization - Factors and Drivers for Globalization – LPG: Overview - International Trade - Benefits and Advantages - The Economic Geography and Changing Composition of International Trade - Specialization as the Basis for Trade - The Theory of Absolute Advantage and Comparative Advantage – Heckscher - Ohlin Theory of Trade - Production Possibilities - Other Reasons for Gain from Trade - Pattern of Trade - Welfare and Terms of Trade - International Pricing Strategies - Relationship Between Goods Prices and Factor Prices - Economies of Scale - Imperfect Competition and International Trade

MODULE II TRADE RESTRICTION - TRADE POLICIES AND MULTILATERAL TRADE AGREEMENT 6

Free Trade Vs Protection - Methods of Protection - Tariff, Quota and Others - Types of Tariff and Quota - Problems with Protection - Retaliation - Inefficiency - The Effects of Government Policies on Trade - Effects of International Transfers of Income - Effects of Import Tariffs and Export Subsidies - Bilateral - Multilateral and Regional Trade Agreements - Pros & Cons and Examples - General Agreement on Trade and Tariffs (GATT) - The United Nations Conference on Trade and Development (UNCTAD) - The North American Free Trade Agreement (NAFTA) - DOHA Round of Trade Agreement - Trade Policies in Developing Countries

MODULE III MNES AND INTERNATIONAL BUSINESS ENVIRONMENT 6

Nature and Components of International Business Environment - MNES (Multinational Enterprises) and Internationalization - Environmental Scanning for International Business - Modes of Entry - The Globalization of Trade - Finance and Resistance - Linkages Between International Labor and Capital Mobility - International Borrowing

and Lending - FDI & Multinational Corporations and Outsourcing - Investor Rights - Labor Standards

MODULE IV INTERNATIONAL ECONOMIC ENVIRONMENT

6

The Components and Characteristics of International Economic Environment - The Transnational Economy - Trading Environment of International Business : an overview - The World Trading System and WTO: Its Rules and Trade Rounds - Regional Trading Arrangements - The Changing World Economy and its Impact on International Business - WTO & Developing Countries - Import Substituting Industrialization - Export Oriented Industrialization

MODULE V FOREIGN EXCHANGE AND BALANCE OF PAYMENT

6

Meaning - Constituents and Mechanism in/of Balance of Payment - Foreign Exchange - Reserve - Exchange Rate - Impact of Balance of Payment - Foreign Exchange - Reserve - Exchange Rate on International Business Meaning and Constituents of Foreign Exchange (FOREX) Reserve (Foreign Currency - Gold & SDRs) - Exchange Rate - Exchange Rate Determination - Appreciation - Depreciation - Devaluation - Floating versus Fixed Exchange Rate - Advantages and Disadvantages - Exchange Rate in Practice - Adjustable Peg - Managed Flexibility (Dirty Floating) - Exchange Rate Mechanism

Total Hours: 30

REFERENCES:

1. Salvatore, D.L. (1997), International Economics, Prentice-Hall, Upper Saddle River, N.J.
2. Sodersten, Bo, International Economics, Macmillan Press Ltd., London.
3. Aggarwal, M.R. (1979), Regional Economic Cooperation in south Asia, S. Chand and Co., New Delhi.
4. Bhagwati, J. (Ed.) (1981), International Trade, Selected Readings, Cambridge University Press, Mass.
5. Greenaway, D. (1983), International Trade Policy, Macmillan Publishers Ltd., London.
6. Kenan, P.B. (1994), The International Economy, Cambridge University Press, London.
7. Cherunilam, Francis, International Business Environment, 3rd edition, Himalya Publishing, 2007
8. Monir H. Tayeb The Global Business Environment, New Delhi, Sage Publications.

OUTCOMES:

- Students will be able to assess the impact of international economic environment with respect to globalization - WTO and MNCs etc.
- Students will be able to explain and analyse global trade policies - theories and practices
- Students will be able to apply international macroeconomic aspects to home businesses with understanding of foreign exchange - BOP - SDRs and regional trade agreements

MODULE V FOREIGN INVESTMENT, MONEY & BANKING

6

Foreign Investment: Purpose, Nature - Laws and Codes - Monitoring Foreign Investment and Operations - Global Securities Regulations - Enforcement - Differences among Nations - International Monetary Fund : Purpose, Operations - Currency Exchange - Bank for International Settlements - Regional and National Monetary Systems

Total Hours: 30

REFERENCES:

1. Ray August, Don Mayer and Michael Bixby, International Business Law Text, Cases, and Readings Pearson Education, Inc., 6th edition, 2013.
2. Richard Schaffer, Filiberto Agusti, Lucien J. Dhooge. International Business Law and its Environment. Cengage Learning, 9th edition. 2014.

OUTCOMES:

- Students will have a knowledge in international legal system
- Students will be able to describe the legal procedure for international disputes and develop strategies for resolution of disputes in international transaction
- Students will be able to Compare and contrast the domestic laws that are applicable to international business
- Students will be able to identify the relevant laws and regulating bodies for international trade, investment and business

MSCY099 INTERNATIONAL MARKETING MANAGEMENT L T P C
3 0 0 2

OBJECTIVES:

- To provide an overview of the scope and challenges of international marketing
- To give inputs on international market entry strategies.
- To make the learners understand the decisions concerning products and packaging for international markets.
- To provide awareness about the international distribution systems
- To apprise about pricing for international markets

MODULE I INTRODUCTION TO INTERNATIONAL MARKETING 6

International marketing: definition, importance, features, - Difference between global and domestic marketing – Social and cultural environment in foreign business and impact on marketing mix strategies - Impact of Information Technology on International marketing / digital marketing

MODULE II OVERSEAS MARKET SELECTION 6

Methods of market entry, Identifying foreign markets, selecting potential markets – Constraints in entering in some global territories – Market segmentation: Basis for segmentation for foreign markets Factors for segment selection

MODULE III PRODUCT DECISIONS IN FOREIGN MARKETS 6

Factors for package design in international markets - Criteria for export packing - transport packing – Packaging regulations - International product life cycle – Branding for international market

MODULE IV PRICING POLICIES IN GLOBAL MARKET 6

Export costing methods – Factors influencing export pricing – different types of export pricing - Transfer pricing - Information required for export pricing – Impact of export incentives on export pricing -

MODULE V DISTRIBUTION FOR GLOBAL MARKETS & IMC 6

Purpose of export marketing - Selection of overseas distribution channels - factors influencing selection of distribution channels for international marketing - Types of foreign intermediaries - Physical distribution : objectives, modes: merits and demerits - Integrated Marketing Communication and promotional mix for foreign markets

Total Hours: 30

REFERENCES:

1. Keegan, Global Marketing Management, Pearson Education, New Delhi, 2012
2. Onkrist & Shaw: International Marketing - Analysis Strategy, Prentice Hall of India
3. Francis Cheruilam, F. International Trade and Export Management, Himalaya Publishing House

OUTCOMES:

- Meet the challenges in of international marketing environment posed in their jobs
- Identify different international market entry methods
- Design appropriate products for international markets
- Select ideal international distribution systems
- Apply right pricing technique international markets.

OBJECTIVES :

The objectives of the course would be to make the students understand

- the importance of International Finance
- Foreign Exchange Market
- Exchange rate determination and forecasting
- Foreign trade financing
- Capital budgeting for multinational corporations

MODULE I INTRODUCTION**4**

Multinational financial Management - objectives of MNCs - difference between domestic and International Financial Management - Reasons for increasing importance of International Finance - challenges and opportunities before an MNC.

MODULE II MARKET FOR FOREIGN EXCHANGE**6**

Definition of foreign exchange market and the exchange rate - quotations at the foreign exchange market - spot market - forward market - settlement of transactions in the international market. Foreign Exchange Management Act (FEMA). Indian Forex Market - structure - exchange rate fixation.

MODULE III EXCHANGE RATE DETERMINATION AND FORECASTING**8**

Theories of exchange rate determination. The need and importance for forecasting exchange rates - forecasting techniques - technical forecasting - fundamental forecasting - limitations of fundamental forecasting - market based forecasting.

MODULE IV FINANCING FOREIGN TRADE**6**

Problems faced by developing countries for promoting trade. International Commercial Terms (INCOTERMS) - Credit risk - management of credit risk - Letter of Credit - types of credit to exporters. International trade financing in India - pre shipment and post shipment credits - EXIM Bank - ECGC. Capital and current account transactions

MODULE V CAPITAL BUDGETING FOR MULTINATIONAL CORPORATIONS**6**

Input for multinational capital Budgeting - complexities of multinational capital budgeting exercise - factors to be considered in multinational capital budgeting. Foreign exchange exposure.

Total Hours: 30**REFERENCES:**

5. Alan C. Shapiro, "Multinational Financial Management", Wiley John Wiley & Sons Inc., 2005
6. A.K Seth, "International Financial Management," Galgotia Publishing Company. New Delhi, 2004.
7. Jeff Madura, "International Financial Management" Thomson Learning, 2005.
8. Reid W. Clich, Joshua D Coval, "International Financial Management" Prentice Hall, 2004.

OUTCOMES:

At the end of this course, the students would be able to:

- Identify the importance of International Financial Management
- Perform settlement of transactions in the international markets
- Forecast exchange rates
- Manage the credit risks involved in international trade
- Analyse different projects using capital budgeting techniques for multinational corporations

OBJECTIVES:

The course would facilitate the students to

- Learn the concept of IHRM and OB
- Be familiar with the global culture and identify the strategy to manage workforce diversity in multinational organization system
- Relate the importance of motivating employees while managing international workforce
- Identify the challenges facing the global business today with respect to human resource planning, compensation and performance management
- Explain the reason for success and failures in global assignments.

MODULE I INTRODUCTION

6

Defining IHRM – Differences between domestic HRM and IHRM – Variables that Moderate the Differences – Overview of international dimensions of OB – Exploring how cultural differences affects organization – International Organizational behavior challenges for management– Introduction on Expatriates, Non-expatriates and Inpatriates

MODULE II DIMENSIONS OF IHRM IN DIFFERENT CULTURAL BACKGROUND 6

Global staffing alternatives - Selecting and evaluating international employees, – Understanding differences in employee attitude and behaviour - Managing diversity and ethical issues in an international context – Corporate culture, Regional & national cultures, Industry specific culture and reasons for differences– Reasons for Expatriate Failure – Female Expatriates — Dual Career Practices

MODULE III INTERNATIONAL COMPENSATION PRACTICES: MOTIVATING DIVERSITY

6

Objective of International Compensation – Key Components of an International Compensation Program – Approaches to International Compensation – Rewarding and motivating international employees – Patterns in Complexity, Challenges and Choices.

MODULE IV PERFORMANCE MANAGEMENT IN INTERNATIONAL CONTEXT 6

Performance Management of International Employees – Performance Appraisal of International Employees – Performance Culture of Different Countries-Case studies.

MODULE V INTERNATIONAL HUMAN RESOURCE MANAGEMENT TRENDS 6

Managing multicultural teams– Communicating effectively across culture – Effective leadership in a multicultural environment - Global Career Path – Reasons for accepting or rejecting Global Assignments-Role of IT in Human Resource Networking across Globe.

Total Hours : 30

REFERENCES:

6. Peter J Dowling, Marion Festing and Allen D Engle, International Human Resource Management, Cengage Learning, 2008.
7. K. Ashwathappa and Sadhana Das, International Human Resource Management, Mc. Graw Hill Companies, 2007.
8. Tony Edwards and Chris Rees, International Human Resource Management, Pearson Education, 2005.
9. Dean McFarlin and Paul Sweeney, International Organizational Behavior: Transcending Borders and Cultures, Routledge, 1st Edition, 2012.
10. Nancy J. Adler and Allison Gundersen, International Dimensions of Organizational Behavior, Cengage Learning, 5th Edition, 2007.

OUTCOMES:

At the end of the course the students would be able to:

- Analyze the importance of OB in IHRM
- Evaluate the impact of global culture in managing workforce in multinational organization system.
- Adopt the best strategy to motivate the international workforce.
- Critically analyze the impact of contemporary issues and global imperatives on human resource planning, compensation and performance management.
- Examine success and failure in global assignments.

ELECTIVES – LOGISTICS AND SUPPLY CHAIN MANAGEMENT

MSCY 106

ESSENTIALS OF SUPPLY CHAIN MANAGEMENT

L T P C

3 0 0 2

OBJECTIVES:

The objectives of the course would be to make the students

- Learn the fundamental of supply chain management
- Gain knowledge on supply chain structure
- Learn to make strategic decisions with regard to supply chain
- Gain insight into the drivers of supply chain
- Learn the best practices in supply chain management.

MODULE I INTRODUCTION TO SUPPLY CHAIN MANAGEMENT

6

Supply Chain in Day-to-Day Life, Evolution and Landmarks, Supply Chain Management, Logistics and SCM, Value Chain, Value System and Supply Chain, Supply Chain Macro Processes, Interface of Technology, Process, and People in Supply Chain, Supply chain examples

MODULE II SUPPLY CHAIN STRUCTURE

6

Structure of a Supply Chain, Push-based Supply Chain, Managerial Levers for Achieving Cost-Efficient Supply Chain, Commodity and Cost-centric Supply Chain, Pull-based Supply Chain, Agile Supply Chain, Virtual Organization - Pull-centric, Trade-off between Push and Pull Strategies, Identifying Appropriate Push and Pull Strategy

MODULE III SUPPLY CHAIN ORGANIZATION AND STRATEGIC DECISION

6

Role of Supply Chain Managers, Variety of Roles in Supply Chain, Horizon of People and Organizational Issues in SCM, Corporate Size, Business Complexity, Ownership Pattern, and Impact on Decision Making Intra-organization Decision Making Versus Outsourced Supply Chain, Linking Strategic Supply Chain Decisions with Corporate Strategies, SBU-Level Strategies, Functional-Level Strategies, Nature of Strategic Decisions Involving Supply Chain Drivers

MODULE IV SUPPLY CHAIN DRIVERS

6

Role and Relevance, Supply Chain Drivers and Supply Chain Performance, Facilities and SCM, Inventory and SCM, Transportation and SCM, Information and SCM, Sourcing and SCM, Pricing and SCM, Balancing the Configuration of Drivers and Strategic Focus, Trade-offs in Designing Supply Chain Drivers, Metrics of Supply Chain

MODULE V BEST PRACTICES OF SUPPLY CHAIN MANAGEMENT

6

Tierization of Suppliers, Reverse Logistics, Vendor-managed Inventory, Milk Run System, Bar Coding, Hub and Spoke Concept, Trends in Use of Third-party Logistics Providers, Fourth-party Logistics Providers, Postponement Strategy, Cross-docking, Drop-shipping, Risk-pooling, Trans-shipment, Radio Frequency Identification, Lean Operations Techniques, Overview of SCOR model, Overview of Green Supply Chain

Total Hours: 30

REFERENCES:

5. Sunil Sharma, "Supply Chain Management: Concept, Practices and Implementation", Oxford Press, New Delhi, 2010
6. Chandrasekaran.N, " Supply Chain Management: Process, System and Practices", Oxford Press, New Delhi, 2010
7. Sunil Chopra, Peter Meindl and D.V. Kalra. "Supply Chain Management: Strategy, Planning, and Operation", Pearson Education, 5th Edition, New Delhi, 2013.
8. Janat Shah. "Supply Chain Management: Text and Cases", Pearson Education, 1st Edition, New Delhi, 2009.

OUTCOMES:

On completion of the course, the students will be able to:

- Recognize the process of supply chain and apply it in real business situation.
- Perform basic cost calculations for efficient supply chain management.
- Take supply chain decision and frame supply chain strategies
- Apply supply chain drivers to improve the performance of supply chain
- Adopt and implement best supply chain practices

OBJECTIVES:

The objectives of the course would be to make the students

- Learn the fundamentals of sourcing and supplier management
- Get trained on the structure and procedure of purchasing
- Learn the activities of purchase department
- Learn to do negotiation in purchasing
- Get exposed to global procurement

MODULE I SOURCING AND THE MANAGEMENT OF SUPPLIERS 6

The Role of Sourcing in a Supply Chain, The sourcing process, Sourcing information, Directives, E-sourcing, Strategic sourcing, Locating suppliers, Supplier assessment, Vendor rating, Supplier approval, Evaluating supplier performance, Policy issues in sourcing, The supplier base, Outsourcing, Outsourcing manufacturing, Outsourcing services, Drivers of outsourcing, Types of outsourcing, Benefits of outsourcing, Problems of outsourcing, Handling an outsourcing project

MODULE II PURCHASING STRUCTURE AND PROCEDURE 6

Perspectives on purchasing, Definitions, The evolution of purchasing, Purchasing and change, World class purchasing, the status of purchasing and supply management (PSM), Business environmental factors and purchasing structures

MODULE III PURCHASING AS A FUNCTIONAL DEPARTMENT 6

Cross-functional purchasing, Divisional purchasing structures, Centralized purchasing, Decentralized purchasing, Purchasing in multi-plant organizations, Evolving purchasing structures, e-procurement models, Electronic data interchange (EDI), E-hubs, exchanges, portals and marketplaces, E-catalogues, E-auctions, Reverse auctions, E-payment, Purchasing manuals, Supplier manuals, Legal aspects of purchasing

MODULE IV PURCHASE NEGOTIATION 6

Approaches to negotiation, The content of negotiation, Factors in negotiation, The negotiation process, Pre-negotiation, The actual negotiation, Post negotiation, effective negotiation, Negotiation and relationships, Negotiation ethics, Tendering, Post-tender negotiation, Application of costing techniques, Lifecycle costing, Target costing, Absorption costing, Activity-based costing (ABC) and management, Contracts and types of contracts.

MODULE V SUPPLIER RELATIONSHIP MANAGEMENT

6

Relationship purchasing and purchasing relationships, The contrast between transactional and relationship purchasing, taking account of contractual requirements, Collaborative business relationships, Relationship formation , Models of supplier relationships, Practical considerations of supplier relationship management, The termination of relationships, Further aspects of relationships, e- SRM.

Total Hours: 30

REFERENCES:

4. Kenneth Lysons, "Purchasing and supply chain management", Pearson Education, Ninth Edition, 2016
5. Benton W.C., "Purchasing and Supply chain Management", Mcgrawhill Education, Second Edition, 2015
6. Monczka, R. M., Handfield, R. B., Giunipero, L. C. and Patterson, J. L. "Purchasing and Supply Chain Management", Cengage Learning, 5th Edition, 2012

OUTCOMES:

On completion of the course, the students will be able to:

- Source and manage the list of suppliers
- Follow the structure and procedure of purchasing
- Perform the various activities of the purchase department
- Negotiate with suppliers to get the best price for materials
- Carry out overseas purchasing, if required.

OBJECTIVES:

The objectives of the course would be to make the students

- Identify of the role of logistics in adding value to the final product
- Gain knowledge on warehouse operations and materials handling
- Manage the functions of transportation and packaging
- Evaluate the performance of logistics functions
- Aware of the latest developments in the field of logistics

MODULE I INTRODUCTION**6**

Definition and Scope of Logistics - Functions & Objectives - Customer Value Chain - Service Phases and attributes - Value added logistics services - Role of logistics in Competitive strategy - Customer Service.

MODULE II WAREHOUSING AND MATERIALS HANDLING**6**

Warehousing Functions - Types - Site Selection - Decision Model - Layout Design - Costing - Virtual Warehouse - Material Handling Equipment and Systems - Role of Material Handling in Logistics - Automated Material Handling - Material Storage Systems - Principles - Benefits - Methods - ASRS.

MODULE III TRANSPORTATION AND PACKAGING**6**

Transportation System - Evolution - Infrastructure and Networks - Freight Management - Vehicle Routing - Forms for Inbound and out bound logistics-Modal Characteristics - Inter-Modal Operators and Transport Economies - Packaging - Design considerations - Material and Cost - Packaging as Unitization - Consumer and Industrial Packaging.

MODULE IV PERFORMANCE MEASUREMENT AND COSTS**6**

Performance Measurement - Need - System - Levels and Dimensions - Internal and External Performance Measurement - Logistics Audit - Total Logistics Cost - Concept - Accounting Methods - Cost - Identification - Time Frame and Formatting.

MODULE V CURRENT TRENDS**6**

Logistics Information Systems - Need - Characteristics and Design - E Logistics - Structure and Operation - Logistics Resource Management - e-LRM - Automatic Identification Technologies - Warehouse Simulation - Reverse Logistics - Scope - Design and as a Competitive Tool - Global Logistics - Operational and Strategic Issues - Ocean and Air Transportation - Strategic Logistics Planning.

Total Hours: 30

REFERENCES:

1. Bowersox, D. and Closs, D. "Logistical Management: The Integrated Supply Chain Process", Tata McGraw Hill, 1st Edition, New Delhi, 2010.
2. Vinod V. Sople. "Logistics Management", Pearson Education, 3rd Edition, New Delhi, 2012.

OUTCOMES:

After completing this course, the students will be able to

- Appreciate the role of logistics in adding value to the final product
- Bring about changes in the material handling and warehousing practices of an organization
- Effectively manage the transportation and packaging related activities
- Evaluate the performance of logistic functions in an organization
- Execute logistics desires of a company from a global perspective

OBJECTIVES:

The objectives of the course would be to make the students

- Learn to plan the demand and supply in a supply chain
- Learn to coordinate between the parties in a supply chain
- Get trained to manage economies of scale in supply chain
- Learn to manage uncertainties in a supply chain
- Learn to determine optimal level of product availability

MODULE I PLANNING SUPPLY AND DEMAND IN A SUPPLY CHAIN 6

Demand Forecasting and measuring forecast error, responding to Predictable Variability in the Supply Chain, Managing Supply, Managing Demand, Overview of MRP, JIT and Kanban, Implementing Sales and Operations Planning in practice

MODULE II COORDINATION IN A SUPPLY CHAIN 6

Lack of Supply Chain Coordination and the Bullwhip Effect, Effect on Performance of Lack of Coordination, Obstacles to Coordination in a Supply Chain, Managerial Levers to Achieve Coordination, Continuous Replenishment and Vendor-Managed Inventories, Collaborative Planning, Forecasting, and Replenishment (CPFR) , Achieving Coordination in Practice

MODULE III MANAGING ECONOMIES OF SCALE IN A SUPPLY CHAIN: CYCLE INVENTORY 6

The Role of Cycle Inventory in a Supply Chain, Estimating Cycle Inventory–Related Costs in Practice, Economies of Scale to Exploit Fixed Costs, Economies of Scale to Exploit Quantity Discounts, Short-Term Discounting: Trade Promotions, Managing Multiechelon Cycle Inventory

MODULE IV MANAGING UNCERTAINTY IN A SUPPLY CHAIN: SAFETY INVENTORY 6

The Role of Safety Inventory in a Supply Chain, Determining the Appropriate Level of Safety Inventory, Impact of Supply Uncertainty on Safety Inventory, Impact of Aggregation on Safety Inventory , Impact of Replenishment Policies on Safety Inventory, Managing Safety Inventory in a Multiechelon Supply Chain, The Role of IT in Inventory Management, Estimating and Managing Safety Inventory in Practice

MODULE V DETERMINING THE OPTIMAL LEVEL OF PRODUCT AVAILABILITY 6

The Importance of the Level of Product Availability, Factors Affecting Optimal Level of Product Availability, Managerial Levers to Improve Supply Chain Profitability, Setting Product Availability for Multiple Products Under capacity Constraints, Setting Optimal Levels of Product Availability in Practice.

Total Hours: 30

REFERENCES:

1. Sunil Chopra, Peter Meindl and D.V. Kalra. "Supply Chain Management: Strategy, Planning, and Operation", Pearson Education, 5th Edition, New Delhi, 2013.
2. Janat Shah. "Supply Chain Management: Text and Cases", Pearson Education, 1st Edition, New Delhi, 2009.

OUTCOMES:

After completing this course, the students will be able to

- Plan to balance demand and supply in a supply chain
- Coordinate between all the parties in a supply chain
- Manage economies of scale in supply chain
- Manage uncertainties in a supply chain with respect to inventory
- Determine optimal level of product availability by considering various factors

OBJECTIVES:

The objectives of the course would be to make the students

- Get introduced to different channels of distribution
- Learn to design a supply chain network
- Gain knowledge on designing supply chain in a global perspective
- Learn the various activities of warehousing and storage
- Learn to manage orders in a warehouse

MODULE I INTRODUCTION TO DISTRIBUTION CHANNELS**6**

Physical distribution channel types and structures, The Role of Distribution in the Supply Chain, Factors Influencing Distribution Network Design, Design Options for a Distribution Network, Online Sales and the Distribution Network, Distribution Networks in Practice

MODULE II NETWORK DESIGN IN THE SUPPLY CHAIN**6**

The Role of Network Design in the Supply Chain, Factors Influencing Network Design Decisions, Framework for Network Design Decisions, Models for Facility Location and Capacity Allocation, Making Network Design Decisions in Practice, Impact of GST in distribution channel design.

MODULE III DESIGNING GLOBAL SUPPLY CHAIN NETWORKS**6**

The Impact of Globalization on Supply Chain Networks, The Off shoring Decision: Total Cost, Risk Management in Global Supply Chains, Discounted Cash Flows, Evaluating Network Design Decisions Using Decision Trees, To Onshore or Offshore: Evaluation of Global Supply Chain, Design Decisions Under Uncertainty, Making Global Supply Chain Design Decisions Under Uncertainty in Practice

MODULE IV WAREHOUSING AND STORAGE**6**

The role of warehouses, Strategic issues affecting warehousing, Warehouse design procedure Costs, Packaging and unit loads, Storage and Handling Systems - Pallet movement, Pallet stacking, Palletized storage, Palletized storage – comparison of system, Small item storage systems, Truck attachments, Long loads, Cranes, Conveyors, Automated guided vehicles, Hanging garment systems

MODULE V ORDER PICKING, REPLENISHMENT, RECEIVING AND DISPATCH**6**

Order picking concepts, Order picking equipment, Sorting, Picking area layout, Slotting, Pick routes, Information in order picking, E-fulfillment, Picking productivity,

Replenishment, Receiving processes, Dispatch processes, Cross-docking, Equipment, Layouts, Warehouse Management and Information - Operational Management, Performance monitoring, Information technology, Data capture and transmission, Radio data communication, Application of RFID

Total Hours: 30

REFERENCES:

1. Alan Rushton, Phil Croucher, Peter Baker, "Hand book of logistics and distribution management" Kogen Page Ltd., 2010

OUTCOMES:

After completing this course, the students will be able to

- Identify and adopt different channels of distribution in real-time business situation
- Plan and design supply chain network
- Design supply chain network in a global perspective
- Execute various activities of warehousing and storage
- Manage and execute orders in a warehouse

OBJECTIVES:

The objectives of the course would be to make the students

- Identify of the need and challenges of international logistics
- Learn various concepts of international logistics
- Gain insight into inter modal global transportation
- Gain knowledge on the export policy of India
- Gain knowledge on the import policy of India

MODULE I INTERNATIONAL LOGISTICS**6**

Logistics in a global economy – Forces driving borderless world, Barriers to global logistics, Global Challenge; Global Supply Chain – Performance-cycle length, operations, systems, integration, alliances, International Logistics Development, International Trade Logistics Chain, Stages of International Development, Managing International Logistics.

MODULE II BUYING FROM OVERSEAS**6**

Motives for buying from overseas, Sources of information for overseas suppliers, Overcoming challenges when sourcing overseas, Incoterms, Ocean shipping terminology, Customs and excise, Transport systems, costs and considerations, Freight agents, Methods of payment, Countertrade, The true cost of overseas buying, Buying capital equipment overseas, Factors in successful overseas buying

MODULE III MARITIME, AIR TRANSPORT AND CONTAINERIZATION**6**

Structure of the industry, Common shipping terms, Surcharges, Documentation, Vessel classification, Common ship types and their cargoes, Ports and cargo handling, Air cargo handling, Types of air freighter , Documentation, Air hubs and spokes, Airfreight pricing; Air Cargo security, Containerization, Classification of Containers, Packing of Cargo in Containers, Container Leasing, Benefits of Containerization, Constraints in Containerization, Containerization - Global Scenario

MODULE IV EXPORT POLICY**6**

Export Finance, Pre Shipment and Post Shipment Export Finance, Payment Methods In Export Import Payment Collection Against Bills, Letter Of Credit (L/c), Trade Documents, Pre Shipment Trade Finance, Post Shipment Finance, Bank Guarantees, Transport Risk, Contract Credit Risk, Country Political Risk, Currency Risk, Export Import (Exim) Policy, Foreign Exchange Management Act (FEMA), Fedai Guidelines, Registration of Exporters, Export License, Exporting Product Samples, Export Pricing And Costing,

Understanding Foreign Exchange Rates, Inspection Certificates And Quality Control, Export Documents, Custom Procedure For Export, Export To SAARC, Export To CIS

MODULE V IMPORT POLICY

6

Import Policy - Registration of Importers, Guidelines And Rules for Import, Selecting The Overseas Exporter, Import License, Import Trade Governing Bodies, Import of Samples, Finalizing The Terms of Import, Import Duties, Import Risks, Import Incentives under Special Schemes, Methods of Payment in Import Trade, Import of different products, Import of Gold And Silver by NRI, Custom Clearance of Imported Goods Import of Drugs And Medicine, Glossary of International Trade Term

Total Hours: 30

REFERENCES:

1. Donald F. Wood, "International Logistics", American Management Association, 2002
2. Sudalaimuthu, Antonyraj, "Logistics Management for International Business" PHI Learning Private Ltd., 2009
3. Vinod V. Sople. "Supply Chain Management: Text and Cases", Pearson Education, 1st Edition, New Delhi, 2012.
4. Bowersox, D. and Closs, D. "Logistical Management: The Integrated Supply Chain Process", Tata McGraw Hill, 1st Edition, New Delhi, 2010.

OUTCOMES:

After completing this course, the students will be able to

- Adopt to the challenges in international logistics
- Apply the concepts of international logistics in real time business
- Select and implement the best mode of transportation
- Follow the export policy of India while exporting
- Follow the import policy of India while importing