



B.S. Abdur Rahman

**Crescent**

Institute of Science & Technology

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

**Regulations 2018**

**Curriculum and Syllabi**

**(Amendments updated upto December 2020)**

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**M.B.A**



**REGULATIONS 2018  
CURRICULUM AND SYLLABI  
(AMENDMENTS UPDATED UPTO DECEMBER 2020)**

**M.B.A.  
MASTER OF BUSINESS ADMINISTRATION**



## **VISION AND MISSION OF THE INSTITUTION**

### **VISION**

B.S. Abdur Rahman Crescent Institute of Science and Technology aspires to be a leader in Education, Training and Research in multidisciplinary areas of importance and to play a vital role in the Socio – Economic progress of the country in a sustainable manner.

### **MISSION**

- To blossom into an internationally renowned Institute
- To empower the youth through quality and value – based education
- To promote professional leadership and entrepreneurship
- To achieve excellence in all its endeavors to face global challenges
- To provide excellent teaching and research ambience
- To network with global institutions of Excellence, Business, Industry and Research Organizations
- To contribute to the knowledge base through scientific enquiry, applied research and Innovation



**VISION AND MISSION**  
**CRESCENT SCHOOL OF BUSINESS**

**VISION**

Crescent School of Business aspires to be an industry integrated world-class B-school.

**MISSION**

- To foster a comprehensive management education with global perspective
- To help the students identify their potential and encourage them to manage uncertainty and complexity
- To excel in postgraduate management education, research and practice
- To conduct management development programmes for managerially competent, technically proficient, and socially purposeful professionals

## **VISION AND MISSION**

### **DEPARTMENT OF MANAGEMENT STUDIES**

The vision and mission statement of the Department of Management Studies is aligned with the vision and mission statements of the Institute.

#### **VISION**

The Department of Management Studies aspires to become a Management Institution of national repute, providing industry-oriented, socially-responsible and research inclined management professionals.

#### **MISSION**

1. To offer post graduate and research programmes of industry and social relevance
2. To provide functional specific knowledge through industry scenario study and analysis using multiple pedagogies
3. To enhance managerial and soft skills that augment the overall professional development
4. To encourage and support in fulfilling the drive for teaching and research
5. To pursue consultancy projects and collaborative research

## **PROGRAMME EDUCATIONAL OBJECTIVES AND OUTCOMES**

### **Programme Educational Objectives**

The students of MBA programme would be able to

1. Perform cross functional management tasks efficiently
2. Initiate and participate in organizational change process
3. Demonstrate multi faceted leadership skills in business scenario
4. Practice ethics in management
5. Become successful entrepreneurs

### **Program Outcomes**

The students of MBA programme would be able to

1. Apply knowledge of management theories and practices to solve business problems
2. Foster analytical and critical thinking abilities for data-based decision making
3. Develop value-based leadership ability
4. Understand, analyze and communicate global, economic, legal, and ethical aspects of business
5. Lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
6. Design strategies using the appropriate methodology for business development
7. Become an entrepreneur





## REGULATIONS – 2018

### MASTER OF BUSINESS ADMINISTRATION DEGREE PROGRAMME

#### 1.0 PRELIMINARY DEFINITIONS AND NOMENCLATURE

In these Regulations, unless the context otherwise requires

- i. **"Programme"** means a Post Graduate Degree Programme (MBA)
- ii. **"Course"** means a theory or practical subject that is normally studied in a semester, like Management concepts, Computers and Business Application Lab, Written Analysis and Communication Lab, etc.
- iii. **"Institute"** means B.S.Abdur Rahman Crescent Institute of Science and Technology, Chennai, 600048.
- iv. **"Institution"** unless otherwise specifically mentioned as an autonomous or off campus institution means B.S.Abdur Rahman Crescent Institute of Science and Technology.
- v. **"Academic Council"** means the Academic Council, which is the apex body on all academic matters of this Institute.
- vi. **"Dean (Academic Affairs)"** means Dean (Academic Affairs) of B.S.Abdur Rahman Crescent Institute of Science and Technology, who administers the academic matters.
- vii. **"Dean (P.G. Studies)"** means Dean (P.G. Studies) of B.S. Abdur Rahman Crescent Institute of Science and Technology who administers all P.G Programmes of the Institute in coordination with Dean (Academic Affairs)
- viii. **"Dean (Student Affairs)"** means Dean (Student Affairs) of B.S.Abdur Rahman Crescent Institute of Science and Technology, who looks after the welfare and discipline of the students.
- ix. **"Controller of Examinations"** means the Controller of Examinations of B.S.Abdur Rahman Crescent Institute of Science and Technology who is responsible for conduct of examinations and declaration of results.

#### 2.0 PROGRAMMES OFFERED, MODE OF STUDY AND ADMISSION REQUIREMENTS

##### 2.1 P.G. Programmes Offered

The various P.G. Programmes and their modes of study are as follows:

Degree	Mode of Study	Pattern
MBA	Full Time	Semester

## Mode of Study

### 2.2.1 Full-time

Students admitted under "Full-Time" shall be available in the Institution during the complete working hours for curricular, co-curricular and extra-curricular activities assigned to them.

## 2.2 Admission Requirements

**2.3.1** Students with any Under Graduate degree from UGC recognised institutions with 10+2+3 (or) 4 pattern and those appearing for their final examination (subject to passing) are eligible to apply. To be considered for selection, the student should have either appeared for MAT/CAT/XAT/TANCET or Entrance examination conducted by the Institution. Admission is based on the combined scores (a) UG degree marks (b) Entrance test (MAT/CAT/XAT/TANCET/Crescent Entrance Test, etc.), and personal interview.

**2.3.2** Eligibility conditions for admission such as class obtained, number of attempts in the qualifying examination and physical fitness will be as prescribed by this Institution from time to time.

## 3.0 DURATION AND STRUCTURE OF THE P.G. PROGRAMME

**3.1** The minimum and maximum period for completion of the P.G. Programmes are given below:

Programme	Min. No. of Semesters	Max. No. of Semesters
MBA (Full Time)	4	6

**3.2** The PG. programmes consist of the following components as prescribed in the respective curriculum

- i. Core courses
- ii. General Elective courses
- iii. Functional Elective courses
- iv. Project work / thesis / dissertation
- v. Laboratory Courses
- vi. Case studies
- vii. Seminars
- viii. Mini Project
- ix. Internship

**3.3** The curriculum and syllabi of MBA programme shall be approved by the

Academic Council of this Institute.

- 3.4** The minimum number of credits to be earned for the successful completion of the MBA programme shall be specified in the curriculum of the MBA programme.
- 3.5** Each academic semester shall normally comprise of 80 working days. Semester-end examinations will follow immediately after the last working day.
- 3.6** The curriculum of PG programmes shall be so designed that the minimum prescribed credits required for the award of the degree shall be within the limits specified below:

<b>Programme</b>	<b>Minimum prescribed credits</b>
MBA	112

- 3.6.1** Students opting for strategy focus have to earn an additional mandatory minimum credits of 10 in strategy focus specialization

- 3.7** Credits will be assigned to the courses for all P.G. Management programmes as given below:
- One credit for 10 hours of teaching- learning in theory, tutorial period and practical sessions
  - One credit for two weeks of industrial internship/ project work

- 3.8** The maximum number of credits registered by a student in non-project semester and project semester should be within the range specified below:

<b>Programme</b>	<b>Full Time</b>	
	<b>Non-project Semester</b>	<b>Project semester</b>
MBA	37	28

- 3.9** The functional electives from the curriculum are to be chosen with the approval of the Head of the Department / School Dean. A student can do dual specialization not exceeding 24 credits in one functional area.
- 3.10** The medium of instruction, seminar and project/ thesis / dissertation reports will be English.
- 3.11** Students are required to undergo summer internship for a minimum period of 8 weeks in a business organization (after the end term examination of II Semester).
- 3.12 Project Work / Thesis / Dissertation**

- 3.12.1** Project work / Thesis / Dissertation shall be carried out under the supervision of a Faculty member in the Department and an officer of the organization. The project can also be done unattached to an organization under the supervision of a faculty member.
- 3.12.2** Project work / Thesis / Dissertation shall be pursued for a minimum of 8 weeks during the final semester.
- 3.12.3** The project report duly signed by the supervisors and the Head of the Department / School Dean is to be submitted to the Department within two weeks from the last working day.
- 3.12.4** If a student fails to submit the Project Report / Thesis / Dissertation on or before the specified deadline he / she is deemed to have not completed the Project Work / Thesis / dissertation and shall re-register the same in a subsequent semester.

#### **4.0 CLASS ADVISOR AND FACULTY ADVISOR**

##### **4.1 Class Advisor**

A faculty member will be nominated by the HOD/ School Dean as Class Advisor for each batch / class/ section of students.

He/she is responsible for maintaining the academic, curricular and co-curricular records of all students throughout their period of study.

##### **4.2 Faculty Advisor**

To help the students in planning their courses of study and for general counseling on the academic programme, the Head of the Department / School Dean of the students will attach a certain number of students to a faculty member of the department / school who shall function as Faculty Advisor for the students throughout their period of study. Such Faculty Advisor shall offer advice to the students on academic and personal matters and guide the students in taking up courses for registration and enrolment every semester.

#### **5.0 CLASS COMMITTEE**

**5.1** Every batch/class/section of the MBA Programme will have a Class Committee constituted by the Head of the Department / School Dean as follows:

- i. Course Teachers of all courses of the programme
- ii. One senior faculty preferably not offering courses for the class, as Chairperson.
- iii. Six student representatives (male and female) of each class nominated by the Head of the Department / School Dean in consultation with the

relevant faculty advisors

- iv. All faculty advisors and the class advisors.
- v. Head of the Department / School Dean

**5.2** The Class Committee shall be constituted by the respective Head of the Department / School Dean of the students.

**5.3** The basic responsibilities of the Class Committee are to review periodically the progress of the classes to discuss problems concerning curriculum and syllabi and the conduct of classes. The type of assessment for the course will be decided by the teacher after discussing the same in the Class Committee and will be announced to the students at the beginning of the semester. Each Class Committee will communicate its recommendations to the Head of the Department / School Dean and Dean (Academic Affairs).

**5.4** The class committee shall meet at least three times during the semester. The first meeting will be held within two weeks from the date of commencement of classes, in which the nature of continuous assessment for various courses and the weightages for each component of assessment will be decided for the mid term and continuous assessment. The second meeting will be held within a week after the date of the mid term assessment report, to review the students' performance and for follow up action.

**5.5** During these two meetings the student members representing the entire class, shall meaningfully interact and express opinions and suggestions to improve the effectiveness of the teaching-learning process.

**5.6** The third meeting of the class committee, excluding the student members, shall meet within 5 days from the last day of the semester end examination to analyze the performance of the students in all the components of assessments and decide their grades in each course. The grades for a common course shall be decided by the concerned course committee and shall be presented to the class committee(s) by the concerned course coordinator.

## **6.0 REGISTRATION AND ENROLMENT**

**6.1** Except for the first semester, every student shall register for the ensuing semester during a specified week before the semester end examination of the ongoing semester. Every student shall submit a completed registration form indicating the list of courses intended to be enrolled during the ensuing semester. Late registration with the approval of the Dean (Academic Affairs) along with a late fee will be permitted up to the last working day of the current

semester.

**6.2** The students of first semester shall register and enroll at the time of admission by paying the prescribed fees.

**6.3** A student should have registered for all preceding semesters before registering for a particular semester.

## **7.0 COURSE CHANGE / WITHDRAWAL**

### **7.1 CHANGE OF A COURSE**

A student can change an enrolled course within 10 working days from the commencement of the course, with the approval of the Dean (Academic Affairs), on the recommendation of the Head of the Department / School Dean of the student.

### **7.2 WITHDRAWAL FROM A COURSE**

A student can withdraw from an enrolled course at any time before the first assessment for genuine reasons, with the approval of the Dean (Academic Affairs), on the recommendation of the Head of the Department / School Dean of the student.

## **8.0 TEMPORARY BREAK OF STUDY FROM PROGRAMME**

A student may be permitted by the Dean (Academic Affairs) to avail temporary break of study from the programme up to a maximum of one semester for reasons of ill health or other valid grounds. A student can avail the break of study before the start of first assessment of the ongoing semester. However the total duration for completion of the programme shall not exceed the prescribed maximum number of semesters (vide clause 3.1). If any student is debarred for want of attendance or suspended due to any act of indiscipline, it will not be considered as break of study. A student who has availed break of study has to rejoin in the same semester only.

## **9.0 MINIMUM REQUIREMENTS TO REGISTER FOR PROJECT / THESIS / DISSERTATION**

**9.1** A student is permitted to register for project semester, if he/she has earned the minimum number of credits specified below:

<b>Programme</b>	<b>Minimum No. of credits to be earned to enroll for project semester</b>
MBA (Full time)	60

**9.2** If the student has not earned minimum number of credits specified, he/she has to earn the required credits, before registering for the project semester.

### **10.0 DISCIPLINE**

**10.1** Every student is required to observe discipline and decorous behavior both inside and outside the campus and not to indulge in any activity, which will tend to bring down the prestige of the Institution.

**10.2** Any act of indiscipline of a student reported to the Head of the Institution will be referred to a Discipline and Welfare Committee for taking appropriate action.

### **11.0 ATTENDANCE**

**11.1** Ideally every student is expected to attend all classes and earn 100% attendance in the contact periods of every course, subject to a maximum relaxation of 25% for genuine reasons like on medical grounds, representing the University in approved events etc., to become eligible to appear for the semester-end examination in that course, failing which the student shall be awarded "I" grade in that course.

**11.2** A student should register to re-do a core course wherein "I" or "W" grade is awarded. If the student is awarded, "I" or "W" grade in an elective course either the same elective course may be repeated or a new elective course may be taken with the approval of Head of the Department / Dean of School.

**11.3** The faculty member of each course shall cumulate the attendance details for the semester and furnish the names of the students who have not earned the required attendance in that course to the Class Advisor. The Class Advisor will consolidate and furnish the list of students who have earned less than 75% attendance, in various courses, to the Dean (Academic Affairs) through the Head of the Department/ Dean of School. Thereupon, the Dean (Academic Affairs) shall announce the names of such students prevented from writing the semester end examination in each course.

**11.4** The students, who have not attended a single hour in all courses in a semester and awarded 'I' grade are not permitted to write the examination and also not permitted to move to next higher semester. Such students should repeat all the courses of the semester in the next Academic year.



## 12.0 ASSESSMENTS AND EXAMINATIONS

- 12.1** For lecture- based courses, one mid -term examination and one another assesement will be conducted during the semester. The assessments may be combination of tests and assignments. The assessment procedure as decided in the Class Committee for each batch of students, will be announced to the students right from the beginning of the semester by the course teacher.
- 12.2** There shall be one examination of three / two hours duration, at the end of the semester depending on the credit for the course.
- 12.3** For one (or) two credit courses that are not spread over the entire semester, the evaluation will be conducted at the completion of the course.
- 12.4** The evaluation of the Project work will be based on the project report and a Viva-Voce Examination by a panel consisting of the supervisor concerned, and an Internal Examiner.
- 12.5** The evaluation of the summer internship will be based on the report submitted by the student, the feedback from the organization where the student attended the internship & his / her presentation of the internship experience before the panel of examiners. A progress report from the industry will also be considered for evaluation. The weightage for report shall be decided by the respective class committees of the batches.

## 13.0 WEIGHTAGES

- 13.1** The following shall be the weightages for different courses:

**i) Lecture based course**

Mid – term examination and other assessment components	60%
Semester-end examination	40%

**ii) Laboratory based courses**

Laboratory work assessment	75%
Semester-end examination	25%

**iii) Project work**

Periodic reviews	50%
Evaluation of Project Report by External Examiner	20%
Viva-Voce Examination	30%

- 13.2** Appearing for semester end examination for each course (Theory and Practical) is mandatory and a student should secure a minimum of 40% marks in semester end examination for the successful completion of the course.

**13.3** The markings for all tests, tutorial, assignments (if any), laboratory work and examinations will be on absolute basis. The final percentage of marks is calculated in each course as per the weightages given in clause 13.1.

**13.4** For the first attempt of the arrear theory examination, the internal assessment marks scored for a course during first appearance will be used for grading along with the marks scored in the arrear examination. From the subsequent appearance onwards, full weightage shall be assigned to the marks scored in the semester end examination and the internal assessment marks secured during the course of study shall be ignored.

#### **14.0 SUBSTITUTE EXAMINATION**

**14.1** A student who has missed, for genuine reasons, the mid-term examination may be permitted to write a substitute examination paying the prescribed substitute examination fees. However, permission to take up a substitute examination will be given under exceptional circumstances, such as accidents, admission to a hospital due to illness, etc. by a committee constituted by the Head of the Department / School Dean for that purpose. However, there is no Substitute Examination for Semester End examination.

**14.2** A student who misses any continuous assessment test in a course shall apply for substitute exam in the prescribed form to the Head of the Department / Dean of School within a week from the date of missed assessment test. However the Substitute Examination will be conducted after the last working day of the semester and before Semester End Examination .

#### **15.0 PASSING AND DECLARATION OF RESULTS AND GRADE SHEET**

**15.1** All assessments of a course will be made on absolute marks basis. However, the Class Committee without the student members shall meet within 5 days after the semester-end examination and analyze the performance of students in all assessments of a course and award letter grades. The letter grades and the corresponding grade points are as follows:

<b>Letter grade</b>	<b>Grade points</b>
S	10
A	9
B	8

C	7
D	6
E	5
U	0
W	0
I	0
AB	0

“**U**” denotes unsuccessful performance in the course.

“**W**” denotes withdrawal from the course.

“**I**” denotes inadequate attendance and hence prevention from semester- end examination

“**AB**” denotes absence for the semester-end examination.

**15.2** A student is considered to have completed a course successfully if he / she secure five grade points or higher. A letter grade ‘U’ in any course implies unsuccessful performance in that course.

**15.3** A course successfully completed cannot be repeated for any reason.

#### **16.0 AWARD OF LETTER GRADE**

**16.1** The grades are finalized by the class committee as per clause 15.1. After awarding of grades, shall be signed by the Chairman of the Class Committee and Head of the Department/Dean of Schools and it shall be declared by the Controller of Examinations.

**16.2** Within one week from the date of declaration of result, a student can apply for revaluation of his / her semester-end theory examination answer scripts of one or more courses, on payment of the prescribed fee, through proper application to the Controller of Examination. Subsequently the Head of the Department/ Dean of School offered the course shall constitute a revaluation committee consisting of Chairman of the Class Committee as Convener, the faculty member of the course and a senior member of faculty knowledgeable in that course. The committee shall meet within a week to revalue the answer scripts and submit its report to the Controller of Examinations for consideration and

decision.

**16.3** After results are declared, grade sheets shall be issued to each student, which will contain the following details. The list of courses enrolled during the semester including redo courses, if any, and the grade scored, the Grade Point Average (GPA) for the semester and the Cumulative Grade Point Average (CGPA) of all courses enrolled from first semester onwards. GPA is the ratio of the sum of the products of the number of credits of courses registered and the grade points corresponding to the grades scored in those courses, taken for all the courses, to the sum of the number of credits of all the courses in the semester.

If  $C_i$  is the number of credits assigned for the  $i^{\text{th}}$  course and  $GPI$  is the Grade Point in the  $i^{\text{th}}$  course

$$GPA = \frac{\sum_{i=1}^n (C_i)(GPI)}{\sum_{i=1}^n C_i}$$

Where  $n$  = number of courses

The Cumulative Grade Point Average CGPA shall be calculated in a similar manner, considering all the courses enrolled from first semester.

**"I" and "W"** grades will be excluded for calculating GPA .

**"U", "I", "AB" and "W"** grades will be excluded for calculating CGPA.

The formula for the conversion of CGPA to equivalent percentage of marks shall be as follows:

Percentage Equivalent of Marks = CGPA X 10

**16.4** After successful completion of the programme, the Degree will be awarded with the following classifications based on CGPA.

Classification	CGPA
First Class with Distinction	8.50 and above and passing all the courses in first appearance and completing the programme within the Prescribed period of 4 semesters
First Class	6.50 and above and completing the programme within a maximum of 6 semesters
Second Class	Others

However, to be eligible for First Class with Distinction, a student should not have obtained 'U' or 'I' grade in any course during his/her study and should

have completed the U.G. programme within a minimum period (except break of study). To be eligible for First Class, a student should have passed the examination in all the courses within the specified minimum number of semesters reckoned from his/her commencement of study. For this purpose, the authorized break of study will not be counted. The students who do not satisfy the above two conditions will be classified as second class. For the purpose of classification, the CGPA will be rounded to two decimal places. For the purpose of comparison of performance of students and ranking, CGPA will be considered up to three decimal places.

### **17.0 COURSE REPETITION AND ARREARS EXAMINATION**

- 17.1** A student should register to re-do a core course wherein "I" or "W" grade is awarded. If the student is awarded "I" or "W" grade in an elective course either the same elective course may be repeated or a new elective course may be taken.
- 17.2** A student who is awarded "U" or "AB" grade in a course shall write the semester-end examination as arrear examination, at the end of the next semester, along with the regular examinations of next semester courses.
- 17.3** A student who is awarded "U" or "AB" grade in a course will have the option of either to write semester end arrear examination at the end of the subsequent semesters, or to redo the course whenever the course is offered. Marks earned during the redo period in the continuous assessment for the course, will be used for grading along with the marks earned in the end-semester (re-do) examination.

### **18.0 ONLINE / SELF STUDY COURSES / COURSE OF INDEPENDENT STUDY**

Students are permitted to undergo department approved online courses under SWAYAM up to 20% of credits of courses in a semester with the recommendation of the Head of the Department / Dean of School and with the prior approval of Dean Academic Affairs during his/ her period of study. The credits earned through online courses ratified by the respective Board of Studies shall be transferred following the due approval procedures. The online courses can be considered in lieu of or in addition to core courses and elective courses.

Students shall undergo project related online course on their own with the mentoring of the faculty member.

Apart from the above the students who have opted for Strategy focus are allowed to take a maximum of two courses on need basis as Course of independent study (CIS) subject to the approval of Dean and the same is not mandatory.

### **19.0 SUPPLEMENTARY EXAMINATION**

Final Year students can apply for supplementary examination for a maximum of three courses thus providing an opportunity to complete their degree programme. Like wise students with less credits can also apply for supplementary examination for a maximum of two courses to enable them to earn minimum credits to move to higher semester. The students can apply for supplementary examination within three weeks of the declaration of results.

### **20.0 ELIGIBILITY FOR THE AWARD OF THE MASTERS DEGREE**

**20.1** A student shall be declared to be eligible for the award of MBA degree provided the student has:

- i) successfully completed all the required courses specified in the programme curriculum and earned the number of credits prescribed for the specialization, within a maximum period of 6 semesters from the date of admission, including break of study
- ii) no dues to the Institution, Library, Hostels
- iii) no disciplinary action pending against him/her.

**20.2** The award of the degree must have been approved by the Institute.

### **21.0 POWER TO MODIFY**

Notwithstanding all that has been stated above, the Academic Council has the right to modify the above regulations from time to time.



**DEPARTMENT OF MANAGEMENT STUDIES  
MBA CURRICULUM 2020**

**Semester I**

<b>Course Code</b>	<b>Course Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
MSD 6101	Management Concepts	3	1	0	4
MSD 6102	Managerial Economics	3	1	0	4
MSD 6103	Quantitative Techniques and Applied Operations Research	3	1	0	4
MSD 6104	Communication Skills	3	1	0	4
MSD 6105	Accounting for Management	3	1	0	4
MSD 6106	Organizational Behaviour	3	1	0	4
MSD 6107	Legal Aspects of Business	3	1	0	4
<b>Career Oriented Practicals</b>					
MSD 6108	Written Analysis and Communication Lab.	0	0	2	1
MSD 6109	Psychometrics and Corporate Connect Lab.	0	0	2	1
<b>Total Credit (Semester I)</b>					<b>30</b>

**Semester II**

<b>Course Code</b>	<b>Course Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
MSD 6201	International Business Management	3	1	0	4
MSD 6202	Marketing Management	3	1	0	4
MSD 6203	Financial Management	3	1	0	4
MSD 6204	Human Resources Management	3	1	0	4
MSD 6205	Production and Operations Management	3	1	0	4
MSD 6206	Entrepreneurship Development	3	1	0	4
MSD 6207	Strategic Management	3	1	0	4
SOC 1	Strategy Optional Course - I	2	0	0	2
SOC 2	Strategy Optional Course - II	2	0	0	2
<b>Career Oriented Practicals</b>					
MSD 6208	Current Affairs in Business	0	0	2	1
MSD 6209	Computers and Business Application	0	0	2	1



Lab.

SOC 3	Strategy Optional Course - III	0	0	2	1
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**Total Credit (Semester II)****Min:30**

Students have to undergo summer internship after the end-term examination of II semester for 8 weeks. The report on internship along with the company certificate should be submitted within one week of the reopening date of third semester. Other details relating to summer internship are given in regulation.

**Semester III**

<b>Course Code</b>	<b>Course Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	General Elective I				4
	General Elective II				4
	General Elective III				4
FE1	Functional Elective I				4
FE2	Functional Elective II				4
FE3	Functional Elective III				4
FE4	Functional Elective IV				4
SOC 4	Strategy Optional Course - IV	2	0	0	2
SOC 5	Strategy Optional Course - V	2	0	0	2

**Career Oriented Practicals**

MSD 7101	Summer Internship*	0	0	8	4
SOC 6	Strategy Optional Course - VI	0	0	2	1

**Total Credit (Semester III)****Min:32**

\* Though summer internship is mentioned in the III semester, Students have to undergo summer internship in a business organization after the end-term examination of II semester. Details are given in the regulation.

**Semester IV**

<b>Course Code</b>	<b>Course Name</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
FE5	Functional Elective I				4
FE6	Functional Elective II				4
FE7	Functional Elective III				4
FE8	Functional Elective IV				4
FE9	Functional Elective V (for strategy option only)				4
FE10	Functional Elective VI (for strategy option only)				4

	option only)				
MSD 7201	Project Work	0	0	8	4
	<b>Total Credit (Semester IV)</b>				<b>Min:20</b>

**TOTAL MINIMUM NUMBER OF CREDITS: 112**

**LIST OF FUNCTIONAL ELECTIVES**

<b>Code</b>	<b>Course</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>1. MARKETING MANAGEMENT</b>					
MSDY 001	Retail Marketing	3	1	0	4
MSDY 002	Services Marketing	3	1	0	4
MSDY 003	Marketing Communications and Media Management	3	1	0	4
MSDY 004	Consumer Behaviour	3	1	0	4
MSDY 005	Product and Brand Management	3	1	0	4
MSDY 006	Business – to – Business Marketing	3	1	0	4
MSDY 007	Customer Relationship Management and Marketing	3	1	0	4
MSDY 008	Sales and Distribution Management	3	1	0	4
MSDY 009	Digital Marketing	3	1	0	4
<b>2. FINANCIAL MANAGEMENT</b>					
MSDY 016	Security analysis and Portfolio Management	3	1	0	4
MSDY 017	Financial Services	3	1	0	4
MSDY 018	International Financial Management	3	1	0	4
MSDY 019	Strategic Financial Management	3	1	0	4
MSDY 020	Financial Technology	3	1	0	4
MSDY 021	Derivatives Management	3	1	0	4
MSDY 022	Risk Management and Insurance	3	1	0	4
MSDY 023	Banking Management	3	1	0	4
MSDY 024	Working Capital Management	3	1	0	4
<b>3. HUMAN RESOURCES MANAGEMENT</b>					
MSDY 031	Managerial Behaviour and	3	1	0	4

	Effectiveness				
MSDY 032	Human Resources Accounting and Audit	3	1	0	4
MSDY 033	Performance Management and Training	3	1	0	4
MSDY 034	Industrial Relations and Labour Legislation	3	1	0	4
MSDY 035	Organizational Structure and Design	3	1	0	4
MSDY 036	Strategic Human Resource Management	3	1	0	4
MSDY 037	International Human Resources Management	3	1	0	4
MSDY 038	Talent Acquisition and Retention	3	1	0	4
<b>4. SYSTEMS MANAGEMENT</b>					
MSDY 046	Business Analysis and Systems Development	3	1	0	4
MSDY 047	Database Management Systems	3	1	0	4
MSDY 048	E-Commerce Technology	3	1	0	4
MSDY 049	Strategic Information Technologies for Management	3	1	0	4
MSDY 050	Enterprise Resource Planning and Management	3	1	0	4
MSDY 051	Web Technologies	3	1	0	4
<b>5. OPERATIONS MANAGEMENT</b>					
MSDY 061	Supply Chain Management	3	1	0	4
MSDY 062	Purchase Management	3	1	0	4
MSDY 063	Logistics Management	3	1	0	4
MSDY 064	Inventory Management	3	1	0	4
MSDY 065	Total Quality Management	3	1	0	4
MSDY 066	Services Operations Management	3	1	0	4
MSDY 067	Management of Manufacturing System	3	1	0	4
MSDY 068	Project Management	3	1	0	4

### 6. ISLAMIC BANKING AND FINANCE

MSDY 076	Introduction of Islamic Economics	3	1	0	4
MSDY 077	Fundamentals of Islamic Finance	3	1	0	4
MSDY 078	Islamic Insurance (Takaful)	3	1	0	4
MSDY 079	Islamic Bonds (Sukuk)	3	1	0	4
MSDY 080	Islamic Asset and Fund Management	3	1	0	4
MSDY 081	Islamic Banking Products and Services	3	1	0	4

### 7. ENTREPRENEURSHIP

MSDY 086	Entrepreneurship, Family Enterprises and Successful Ventures	3	1	0	4
MSDY 087	Financial Institutions and Funding for Entrepreneurs	3	1	0	4
MSDY 088	Marketing for Entrepreneurs	3	1	0	4
MSDY 089	New Venture Management	3	1	0	4
MSDY 090	Social Enterprise Management	3	1	0	4

### 8. INTERNATIONAL BUSINESS MANAGEMENT

MSDY 096	EXIM Procedures and Documentation	3	1	0	4
MSDY 097	International Trade and Economic Environment	3	1	0	4
MSDY 098	International Legal issues and Governance	3	1	0	4
MSDY 099	International Marketing Management	3	1	0	4
MSDY 018	International Financial Management	3	1	0	4
MSDY 037	International Human Resources Management and Organizational Behaviour	3	1	0	4

### 9. LOGISTICS AND SUPPLY CHAIN MANAGEMENT

MSDY 061	Supply Chain Management	3	1	0	4
MSDY 062	Purchase Management	3	1	0	4
MSDY 063	Logistics Management	3	1	0	4
MSDY 064	Inventory Management	3	1	0	4
MSDY 111	Distribution and Transportation Management	3	1	0	4
MSDY 112	International Logistics	3	1	0	4
MSDY 113	Warehouse Management	3	1	0	4
MSDY 114	Packing and Packaging Management	3	1	0	4

**10. BUSINESS ANALYTICS**

MSDY 121	R Programming for Business Research and Analytics	2	0	4	4
MSDY 122	Python Programming	2	0	4	4
MSDY 123	Data Visualization	2	0	4	4
MSDY 124	Financial Modelling using Spreadsheet	0	0	8	4

**11. LIST OF GENERAL ELECTIVES**

<b>Code</b>	<b>Course</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
GEDY 126	Management Information System	3	1	0	4
GEDY 127	Tourism and Hospitality Management	3	1	0	4
GEDY 128	Research Methodology for Management	3	1	0	4
GEDY 129	Business Analytics	3	1	0	4
GEDY 131	Management of Rural Business	3	1	0	4
GEDY 132	Qualitative Inquiry and Research Design	2	0	0	2
GEDY 133	Hospital Operations and Facility Management	2	0	0	2
GEDY 134	Patient care Management	2	0	0	2
GEDY 135	Health care in India: Strategic Perspectives	2	0	0	2

**12. LIST OF STRATEGY OPTIONAL COURSES**

<b>Code</b>	<b>Course</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
MSDY 141	Design Thinking & Innovation	2	0	0	2
MSDY 142	Balanced Score Card	2	0	0	2
MSDY 143	Strategic Leadership and Governance	2	0	0	2
MSDY 144	Sustainability Management	2	0	0	2
MSDY 145	International Immersion	0	0	2	1
MSDY 146	Social / Rural Immersion	0	0	2	1

<b>MSD 6101</b>	<b>MANAGEMENT CONCEPTS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**OBJECTIVES:**

- Provide insight into various functions and principles of management
- Introduce planning and decision-making techniques
- Familiarize the students with organizing and staffing activities practiced in business
- Give inputs on directing and controlling functions in organizations
- Create awareness about the corporates' social responsibility, governance and ethical aspects

**MODULE I INTRODUCTION 5+1**

Forms of Business Organizations- Management: definition, nature, process, functions, science or art, levels – Roles and skills of managers - Approaches to Management – Schools of Management thought – Overview of entrepreneurs and Intrapreneurs.

**MODULE II PLANNING 6+2**

Planning: purposes, premises, steps, types, hierarchy, limitations – Strategies, Policies, Objectives – Management by Objectives: definition, process, benefits and weakness; Management by Exception – Decision making: Importance, types & process.

**MODULE III ORGANIZING AND STAFFING 6+2**

Organizing: definition, purpose, process – Organisation: chart and manual – Types of organizations – Line & staff authority/relationship - Span of Management – Departmentation – span of control, Line and staff - Centralization and Decentralization - Delegation - Staffing: definition, overview of the sub-functions.

**MODULE IV DIRECTING AND CONTROLLING 6+2**

Directing: meaning, requirements – Motivation: definition, types of motives, theories – Leadership: definition, styles, theories, managers vs leaders – Communication: types, process, barriers, principles of effective communication – Controlling: purpose, process, types and techniques.

**MODULE V ETHOS AND ETHICS****7+3**

Business environment- managing diverse workforce, factors influencing business environment, Indian ethos: role of Indian ethos in Managerial practices - management lessons from vedas, Mahabharatha, Bible, Quran, Arthasasthra etc; Ethos Vs. Ethics; Ethics: Definition of ethics, nature, elements, sources, benefits – Principles of ethical conduct – Factors Influencing Managerial Ethics – Ethics in Marketing, advertising, Product safety, Accounting HR, Cyberspace – Values: Concept, importance – Corporate Social Responsibility: Concept, nature, reasons for growing concern – Corporate Governance: Definition, need and significance and strategies

**L – 30; T-10; Total Hours–40****TEXT BOOKS:**

1. Harold Koontz & Heinz Weihrich, “Essentials of Management”, Tata McGraw Hill, 8th Edition, 2009

**REFERENCES:**

1. Tripathy P. C. and Reddy P. N., “Principles of Management”, 5th Edition, Tata McGraw Hill, 2012.
2. Prasad, L.M, “Principles and Practices of Management” Sultan Chand & Sons, 2013.

**OUTCOMES:**

- 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

**MSD 6102****MANAGERIAL ECONOMICS**

L	T	P	C
3	1	0	4

**OBJECTIVES:**

- To introduce students to the fundamentals of economics relevant from a managerial perspective
- To study about the application of economic theory into a practical business
- To study about the economic tools and analyses that help make better business decisions and forward planning
- Exposes students with 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 etc.
- To provide a comprehensive of the changing business environment resulting from monetary and fiscal policies and different economic policies introduced by the government

**MODULE I INTRODUCTION****6+2**

Economics: Definition, Subject matter and Scope of Economics; Fundamental Economic Problems; Basic Terms and Concepts; Micro and Macro Economics, Managerial Economics: Definition, Nature and Scope; Basic principles of Managerial Economics: Marginal & Incremental Concept, Opportunity Cost, Time Perspective & Discounting Concept etc.

**MODULE II DEMAND & SUPPLY ANALYSIS****6+2**

Demand: Meaning, Types, Determinants; Demand Function; Law of Demand: Demand Schedule, Demand Curve, Shift in Demand Curve; Exceptions to Law of Demand; Elasticity of Demand: Price Elasticity, Income Elasticity, Cross Elasticity, Promotional Elasticity;

Supply: Meaning, Determinants; Supply Function, Law of Supply: Supply Schedule & Supply Curve; Shift in Supply Curve; Elasticity of Supply; Market Equilibrium: Meaning, Excess Supply, Excess Demand; Price Adjustment Mechanism, Changes in Market Equilibrium;

Demand Forecasting; Techniques: Subjective Methods and Quantitative Methods

**MODULE III MARKET STRUCTURE AND COST ANALYSIS****6+2**

Forms of Market: Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly, Duopoly; Cost Concepts; Kinds of Cost; Cost in Short-run & Long-run:



Total Cost Function & Curve (Fixed & Variable), Average and Marginal Cost Function; Link Between Cost, Revenue and Output: Total Revenue, Average Revenue & Marginal Revenue; Profit Maximization Rule ( $MR=MC$ ); Economies of Scale, Diseconomies of Scale

**MODULE IV MONEY SUPPLY, INFLATION & UNEMPLOYMENT 6+2**

Money: Functions of Money; Money Supply and its Various Measures; Inflation: Types, Causes, Inflation and Decision Making, Effects of Inflation; Measurement of Inflation: Price Indices (WPI & CPI), Control of Inflation: Monetary and Fiscal Measures; Taxation: Direct & Indirect (GST); Unemployment: Various Kinds

**MODULE V NATIONAL INCOME, BUSINESS CYCLE & LPG POLICY 6+2**

National Income Concepts: GDP, GNP, GDP at Factor Cost, GDP at Market Price, Nominal GDP Vs Real GDP, NDP, NNP, Private Income, Personal Income (PI), Disposable Income (DI), Per Capita Income (PCI); Measurement of National Income: Expenditure Method, Income Method, Value Added or Net Product Method; Business Cycle: Various Phases; Liberalization, Privatization and Globalization (LPG): Pros & Cons and Their Impact on Economy.

**L – 30; T – 10; Total Hours –40**

**TEXT BOOKS:**

1. Managerial Economics: Geetika, Piyali Ghosh, Purba Roy Choudhury, 3<sup>rd</sup> Edition, October 2017, Tata McGraw-Hill Education
2. Managerial Economics - Principles and Worldwide Applications: Dominick Salvatore & Ravikesh Srivastava; 8<sup>th</sup> Edition, June 2016, Oxford University Press, India
3. Macroeconomics - Theory and Policy: DN Diwivedi; 4<sup>th</sup> Edition, July 2017, Tata Mc-Graw Hill Education

**REFERENCES:**

1. Principles of Economics: N. Gregory Mankiw, 6<sup>th</sup> Edition, 2012, Cengage Learning
2. Managerial Economics: D.N. Dwivedi, 8<sup>th</sup> Edition, 2015, Vikas Publishing House Pvt. Ltd.

3. Managerial Economics: H.L. Ahuja, 9<sup>th</sup> Edition, 2017, S. Chand Publishing
4. Principles of Macroeconomics: SoumyenSikdar, 2<sup>nd</sup> Edition, 2011, Oxford University Press

**OUTCOMES:**

Students will be able to:

- Understand basic concepts of economics, applied in managerial decision making and analyze real-world business problems with a systematic theoretical framework.
- Calculate demand function, supply function, the equilibrium price and quantity, production function, cost function and profit function and apply them analytically in decision making.
- Understand and explain various dimensions of macroeconomic variables like national income, money supply, employment, etc. in analyzing the effects on business
- Explain how RBI and government decision with respect to monetary and fiscal policy greatly affects the business
- Analyze and interpret current events relating to globalization, privatization and Economic ups and downs affecting the local economy and businesses.

<b>MSD 6103</b>	<b>QUANTITATIVE TECHNIQUES AND APPLIED OPERATIONS RESEARCH</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**OBJECTIVES:**

- Learn to apply measures of central tendency, probability distribution and estimation.
- Gain insight into hypothesizing any business situation and interpret the results.
- Get trained on the application of statistical techniques like chi-Square, ANOVA, correlation, regression, etc.
- Learn to formulate and solve Linear Programming, Transportation and Assignment problem to optimize cost and profit in any constrained environment
- Get trained on decision making and project management techniques

**MODULE I DISTRIBUTION AND ESTIMATION 6+2**

Measures of central tendency and dispersion: Mean, Mode, Median, Standard Deviation - Distributions: Applications of Binomial distribution - Poisson distribution - Normal distribution - Definition of central limit theorem and concepts - Point and Interval estimates - Application of Estimation: Point and Interval estimates for population parameter.

**MODULE II TEST OF HYPOTHESIS 6+2**

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 III PARAMETRIC AND NON-PARAMETRIC TESTS 6+2**

Chi square test (test of independence only) - F test - ANOVA: one-way and two-way - Application in business decisions - Simple linear Correlation- Rank Correlation - Simple linear Regression - Time series - analysis: Methods of Semi-average, Weighted average, Moving averages and Least squares.

**MODULE IV OPTIMIZATION TECHNIQUES 6+2**

Applications of Operations Research in Functional Areas of Management - Linear Programming - Solution by Graphical Method - Solution by Simplex Method - Transportation Problem - Initial Basic Feasible Solution by Vogel's Approximation Method - Solution by MODI Method - Assignment Problem- Solution by Hungarian Method - Traveling Salesman Problem.

**MODULE V DECISION THEORY AND PROJECT MANAGEMENT 6+2**

Decision Making under Risk - Decision Making under Uncertainty - Decision Tree Analysis - Network construction - PERT - CPM - Computation of project completion time - Critical path.

**L – 30; T – 10; Total Hours – 40**

**TEXT BOOKS:**

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. Sharma, J.K. Operations Research, Macmillan India, 3rd Edition, New Delhi, 2011.

**REFERENCES:**

1. Srivastava, T. N. and Shailaja, R. Statistics for Management, 2nd Edition, Tata Mc Graw Hill, New Delhi, 2012
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:

- Apply the measures of central tendency, probability distribution and estimation.
- Hypothesize any business situation and arrive at relevant conclusion.
- Apply statistical techniques like chi-square, ANOVA, correlation, regression, etc. to solve business problems.
- Formulate and solve any business situation in the desired form to optimize cost and profit.
- Apply decision making techniques and estimate project completion time for projects by applying CPM and PERT techniques

		L	T	P	C
<b>MSD6104</b>	<b>COMMUNICATION SKILLS</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**OBJECTIVES:**

- To introduce the dynamics of communication in the business world
- To enhance students' written communication skills
- To expose them to business scenario and related business etiquettes
- To encourage them in using aural and oral skills effectively.

**MODULE I INTRODUCTION 6+2**

Introduction, Communication Process, key functions of Communication, Basic communication skills: One-to-one—To talk about oneself, about preferences, agreeing and disagreeing--written, presentation and facilitation; Essentials and advantages of various business communications and correspondences, Barriers to Effective communication, overcoming obstacles, and Communication networks: Wheel, all channels, grapevine; impact of technology on communication-reading short texts, notices etc.

**MODULE II BUSINESS CORRESPONDENCE – WRITTEN 6+2**

Creating, organizing and perfecting business messages; Letters –Sales, Complaints, Letter of application and Resume, Job application Letters, Resignation; Enquiries, Orders, Minutes, Agendas, Product review, writing a Blog - Dos and don'ts-- Other communications: Memos, Notice, Circulars & General Correspondence – letters, fax- Scanning for information by looking at key words

**MODULE III BUSINESS REPORTS AND ETIQUETTES 6+2**

Basics of report writing, structure of reports, types of reports. Purpose, Scope, Style, Contents, Business reports; feasibility reports, reports proposals, Graphic aids-- understand graphical descriptions & statistics; Etiquettes: Non-verbal etiquettes – Business cards, e-mail Etiquettes, Virtual Meetings - Dos and don'ts

**MODULE IV BUSINESS CORRESPONDENCE – ORAL 6+2**

Interactive communication – Discussions,- pair work Debates, etc Business Presentation—One minute presentations- -Management Meeting - Dos and don'ts— making a decision based on the information given- skimming through a reading material.

**MODULE V LISTENING COMPREHENSION****6+2**

Listening and typing – Listening and sequencing of sentences – Filling in the blanks - Listening and answering questions - Dos and don'ts-- understanding speakers' opinions and picking out specific information- choosing appropriate vocabulary and grammar items- identify relevant information in a short text.

**L – 30; T-10 Total Hours –40****TEXT BOOKS:**

1. Raymond V. Lesikar, John & Pettit and Mary E. Flatley, "Basic Business Communication", Tata McGraw Hill, 2005.

**REFERENCES:**

1. P. Subba Rao, B. Anitakar and Hinabandu, "Business Communication", Cengage Learning, 2012.
2. M. Ashraf Rizvi, "Effective Technical Communication", Tata McGraw Hill, 2005.
3. Asha Kaul, "Business Communication", Prentice Hall of India, 2009
4. Norman Whitby, "Business Benchmark" Pre-intermediate to Intermediate, Cambridge University Press, Cambridge. 2014.

**OUTCOMES:**

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

- Orally communicate effectively.
- Write business correspondence.
- Exhibit the right business etiquettes
- Make business presentation.
- Write and comprehend messages from audio files.

<b>MSD6105</b>	<b>ACCOUNTING FOR MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**OBJECTIVES:**

- To understand the basics of different types of accounting
- To prepare final accounts to ascertain profit or loss of an organization
- To analyze the company's performance using ratio analysis, fund flow and cash flow statements.
- To apply the marginal costing techniques in profit planning
- To formulate different types of budgets and to have a control over the budget

**MODULE I INTRODUCTION 3+0**

Financial Accounting - Cost Accounting - Management Accounting - Definition, meaning, importance and limitations

**MODULE II PREPARATION OF FINANCIAL STATEMENTS 9+3**

Accounting Concepts and Conventions – Double Entry System of book keeping – Preparation of Journal, Ledger and Trial Balance – Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet with adjustment entries

**MODULE III ANALYSIS OF FINANCIAL STATEMENTS 8+3**

Ratio Analysis: meaning, classifications, managerial uses, limitations and calculation of ratios - Fund Flow Statement: meaning, uses, limitations, and preparation of the Fund Flow Statement - Cash Flow Statement: meaning, uses, limitations, and preparation of Cash Flow Statement

**MODULE IV COST MANAGEMENT 5+2**

Marginal Costing: meaning, advantages, limitations- Break-even analysis: assumptions, uses, limitations, BEP Chart - Managerial applications of Marginal Costing: pricing decision, sales mix decision, make or buy decision, exploring new markets, discontinuance of product line, key factor - Overview of Activity based costing - Target costing - HR Accounting.

**MODULE V BUDGET AND BUDGETARY CONTROL 5+2**

Budget: classifications – Fixed budget – Flexible budget - Cash Budget. Zero Base Budgeting : Uses and limitations - Budgetary Control : meaning – uses – limitations.

**L – 30; T – 10; Total Hours - 40**

**TEXT BOOKS:**

1. S N Maheshwari, Suneel K Maheshwari, and Sharad K Maheshwari , “A Textbook of Accounting for Management, Vikas Publishing House, Fourth edition, 2018.
2. T.S Reddy and A. Murthy, “Financial Accounting”, Margham Publications, Chennai, 2009.
3. Colin Drury, “Cost and Management Accounting”, Cengage Learning India Pvt.Ltd., New Delhi, 2012.

**REFERENCES:**

1. N Arora, “Cost Accounting: Principles & Practice”, Vikas Publishing House; Twelfth edition, 2012.
2. Robert S. Kaplan, “Advanced Management Accounting - 3rd edition”, Prentice Hall, Inc., 1998

**OUTCOMES:**

On successful completion of this course, students would be able to

- differentiate between different types of accounting
- prepare Trading, Profit or loss account and Balance sheet of an organization
- analyze and interpret the company’s performance using Ratio analysis, fund flow and cash flow statements.
- apply the marginal costing techniques in managerial decisions
- prepare different types of budgets and to have a control over the budget



**MSD 6106****ORGANIZATIONAL BEHAVIOUR**

L	T	P	C
3	1	0	4

**OBJECTIVES:**

The specific objective of the course is to:

- Familiarize students with the evolution and fundamentals of organizational behavior.
- Impart knowledge on different elements of individual personality and behavior manifestation.
- Hone the group behavioral skills of students to manage teams.
- Facilitate closer understanding of organization dimensions for maintaining a working relationship
- Examine the shifting context of modern organizations.

**MODULE I FUNDAMENTALS OF ORGANIZATIONAL BEHAVIOUR 4+2**

Definition - Evolution of Organization Behavior - Scientific Management - Hawthorne Studies-Scope - Challenges and Approaches to Organizational Behavior

**MODULE II INDIVIDUAL BEHAVIOUR DIMENSION 8+2**

Mars Model of Individual Behavior - Personality Types - Personality Theories: Trait Theory; Social Learning Theory; Situation Theory; Psychoanalytic Theory; Physique Temperament Theory- Individual differences in personality: Johari Window, Transactional Analysis - Methods of Assessing Personality: Personality Inventory; Projective Techniques; Assessment Centers-Perception: Meaning; Perceptual Process Model-Factors influencing Perception-Perceptual Errors-Self –Fulfilling Prophecy Cycle– Values: Types-Attitude: Types; ABC Component of Attitude-Learning: Meaning; Learning and Behavior; Behavior Modification: Theories: Behavioristic; Cognitive; Social Learning Theory – Work Motivation: Theories and Application of Motivation; Relating Motivation Theory to Job and Personality Types

**MODULE III GROUP BEHAVIOUR DIMENSION 7+2**

Foundations of Group behavior: Classification of Group, Stages of Group Development; Group Properties; Group Decision Making Techniques; Group Values Team structure and effectiveness: Empowered and Self-Managed Teams – Leadership: Concept; Theories; Styles; Leadership Competencies; Shared Leadership– Conflict: Causes, Types, Consequences; Conflict Management Strategies - Negotiation, Power and Politics.

**MODULE IV ORGANIZATIONAL DIMENSION****6+2**

Organizational Structure: Determinants; Existing and Emerging Organizational Designs-Communication: Communication Network; Improving Communication Effectiveness- Organizational Culture: Concept, Creating and Sustaining Culture, Customer Responsive Culture; Cross Cultural Issues in Organization- Organizational Climate; Organization Development: Reasons for Change, Resistance to Change, Change Process, Organization Development Intervention Techniques; Lewin's Three Step Model

**MODULE V THE CHANGING MILIEU OF ORGANIZATIONS****5+2**

Changing Profiles of Employees and Customers–Globalization: Threats and Opportunities–Information Technology: Benefits and Limitation-Diversity: Bases of Diversity, Promoting Diversity-Concerns for OB: Employee Retention, Gender Issues at the workplace; Employee Engagement, Employee Productivity, Talent Management, Work-Life Stress, Social Responsibility and Ethics: Competitive Strategy and CSR

**L – 30; T-10; Total Hours –40****TEXT BOOKS:**

1. Stephen P. Robbins, Timothy A. Judge. and Neharika Vohra, Organizational Behavior, 18th Edition, New Delhi: Pearson, 2018.
2. Fred Luthans, Brett C. Luthans and Kyle W. Luthans, Organizational Behavior, An Evidence Based Approach, 13th Edition, New Delhi: McGraw Hill Education, 2013..

**REFERENCES:**

1. Udai Pareek. Understanding Organizational Behaviour, 4<sup>th</sup> Edition, New Delhi: Oxford University Press, 2016.
2. Mirza S. Saiyadain (Editor). Organizational Behaviour, New Delhi: Tata McGraw Hill, 2010.
3. James Campbell Quick, Preetam Khandelwal and Debra L. Nelson, ORGB, New Delhi: Cengage Learning, 2016

**OUTCOMES:**

- The students will be able to identify clearly their own personality dimensions and that of other individuals and groups.
- The course would help them adapt to different work environment.
- It would facilitate application of their OB knowledge in the management of human resources.
- The students will be able to use the various theories in practical.
- Will help them to synergize their team spirit.

**MSD 6107****LEGAL ASPECTS OF BUSINESS**

L	T	P	C
3	1	0	4

**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
- analyze legal problems in industry, with applicable law under industrial law
- IPR, Consumer Protection Act, Cyber Laws and Right to Information Act

**MODULE I                      MERCANTILE AND COMMERCIAL LAW                      6+2**

**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 –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                      6+2**

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                      6+2**

Overview of Factories act – Payment of Wages Act – Payment of Bonus Act – Industrial Disputes act - Workmen compensation act.- Prevention of sexual harassment act –maternity act.

**MODULE IV CONSUMER PROTECTION ACT-1986 6+2**

Rights of Consumer - Complaint - Procedure for filing Complaint –Remedial Process.  
Types of consumer Redressal Machinerics and Forums

**MODULE V INFORMATION TECHNOLOGY ACT 2002 & RIGHT TO INFORMATION ACT 6+2**

Introduction of IPR –Copy rights, Trade marks, Patent Act-Important Provisions of  
Cyber Laws – Remedies - Important Provisions of Right to Information Act

**L – 30; T – 10; Total Hours – 40**

**TEXT BOOKS:**

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.

**REFERENCES:**

1. Richard Stim, Intellectual Property-Copy Rights, Trade Marks, and Patents, Cengage Learning, 2008
2. Dr. Vinod, K. Singhania, Direct Taxes Planning and Management, 2008.
3. P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, Fourth Edition, 2008.
4. Balachandran V., Legal Aspects of Business, Tata McGraw Hill, 2012
5. Daniel Albuquerque, Legal Aspect of Business, Oxford, 2012

**OUTCOMES:**

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

- analyze various cases relating to contracts of sale & agency to take suitable decisions.
- differentiate various provisions in the company law and industrial law.
- analyze the legal problem in industry with applicable industrial law.
- comprehend the importance of tools such RTI, IT act IPR and Consumer Protection Act and apply in appropriate situations.

<b>MSD 6108</b>	<b>WRITTEN ANALYSIS AND COMMUNICATION</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>0</b>	<b>0</b>	<b>2</b>	<b>1</b>

**OBJECTIVES:**

The course would help the students to:

- Understand the contents of the given case.
- Identify and establish the problem scenario in the case.
- Look across various situations/perspective of the case.
- Analyse the situations in the case.
- Identify solution / decision to be taken.

**METHODOLOGY**

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

**PEDAGOGY**

- 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.

**P – 20; Total Hours – 10**

**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 appropriate decisions for any given organizational situation / problem.
- Be equipped to relate the successive cases with business practices.
- Think systematically and logically develop alternative solutions.

<b>MSD 6109</b>	<b>PSYCHOMETRICS &amp; CORPORATE CONNECT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>LAB - I</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>1</b>

**OBJECTIVES:**

- To equip students for campus placement
- To help in identifying individual student's strengths and weakness
- To enhance the communication ability & self-confidence level of students
- To hone their human skills for effective corporate adaptability
- To facilitate in establishing a brand image of themselves in the corporate arena

**LIST OF EXERCISES**

- Self-Introspection & SWOT Analysis
- Developing Assertiveness and Self-Confidence
- Barriers and Filters of Communication (Corporate Communication and Public Speaking) - Just A Minute Talk
- Managing Emotions
- Being Expressive - SMART Goals
- Positive Attitude and Lateral Thinking - Creativity based Exercise
- Personality assessment - Holland Code Career Test, MBTI test, etc.
- In-Basket technique
- Time and Stress Management
- Corporate Dressing Etiquette
- Dinning Etiquette
- Business Etiquettes
- Meeting & Telephonic Etiquette
- Social Etiquette
- Group Discussion
- Resume Writing
- Mock Interview
- Learning Life skills through Film Reviews

**P – 20: Total Hours –20****TEXT BOOKS:**

1. Stephen P. Robbins, Phillip L. Hunsaker Training in Interpersonal Skills: TIPS for Managing People at Work (2012), 6<sup>th</sup> Edition, Prentice
2. Hurlock, E.B (2006). Personality Development, 28<sup>th</sup> Reprint. New Delhi: Tata Mc Graw Hill.
3. Pravesh Kumar (2005). All about Self- Motivation. New Delhi: Goodwill Publishing House.
4. Smith, B (2004). Body Language. Delhi: Rohan Book Company.

**REFERENCES:**

1. Dorch, Patricia. What Are Soft Skills? New York:Execu Dress Publisher,

2013.

2. Kamin, Maxine. *Soft Skills Revolution: A Guide for Connecting with Compassion for Trainers, Teams, and Leaders*. Washington, DC: Pfeiffer & Company, 2013.
3. Klaus, Peggy, Jane Rohman & Molly Hamaker. *The Hard Truth about Soft Skills*. London: HarperCollins E-books, 2007.
4. Petes S. J., Francis. *Soft Skills and Professional Communication*. New Delhi: Tata McGraw-Hill Education, 2011.
5. Stein, Steven J. & Howard E. Book. *The EQ Edge: Emotional Intelligence and Your Success*. Canada: Wiley & Sons, 2006.

### **OUTCOMES:**

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

- Meet corporate expectations.
- Imbibe professional approach towards execution of corporate assignments.
- Exhibit enhanced level of confidence.
- Communicate effectively.
- Display right etiquettes and emotions in their workplace.



<b>MSD 6201</b>	<b>INTERNATIONAL BUSINESS MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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 impart knowledge of Marketing, Financial and Human resource management of global business.
- To endow with knowledge on export, import procedure and documentation
- To impart the knowledge Conflict Management And Ethics In International Business Management

**MODULE I INTRODUCTION TO INTERNATIONAL BUSINESS 6+2**

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 6+2**

Global production –Location –scale of operations- cost of production – Make or Buy decisions – global supply chain issues – Quality considerations- Introduction to Global sourcing - sourcing strategies – sourcing structure - Need for global competitiveness – Regional and global trade block - Challenges for global business

**MODULE III MARKETING, FINANCIAL AND HUMAN RESOURCE MANAGEMENT OF GLOBAL BUSINESS 6+2**

Globalization of markets, marketing strategy – Challenges in product development , pricing, production and channel management- Investment decisions – economic- Political risk – sources of fund- exchange –rate risk and management – strategic orientation – selection of expatriate managers- Training and development – compensation.

**MODULE IV EXPORT, IMPORT PROCEDURE AND DOCUMENTATION 6+2**

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

**MODULE V                      CONFLICT MANAGEMENT AND ETHICS IN                      6+2**  
**INTERNATIONAL BUSINESS MANAGEMENT**

Disadvantages of international business – Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation – the role of international agencies –Ethical issues in international business – Ethical decision-making.

**L – 30; T – 10 ; Total Hours –40**

**TEXT BOOKS:**

1. P. Subba Rao, "International Business Text and Cases", 3rd revised enlarged edition, Himalaya Publishing House, Mumbai, 2013.
2. Charles W.I. Hill and Arun Kumar Jain, International Business, 6th edition, Tata Mc Graw Hill, New Delhi, 2010.
3. John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, New Delhi, 2000
4. K. Aswathappa, International Business, 5 th Edition, Tata Mc Graw Hill, New Delhi, 2012.

**REFERENCES:**

1. S.Tamer and Gary Knight, "International Business", First edition, Pearson India 2009.
2. Charles W.I. Hill and Arun Kumar Jain, "International Business", 6th Edition, Tata McGraw Hill, New Delhi, 2010.
3. John D. Daniels, Prashant Salwan, Daniel P. Sullivan and Lee H. Radebaugh, "International Business: Environments and Operations", 12th Edition , Pearson India, 2010.
4. Rakesh Mohan Joshi, "International Business", Oxford University Press, New Delhi, 2009.
5. 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.
- Enter Global of markets and design marketing strategy
- Operate on export, import procedure and documentation.
- To resolve Conflict in international business

**MSD 6202****MARKETING MANAGEMENT**

L	T	P	C
3	1	0	4

**OBJECTIVES:**

- Familiarize with the fundamentals and core concepts of marketing
- Gain insight about consumers, factors influencing their purchasing behavior, consumer decision making process and models
- Learn the bases of market segmentation and Identifying the strategies of differentiation, targeting and positioning
- Receive conceptual insights and gain knowledge about the elements of marketing mix namely product, pricing, distribution and promotion
- Get acquainted with market research, terminologies and its process.

**MODULE I                      MARKETING: BASIC CONCEPTS                      5+1**

Marketing: definition, evolution, objectives, concepts, process, organization structure ;Impact of micro and macro environment on marketing; Marketing mix for products and services; Trends in marketing: web enabled marketing, digital marketing, B2B and B2C marketing, relationship marketing etc; Marketing ethics

**MODULE II                      S-T-P AND COMPETITIVE STRATEGIES                      6+2**

Segmentation: Objectives, approaches, bases - Characteristics of effective segmentation - Patterns of segmentation; Differentiating market offerings- Purposes- Tools for competitive differentiation; Market Targeting- Factors for evaluating and selecting market segments for targeting; Product positioning- Purposes- Principles - Positioning strategies - Perceptual mapping - Competitive Marketing Strategies: strategies for market leader, challenger, follower and niche markets -Ansoff's Matrix - Michael Porter's generic strategies.

**MODULE III                      PRODUCT & PRICING                      7+2**

Elements of marketing mix - Product: definition, levels, hierarchy, systems &mix, 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 IV                      PLACE & PROMOTION                      6+2**

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

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 V                    MARKETING RESEARCH & CONSUMER BEHAVIOUR                    6+3**

Marketing information system- Steps in marketing research-Types of Marketing research: product research, promotion research, distribution research, research on S-T-P - Preparation of marketing research report.- Buyer behaviour – Introduction; Consumer groups: Individuals - Organization and institutional consumers - Influencing factors - Consumer decision making process - Howard sheth model - Post purchase behaviour - Consumer adoption process and diffusion

**L – 30; T-10; Total Hours –40**

**TEXT BOOKS:**

1. Philip Kotler, Marketing Managementll, Prentice Hall of India, New Delhi, 2017.
2. M.Govindarajan, Marketing Managementll Prentice Hall of India, New Delhi 2017.

**REFERENCES:**

1. Paul Baines,Chris Fill, Kelly Page a&Piyush K. Sinha, Marketing, Oxford University Press,New Delhi, 2015.
2. RajanSexena, Marketing Managementll, Himalaya Publishing House, New Delhi 2017.
3. Leon G. Schiffman Joseph Wisenblit and S. Ramesh Kumar, Consumer Behaviourll, Pearson Education,New Delhi, 2015.
4. V.S.Ramaswamy and S. Namakumari, Marketing Management, 3rd Edition, Macmillan,New Delhi, 2019.

**OUTCOMES:**

- Recognize and apply the knowledge of marketing concepts
- Choose the right bases for segmenting a market and designing strategies to differentiate, target and position the products
- Identify products and services suitable to target markets and choose appropriate pricing techniques
- Suggest distribution channels and promotional tools suitable to target markets and design marketing mix strategies for various competitive situations
- Comprehend the research context and prepare a research report



**MODULE V LIQUIDITY DECISIONS AND FIRM VALUATION 4+2**

Working capital management: meaning, concepts, need, and determinants - Cash management: meaning of cash, motives for holding cash - Meaning and importance of receivables management - Inventory management – Firm valuation: basic approaches.

**L – 30; T- 10; Total Hours –40**

**TEXT BOOKS:**

1. I M Pandey, —Financial Management, Vikas Publication House, 10th edition, 2010.
2. Prasanna Chandra, —Financial Management - Theory and practice, Tata Mc Graw Hill Education Pvt. Ltd., 8<sup>th</sup> edition, 2011.

**REFERENCES:**

1. Shashi K.Gupta and R.K.Sharma, “Financial Management-Theory and Practice”, Kalyani publishers, 8<sup>th</sup> 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., 3<sup>rd</sup> reprint, 2012.

**OUTCOMES:**

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

- understand the functions of financial management, financial system and time value of money
- apply the techniques of capital budgeting in investment decisions
- understand and apply the methods of finding costs involved in different sources of financing and impact of leverage on capital structure
- understand the types of dividends and different forms of dividend policy
- understand management of working capital and valuation of firm

<b>MSD 6204</b>	<b>HUMAN RESOURCES MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**OBJECTIVES:**

- Provide knowledge about the fundamentals of HRM& HRIS.
- Facilitate awareness building on Economics of Human Resources and HRP
- Discuss the various functional components of HRM with respect to recruitment and selection
- Analyze the various performance appraisal and training methods
- Keep students updated with the contemporary practices in HRM.

**MODULE I                    FUNDAMENTALS OF HRM AND HRIS                    6+2**

HRM: Introduction and Evolution of HRM – Difference Between HRM and HRD - Objectives and Scope of HRM – Functions and Responsibility of Human Resources Manager – HR Model by David Ulrich – Human Resource Information System

**MODULE II                    ECONOMICS OF HUMAN RESOURCES AND HRP                    6+2**

Demand and Supply of Labour – Labour Market Equilibrium: Wage determination, Investment in Human Capital – Employment Contracts, Labour Union and Collective bargaining, Labour mobility, Discrimination in the Labour market – Fundamental of Industrial Relation and Labour Law-HRP: Objective, process, Factors of HRP, HRP model – Forecasting methods

**MODULE III                    RECRUITMENT AND SELECTION                    6+2**

Difference between recruitment and Selection – Selection Process – Types of selection test – Recruitment Source – Constraint on recruitment efforts – Alternatives to Recruitment: Overtime, Temporary Help Service, Employee Leasing, Independent Contractors, Internships – Placement, Induction and Socialization

**MODULE IV                    PERFORMANCE APPRAISAL AND TRAINING                    6+2**

Performance Appraisal: Definition, Performance Appraisal Process, Methods- Differences between Performance Appraisal and Performance Management – Performance Appraisal Benefits, Appraisal Errors, Appraisal Outcomes – Training: Definition, Benefits of Training, On the job and Off the job training methods

**MODULE V THE CONTEMPORARY PRACTICES IN HRM 6+2**

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 – Green HRM

**L – 30; T – 10; Total Hours – 40**

**TEXT BOOKS:**

1. Aswathappa, K, "Human Resource Management", McGraw Hill Education, 8<sup>th</sup> Edition, 2017
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.

**REFERENCES:**

1. Gary Dessler, "Human Resource Management", 14th Edition, New Delhi: Prentice Hall, 2014.
2. Ivancevich, Human Resource Management, McGraw Hill, 7th edition, 2010.
3. 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.
- The course would also help them to develop HR Policies and carry out Human Resources Planning effectively in organisations.
- The students would be able to suggest suitable recruitment and selection methods to the organisations
- They will be able to develop simple performance appraisal templates for appraising employees performance and design appropriate training program modules for different jobs..
- The module on contemporary practices would enable the students to stay updated with current developments and participate in discussions confidently.



<b>MSD 6205</b>	<b>PRODUCTION AND OPERATIONS MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**OBJECTIVES:**

- Learn the concepts of Production and Operations Management and other contemporary issues
- Gain knowledge on location and layout decisions, and demand forecasting.
- Gain insight into Production Planning and Control and Maintenance Management
- Get acquainted with work study procedure
- Learn the techniques of materials management and inventory control

**MODULE I INTRODUCTION 6+2**

Production Management: Definition - Production System -Production and Operations Management: Characteristics of modern production and operations function - Recent trends - Elements of operations strategies - Building operations strategies on competitive priorities.

**MODULE II LOCATION, LAYOUT AND FORECASTING 6+2**

Capacity Planning - Types of capacity - Forecasting - Qualitative and Quantitative - Facility Location: Steps - Factors to be considered - Problem on Break-Even Analysis for single plant location - Plant layout: Principles of good lay out - Factors to be considered - Types of Lay out - merits and demerits

**MODULE III PRODUCTION PLANNING AND CONTROL 6+2**

Aggregate Planning - Master Production Schedule - Materials Requirement Planning (MRP) - Resource requirement planning - shop floor planning - routing - dispatching - loading - scheduling - progress reporting - expediting - Maintenance Management: Objectives - Meaning and Characteristics of various types of maintenance - Preventive Vs. Breakdown maintenance

**MODULE IV DESIGN OF WORK SYSTEMS 6+2**

Work Study: Method study - Objectives - Steps (brief theory only) - Principles of Motion Economy -Work Measurement - Time study: Objectives - Stop Watch Method of Time Study - Problems on Standard Time Calculation

**MODULE V INVENTORY MANAGEMENT AND CONTROL 6+2**

Materials Management - Objectives - Sub-functions - Types of Inventory - Need for Inventory - Inventory Costs - Economic Order Quantity (EOQ) - Basic Inventory Models (problems on purchase and manufacturing models – with and without shortage) – Quantity Discount model - P system and Q system - Reorder level - Safety Stock - Selective Inventory Control methods - ABC Analysis

**L – 30; T – 10; Total Hours – 40**

**TEXT BOOKS:**

1. Gaither Norman. Operations Management: Concepts, Techniques & Applications, Cengage Learning, 9th Edition, New Delhi, 2002.
2. Panneerselvam, R. Production and Operations Management, Prentice Hall of India, 3rd Edition, New Delhi, 2012.

**REFERENCES:**

1. Aswathappa, K. and Shridhara Bhat, K. Production and Operations Management, Himalaya Publishing House, 2nd Edition, 2011.
2. Martand T Telsang. Production Management, S. Chand Publishing, 2005.

**OUTCOMES:**

On completion of 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

<b>MSD 6206</b>	<b>ENTREPRENEURSHIP DEVELOPMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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+2**

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, National Policy on Skill Development and Entrepreneurship 2015. An overview of Digital India and Make in India flagship programme of Government of India.

**MODULE II STARTING THE VENTURE 6+2**

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. Overview of Government of India startup India Scheme.

**MODULE III FUNDAMENTALS OF MANAGEMENT 6+2**

Overview of Marketing - Human resources, finance and Operation requirement for new venture -sources of funds –overview of venture capital and angel investment. Overview of project management. The role and Functions of Business Incubators and Accelerators in entrepreneurship Development.

**MODULE IV BUSINESS PLAN REPORT PREPARATION 6+2**

Understanding the value of a business plan - Developing an investor presentation -



**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.

<b>MSD 6207</b>	<b>STRATEGIC MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**OBJECTIVES:**

- 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 4+1**

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+2**

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

**MODULE III STRATEGY FORMULATION 7+3**

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 7+3**

Process of making choice - Subjective factors influencing choice - An overview of Project implementation and Contingency strategies - Pyramid of strategy implementation - - Procedural implementation – Economic contribution and resource

allocation , Business portfolio analysis: BCG, GE; Multi business strategies and practices; strategies for Not for profit organization

**MODULE V IMPLEMENTATION & CONTROL 6+1**

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

**L – 30; T – 10; Total Hours –40**

**TEXT BOOKS:**

1. Thomas L. Wheelen and J. David hunger, "Concepts in strategic management and Business policy toward global sustainability", Pearson education, 13<sup>th</sup> Edition, 2013.

**REFERENCES:**

1. Azhar Kazmi, "Business Policy & Strategic Management", Tata McGraw Hill, 3<sup>rd</sup> Edition, 2008.
2. L. M. Prasad, "Strategic Management", Sultan Chand & Sons, 2008.
3. Michael E. Porter, "Competitive Strategy: Techniques for Analyzing Industries and Competitors", Simon, New Edition, 2010.

**OUTCOMES:**

- 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

<b>MSD 6208</b>	<b>CURRENT AFFAIRS IN BUSINESS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>0</b>	<b>0</b>	<b>2</b>	<b>1</b>

**OBJECTIVES:**

The objectives of this lab course would be to:

- Facilitate the students to update knowledge on the recent trends and developments in the business world
- Make them acquainted the drivers of changes in business scenario
- Provide opportunity to get knowledge on local, national and international environment of business
- Familiarize the role of government and society in business
- Enable the students to gain information about CEOs/ entrepreneurs

**LIST OF EXERCISES**

1. Industry profile  
(e.g., Automobiles, Textiles, Information Technology, Retailing, Banking, Manufacturing, Telecom, etc.)
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

**P – 20: Total Hours –20**

**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

**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

<b>MSD 6209</b>	<b>COMPUTERS AND BUSINESS APPLICATION</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>LAB.</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>1</b>

**OBJECTIVES:**

- Get acquainted with a working knowledge of Microsoft Excel.
- Learn to use SPSS application software to process primary data.
- Learn to use e-views application software to process time-series data.
- Learn to use MS PowerPoint to make effective presentation.
- Gain working knowledge on Google docs, sheets and forms.

**LIST OF PRACTICAL EXERCISES**

- Excel – basic operations
- Excel – generation of graphs and charts
- Excel – using formula
- SPSS - organizing data and storage
- SPSS - descriptive statistics
- SPSS – hypotheses testing – independent sample
- SPSS - hypotheses testing – paired sample
- SPSS - correlation and regression analysis
- Time-series data analysis – stationarity test
- Time-series data analysis – correlation and regression analysis
- Time-series data analysis – causal analysis
- Powerful Power point preparation with links
- Google docs, sheets and forms

**P – 20; Total Hours – 20****REFERENCES:**

- Excel 2010 for Dummies. Greg Harvey. Wiley. 2010.
- Performing Data Analysis using IBM SPSS. Lawrence S. Meyers, Glenn C. Gamst, A.J. Guarino. Wiley, 2015.
- EViews Illustrated for version 9. Richard Startz. IHS Global Inc. 2015.

**OUTCOMES:**

After the completion of the course, the students can

- Perform various operations using Microsoft Excel.
- Process primary data using SPSS for decision making.
- Process time-series data using e-views for business decision-making.
- Make effective presentation using MS PowerPoint.
- Collect and compile data using Google docs, sheets and forms.

**FUNCTIONAL ELECTIVES**

<b>MSDY 001</b>	<b>RETAIL MARKETING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**OBJECTIVES:**

- 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 5+1**

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+2**

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

**MODULE III RETAIL STORE MANAGEMENT 7+3**

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 7+3**

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 5+1**

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.

**L – 30; T – 10; Total Hours –40**

**TEXT BOOKS:**

1. Swapna Pradhan, “Retailing Management - Text and Cases”, Tata McGraw Hill, 4<sup>th</sup> Edition, New Delhi, 2012

**REFERENCES:**

1. Chetan Bajaj, RajnishTuli&Nidhi V. Srivastava, “Retail Management”, Oxford Higher Education, 3<sup>rd</sup> Edition, New Delhi, 2014.
2. Barry Berman, Joel R. Evans and Mini Mathur, “Retail Management: A Strategic Approach”, Pearson Education, 11<sup>th</sup> Edition, 2012.
3. David Gilbert, “Retail Marketing Management”, Pearson Education, 1<sup>st</sup> Edition, 2006.

**OUTCOMES:**

- 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

<b>MSDY 002</b>	<b>SERVICES MARKETING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**OBJECTIVES:**

- 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+2**

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 FOCUS ON CUSTOMERS 6+2**

Customer expectation of services – Customer perception of services – Segmenting service markets: Bases and Characteristics – Strategies for building (service) customer relationships – Service recovery

**MODULE III SERVICE DESIGN 6+2**

Service life cycle stages – Steps in new service development – Types of service standards – Service process – Service blueprinting – Physical evidence and servicescape – Tools for differentiating services – Methods of pricing services

**MODULE IV SERVICE DELIVERY 6+2**

People in services: Roles of employees, Internal marketing functions – Distributing services: Channel functions, Factors for channel selection, Channel conflict, Role of Information Technology in service distribution – 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      6+2  
SERVICES**

Formulating service marketing strategies for health, hospitality, tourism, financial, information technology, educational, entertainment and logistics services.

**L – 30; T – 10; Total Hours –40**

**TEXT BOOKS:**

1. Valarie Zeithaml, Mary Jo Bitner, “Services Marketing”, Tata McGraw Hill, 2017.

**REFERENCES:**

1. Halen Woodroffe, “Services Marketing”, Mac Millan Publishing Co, New Delhi 2015.
2. Ramamohana Rao, Services Marketing, “Services Marketing”, Pearson Education, 2014.
3. Jha, “Services Marketing”, Himalaya Publishing House, 2017.

**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

<b>MSDY 003</b>	<b>MARKETING COMMUNICATION AND MEDIA MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**OBJECTIVES:**

- 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+2**

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+2**

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+2**

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+2**

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+2**

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.

**L – 30; T – 10; Total Hours –40**

**TEXT BOOKS:**

1. S.A. Chunawala, "Advertisement & Promotion Management", Himalaya Publishing, 2007.
2. Kenneth Clow and Donald Baack, "Integrated Advertisements, Promotion and Marketing communication", Prentice Hall of India, New Delhi, 2003.

**REFERENCES:**

1. George E. Belch and Michel A. Belch, "Advertising & Promotion", McGraw Hill, Singapore, 2014.
2. S.H.H. Kazmi and Satish K. Batra, "Advertising & Sales Promotion", Excel Books, New Delhi, 2009.
3. JaishriJethwaney and Shrutijain, Advertising Management, Oxford University Press ,New Delhi, 2011
4. Chaturvedi B.K., "Media Management", Global Vision Pub House, 2009Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition, 2012.
5. C.L.Tyagi and Arun kumar, " Advertising management", Atlantic publishers and distributors, New Delhi,2004

**OUTCOMES:**

- 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.



<b>MSDY 004</b>	<b>CONSUMER BEHAVIOUR</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**OBJECTIVES:**

- 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 4+1**

Consumer behaviour – concepts – dimensions of consumer behaviours – application of consumer behaviour knowledge in marketing decisions – approaches to the study of consumer behaviour.

**MODULE II CONSUMER AS AN INDIVIDUAL 7+2**

Consumer needs and motives – personality and consumer behavior – consumer perception – learning – consumer attitudes – attitude formation and change – communication and persuasion – self image – life style analysis.

**MODULE III CONSUMERS IN THEIR SOCIAL & CULTURAL ENVIRONMENT 7+3**

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 7+3**

Personal influence and opinion leadership – diffusion of innovations – consumer decision – making process – models of consumer decision process – Nicosia-Howard Sheth and Engel-Kollat model- post purchase behaviour – Consumer expectation and satisfaction – managing dissonance – consumer loyalty–types of loyalty programmes.

**MODULE V ADDITIONAL DIMENSIONS 4+1**

Consumerism – consumer protection – difficulties and challenges in predicting

consumer behaviour – online consumer behaviour – organizational and industrial buyer behaviour – consumer behaviour in Indian context – emerging issues.

**L – 30;T-10 Total Hours –40**

**TEXT BOOKS:**

1. Leon G. Schiffman, Leslie Lazar Kanuk, “Consumer Behaviour”, Pearson Education, New Delhi, 2017.

**REFERENCES:**

1. David L.Loudon, Albert J Della Bitta, “Consumer Behaviour”, McGraw Hill, New Delhi 2002.
2. Jay D. Lindquist and M.Josephsirgy, “Shopper, buyer & consumer Behaviour, Theory and Marketing application”, Biztantra Publication, New Delhi 2017.
3. Sheth Mittal, “Consumer BehaviourA Managerial Perspective”, Thomson Asia (P) Ltd., Singapore, 2012
4. S.L. Gupta & Sumitra Pal, “Consumer Behaviour an Indian Perspective”, Sultan Chand, New Delhi 2015.
5. Henry Assael, Consumer behaviour strategic approach Biztantra, New Delhi, 2014.

**OUTCOMES:**

- 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

<b>MSDY 005</b>	<b>PRODUCT AND BRAND MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**OBJECTIVES:**

- 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 4+1**

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

**MODULE II NEW PRODUCT DEVELOPMENT STAGES 7+3**

New Product Development: 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 - Commercialization - Post-launch tracking and control

**MODULE III BRAND CONCEPTS 6+2**

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 7+3**

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+1**

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.

**L – 30; T – 10; Total Hours - 40**

**TEXT BOOKS:**

1. Tapan K Panda, "Product and Brand management", Oxford Press, New Delhi, 2016.

**REFERENCES:**

1. U.C.Mathur, "Product and Brand Management", Excel Books, 2010.
2. Kevin Lane Keller, "Strategic Brand Management", Pearson Education, 2013.
3. S. Ramesh Kumar, "Managing Indian Brands", Vikas publishing House (P) Ltd., 2016
4. RamanujMajumdar, "Product Management in India", Prentice Hall of India, 2002.

**OUTCOMES:**

On successful completion of this course students are 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

<b>MSDY 006</b>	<b>BUSINESS-TO-BUSINESS MARKETING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**OBJECTIVES:**

- 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 BUSINESS-TO-BUSINESS                    6+2**  
**MARKETING**

Nature of B2B / Industrial Marketing - Definition - Business vs Consumer marketing  
 - Types of business Customers - Characteristics of business markets - Classification of Industrial products - Industrial Marketing Environment and Strategies

**MODULE II                    ORGANISATIONAL BUYING AND BUYER BEHAVIOUR                    6+2**

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                    6+2**  
**STRATEGIES**

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

**MODULE IV                    INDUSTRIAL PRODUCT STRATEGIES & CHANNEL                    6+2**  
**DECISION**

Developing Product Strategies – Business 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                    6+2**

## PRICING

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.

**L – 30; T – 10; Total Hours –40**

### TEXT BOOKS:

1. Krishna K. Havaladar, "Industrial Marketing," Tata McGraw Hill, New Delhi, 2014.

### 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, 2017.
2. Alexander Hill, et. al., "Industrial marketing", AITBS, 2014

### OUTCOMES:

On successfully completing this program 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

<b>MSDY 007</b>	<b>CUSTOMER RELATIONSHIP MANAGEMENT AND MARKETING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**OBJECTIVES:**

- 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    4+1**

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

**MODULE II                  CUSTOMER DIMENSION    6+2**

Types of customers - Customer value: concept, types, life time value(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    7+3**

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    7+3**

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 6+1 ISSUES**

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.

**L – 30; T – 10; Total Hours –40**

**TEXT BOOKS:**

1. Kumar, A., Sinha, C. and Sharma, R., “Customer Relationship Management”, Biztantra Publication, New Delhi, 2009

**REFERENCES:**

1. Shainesh, G. and Jagdesh N. Sheth, “Customer Relationship Management”, Macmillan Publishers India Limited, Chennai, 2010
2. Alok Kumar Rai, “Customer Relationship Management concepts and cases”, PHI Learning, New Delhi, 2013
3. Godson, M., “Relationship Marketing”, Oxford University Press, New York, 2009

**OUTCOMES:**

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

- Apply the concepts of customer relationship management and marketing in organizations
- Identify customer attributes and understand behavioral 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.



<b>MSDY 008</b>	<b>SALES AND DISTRIBUTION MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**OBJECTIVES:**

- 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 5+1**

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 - Role of information technology in selling - Types of selling

**MODULE II SALES PLANNING 6+2**

Personal selling Objectives - Sales forecasting - Personal selling Objectives - Sales-related marketing Policies - Determination of kind and size of required sales force - Sales budget - Sales quotas - Sales territories.

**MODULE III PERSONAL SELLING PROCESS & SALES FORCE MANAGEMENT 7+3**

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 - Sales meetings - Evaluating Salespersons - Sales Ethics

**MODULE IV DISTRIBUTION CHANNELS: STRUCTURE AND OPERATION 7+3**

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 5+1**

Designing channel systems – Channel MIS - Channel management: conflict handling, performance and evaluation - legal issues

**L – 30; T – 10; Total Hours –40**

**TEXT BOOKS:**

1. Still, Richard R., Cundiff, Edward W. and Govoni, Norman A.P., “Sales Management: Decisions, Strategies, and Cases”, Prentice-Hall, NJ, 2015

**REFERENCES:**

1. Havaldar, Krishna K. and Cavale, Vasant M., “Sales and Distribution Management”, Tata McGraw Hill, New Delhi, 2017
2. Tapan K. Panda and Sunil Sahadev, “Sales and Distribution Management”, Oxford University Press, New Delhi, 2014

**OUTCOMES:**

On successfully completing this program 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

<b>MSDY 009</b>	<b>DIGITAL MARKETING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**OBJECTIVES:**

- 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 INTRODUCTION 5+1**

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

**MODULE II DIGITAL STRATEGY DEVELOPMENT 5+1**

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

**MODULE III DIGITAL MARKETING: IMPLEMENTATION & PRACTICE 7+3**

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 7+3**

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+2**

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

**L – 30; T –10; Total Hours –40**

**TEXT BOOKS:**

1. Vandana Ahuja, “ Digital Marketing”, OXFORD Press, New Delhi, 2015

**REFERENCES:**

1. Dave Chaffey and Fiona Ellis-Chadwick, “Digital Marketing: Strategy, Implementation and Practice”, Pearson Education, New Delhi, 2012
2. Glen Urban, “Digital Marketing Strategy: Text and Cases”, Prentice Hall, New Delhi, 2004.
3. Jed Alpert, “The Mobile Marketing Revolution: How your brand can have a one-to-one conversation with everyone”, Tata McGraw Hill, New Delhi, 2012.

**OUTCOMES:**

On successfully completing this program 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

<b>MSDY 016</b>	<b>SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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 and stock market trading
- provide knowledge on the technical analysis
- provide knowledge on the fundamental analysis
- provide knowledge on portfolio management

**MODULE I INVESTMENT SETTING 6+2**

Financial and economic meaning of Investment – Characteristics and objectives of Investment – Types of Investment – Investment alternatives – Choice and Evaluation – 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 SECURITIES MARKETS 6+2**

Financial Market - Segments – Types - Participants in financial Market - Primary Market – Methods of floating new issues - Book building – Role of primary market – Regulation of primary market- Stock exchanges in India – BSE, OTCEI , NSE, ISE, and Regulations of stock exchanges – Trading system in stock exchanges – Investor protection, Roles and Responsibilities of SEBI in Capital Market.

**MODULE III FUNDAMENTAL ANALYSIS 6+2**

Concept - Economic Analysis – Economic forecasting and stock Investment Decisions - Industry Analysis - Industry classification, Industry life cycle – Company Analysis– Valuation Techniques - Measuring Earnings – Forecasting Earnings– Graham and Dodds investor ratios.

**MODULE IV TECHNICAL ANALYSIS 6+2**

Technical Analysis – Charting methods – Market Indicators - Trend -Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – Market

Indicators – Efficient Market theory - Different forms - Challenges to the Efficient Market Hypothesis.

**MODULE V                      PORTFOLIO MANAGEMENT                      6+2**

Portfolio Management - Portfolio analysis –Portfolio Selection –Capital Asset Pricing model -Valuation and Validity – Portfolio Revision – Portfolio Evaluation – Mutual Funds.

**L – 30; T- 10; Total Hours –40**

**TEXT BOOKS:**

1. Donald E. Fischer & Ronald J.Jordan, “Security Analysis and Portfolio Management“, 8th Edition, Prentice Hall of India (P) Ltd, 2011.

**REFERENCES:**

1. Prasanna Chandra, “Investment analysis and Portfolio Management”, Tata McGraw Hill, 2017.
2. V.A. Avadhani, “Security Analysis and Portfolio Management” 10th Edition, Himalaya Publishing House, 2011.
3. Cheng-Few Lee, Joseph Finnerty, John Lee, Alice C Lee, Donald Wort, "Security Analysis, Portfolio Management, and Financial Derivatives", World Scientific Publishing Company, 2012.
4. S. Kevin, “Security Analysis and Portfolio Management“, PHI Learning Pvt. Ltd., 2015.

**OUTCOMES:**

Students would be able to

- identify different types of investment instruments and 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.
- evaluate the performance of portfolio of investments.

<b>MSDY 017</b>	<b>FINANCIAL SERVICES</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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 3+0**

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

**MODULE II HIRE PURCHASE & LEASING 4+2**

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 8+3**

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 8+3**

Mutual funds: concept and role – types & products – fund structure & constituents- fund distribution – sale process - Credit rating: definition, advantages, process and limitations - country, Business, SME, Personal.

**MODULE V FUND BASED FINANCIAL SERVICES 7+2**

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.

**L – 30; T- 10; Total Hours –40**

**TEXT BOOKS:**

1. M.Y. Khan, “Financial Services”; Tata McGraw-Hill Education, 2004

**REFERENCES:**

1. Dr. S. Gurusamy, “Financial Services ”2/E , Tata McGraw-Hill Education, 2009
2. Machiraju, “Indian Financial System”; Vikas Publishing House, 2nd Edition, 2002.
3. Rajesh Kothari, “Financial Services in India - Concept and Application”, Sage Publishing, 2011

**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.



<b>MSDY 018</b>	<b>INTERNATIONAL FINANCIAL MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**OBJECTIVES:**

The objectives of the course is 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+0**

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 7+3**

Definition of foreign exchange market and the exchange rate - quotations at the foreign exchange market - spot market - forward market – The relationship between the forward rate and the future spot rate-Arbitrage in the foreign exchange market-Foreign Exchange Management Act (FEMA). Indian Forex Market - structure - exchange rate fixation.

**MODULE III EXCHANGE RATE DETERMINATION AND FORECASTING 7+3**

Theories of exchange rate determination – Purchasing Power Parity theory (PPP)- Absolute and relative PPP. Factors influencing exchange rates. The need and importance for forecasting exchange rates - Forecasting techniques - Technical forecasting - Fundamental forecasting - Market-based forecasting – Mixed forecasting.

**MODULE IV FINANCING FOREIGN TRADE 7+2**

Problems faced by developing countries for promoting trade. Payment terms in International trade- Documents- Financing techniques – Government sources of export financing and credit insurance-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                    5+2**  
**CORPORATIONS**

Input for multinational capital Budgeting – Issues in foreign investment analysis- Foreign project appraisal- Political risk analysis- Growth options and project evaluation - factors to be considered in multinational capital budgeting. Foreign exchange exposure.

**L – 30; T – 10; Total Hours - 40**

**TEXT BOOKS:**

1. Alan C.Shapiro, “Multinational Financial Management”, Wiley John Wiley & Sons Inc.,10<sup>th</sup> edition, 2013

**REFERENCES:**

1. A.K Seth, “International Financial Management,” Galgotia Publishing Company. New Delhi, 2004.
2. Jeff Madura , “International Financial Management” Thomson Learning, 11<sup>th</sup> edition, 2011.
3. Reid W. Clich, Joshua D Coval, “ International Financial Management” Prentice Hall, 2004.
4. Keith Pilbeam , “International Finance” Palgrave Macmillan, 2006.

**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

<b>MSDY 019</b>	<b>STRATEGIC FINANCIAL MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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 5+0**

Strategic Financial Management: Meaning, definition, Characteristics, scope, Importance - Financial Planning : Meaning, Definition, principles, Types, 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+3**

Risk: Meaning, Definition, Types - Risk and Uncertainty: types of uncertainty, Sources of uncertainty - Investment decisions under risk and uncertainty: 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+1**

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

**MODULE IV FINANCING DECISIONS - CAPITAL STRUCTURE 6+3 THEORIES**

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+3**

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

**L – 30; T – 10; Total Hours – 40**

**TEXT BOOKS:**

1. Shashi K.Gupta and R.K.Sharma, "Financial Management-Theory and Practice", Kalyani publishers, 8<sup>th</sup> revised edition, 2016.
2. S.N.Maheshwari, "Financial Management - Principles and Practice," Sultan Chand and Sons, 14th revised edition, 2013.

**REFERENCES:**

1. M Y. Khan and P.K Jain, "Financial Management - Text, Problems and Cases," Tata Mc Graw Hill Education Pvt. Ltd., 3<sup>rd</sup> reprint, 2012.
2. Rajni Sofat and PreetiHiro , "Strategic Financial Management", PHI Learning Pvt.Ltd., 2011.

**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.

<b>MSDY 020</b>	<b>FINANCIAL TECHNOLOGY</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**OBJECTIVES:**

- Understand the evolution of disruptive financial service models
- Acquire knowledge on digital payments and digital lending
- Understand technology based investment consultancy
- Exposure to crypto currencies and blockchain technology
- Gain knowledge on Fintech regulations in India

**MODULE I INTRODUCTION 6+2**

FinTech Transformation – Disruptive financial models - Evolution in Infrastructure, banks, startups and emerging markets. Types of Fintech Companies

**MODULE II DIGITAL PAYMENTS AND DIGITAL LENDING 6+2**

Digital payments, Mobile apps, and social payments. Peer-to-Peer Lending, Consumer Lending, Students Lending, Business Lending

**MODULE III TECH BASED WEALTH MANAGEMENT 6+2**

Financial Advising through Robotics, Artificial Intelligence using Big Data, and Internet of Things

**MODULE IV BLOCK CHAIN AND DISTRIBUTED LEDGER 6+2**

Blockchain Technology– Origin, Mechanism, Developments, Cryptocurrency – Major types, Advantages and Challenges

**MODULE V FINTECH REGULATIONS 6+2**

Fintech regulations in India, Success stories, Case studies and future trends

**L – 30; T- 10; Total Hours –40**

**TEXT BOOKS:**

1. Augustin Rubini, Fintech in a Flash, Financial Technology Made Easy, Simtech Ltd, London, 2017 (Third Edition)

**REFERENCES:**

1. Richard Hayen, FinTech: The Impact and Influence of Financial Technology on Banking and the Finance Industry, Amazon Asia-Pacific Holding Private Ltd, 2018
2. Parag Y Arjunwadkar, FinTech: The Technology Driving Disruption in the Financial Services Industry, CRC Press Taylors & Francis, 2018

**OUTCOMES:**

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

- Learn evolution of disruptive fintech business models
- Acquire knowledge on digital payments and digital lending
- Understand technology based investment consultancy
- Exposure to crypto currencies and blockchain
- Gain knowledge on the Fintech regulations in India

<b>MSDY 021</b>	<b>DERIVATIVES MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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
- calculate the prices of derivative instruments
- understand the underlying strategies for trading
- understand the range and diversity of derivatives market and how they relate to the needs

**MODULE I DERIVATIVES - INTRODUCTION 6+2**

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+2**

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+2**

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+2**

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+2**

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

**L – 30; T- 10; Total Hours –40**

**TEXT BOOKS:**

1. John C Hull, "Options, Futures and other Derivatives", 8/E, Pearson Education, 2012.

**REFERENCES:**

1. Durbin, Michael (2011). All About Derivatives (2nd ed.). New York: McGraw-Hill.
2. D.C. Patwari, "Options and Futures in an Indian Perspective", Jaico Publishing House, 2004.
3. Don M. Chance, Robert Edwin Brooks, An Introduction to Derivatives and Risk Management, South-Western Cengage Learning, 2013
4. 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



<b>MSDY 022</b>	<b>RISK MANAGEMENT AND INSURANCE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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 5+1**

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 7+2**

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 9+3**

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+2**

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 2+2**

Premium calculation - Insurance accounting.

**L – 30; T – 10; Total Hours – 40**

**TEXT BOOKS:**

1. Alka Mittal, Gupta S.L. "Principles of Insurance and Risk Management", Sultan Chand and Sons, 2010.

**REFERENCES:**

1. James T.Gleason, "Risk; The New Management Imperative in Finance", JaicoPublishing House, 2004.
2. 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

<b>MSDY 023</b>	<b>BANKING MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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
- non – performing assets in banking.

**MODULE I INTRODUCTION 5+0**

Origin of banks. Definition and classification of banks. Functions of Central bank and Commercial bank, RBI Act 1934- Banking Regulation Act 1949

**MODULE II BANKING PRACTICES AND CAPITAL ADEQUACY 7+2  
NORMS**

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 6+2**

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 6+3**

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

**MODULE V NON PERFORMING ASSETS 6+3**

Meaning, Types and classification of Non Performing Assets in banks, Calculation of NPAs, Implication to banks, Remedial measures, Sector wise NPA.

**L – 30; T – 10; Total Hours – 40**

**TEXT BOOKS:**

1. Jagroop Singh “ Banking Theory – Law and Practice”, Kalyani Publishers, 2017.

**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.
- Non – performing assets in banking

**MSDY 024****WORKING CAPITAL MANAGEMENT**

L	T	P	C
3	1	0	4

**OBJECTIVES:**

- To understand the objectives and components of working capital management
- Understand how working capital management affect liquidity and profitability of the firm
- Know the determinants of working capital requirement in an industry and causes of aggressive and conservative working capital
- Understand and apply the concept of cash conversion cycle in determining working capital requirement of a firm
- Know the causes and remedies of the concept of overtrading
- Understand the changes in working capital requirements

**MODULE I INTRODUCTION****7+2**

Working Capital Management: Meaning, definition, characteristics, scope, objectives, importance; Types-Fixed and flexible working capital; Components of working capital management- cash, accounts receivables, stocks and accounts payables; determinants of working capital requirement.

**MODULE II WORKING CAPITAL MANAGEMENT: EFFECT ON LIQUIDITY AND PROFITABILITY 8+3**

Cash management, stock management, Account receivables management, and Accounts payables management. Liquidity: meaning, definition, causes and effect on profitability- Profitability: meaning, profitability, relationship between working capital and profitability.

**MODULE III CASH CONVERSION CYCLE AND EFFICIENT WORKING CAPITAL MANAGEMENT 8+3**

Cash Conversion Cycle: Meaning, definition, types based on industry characteristics and determinants –Computation of cash conversion cycle–interpretation and application. Measures to improve the cash conversion cycle. Efficient working capital management- meaning, effects on performance.

## **MODULE IV THE CONCEPT OF OVERTRADING AND CHANGES IN 7+2 WORKING CAPITAL**

Overtrading – Meaning, causes, features and remedies general application of overtrading, Aggressive and conservative working capital – meaning and effects on profitability. Working capital changes-factors, effects on liquidity.

**L – 30; T – 10; Total Hours – 40**

### **TEXT BOOKS:**

1. Shashi K.Gupta and R.K.Sharma, “Financial Management-Theory and Practice”, Kalyani publishers, 8th revised edition, 2016.
2. Chandra, Prasanna, “Financial Management: Theory and Practice” McGraw Hill Education (India). 9<sup>th</sup> revised edition, 2015.
3. S.N.Maheshwari, “Financial Management - Principles and Practice,” Sultan Chand and Sons, 14th revised edition, 2013.
4. Chandra, Prasanna, “Financial Management”, Tata McGraw- Hill Education Private Ltd. New Delhi, 7<sup>th</sup> edition, 2008

### **REFERENCES:**

1. M Y. Khan and P.K Jain, “Financial Management - Text, Problems and Cases,” Tata Mc Graw Hill Education Pvt. Ltd., 3rd reprint, 2012.
2. Rajni Sofat and PreetiHiro, “Strategic Financial Management”, PHI Learning Pvt.Ltd., 2011

### **OUTCOMES:**

After completion of the students will be able to

- Ascertain the determinants of working capital components for firms.
- Compute working capital cycle (cash conversion cycle) and apply the concept effectively
- Understand the effect of working capital on profitability
- Understand the implication of efficient working capital management

<b>MSDY 031</b>	<b>MANAGERIAL BEHAVIOUR AND EFFECTIVENESS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**OBJECTIVES:**

The objective of the course would be to

- 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 as leaders in the corporate world.
- Help in updating knowledge about the emerging horizon for managers

**MODULE I                      DIMENSIONS OF MANAGERIAL JOB                      7+2**

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                      PROFESSIONALISM AND MANAGERIAL                      6+2  
EFFECTIVENESS**

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.

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 III                      EMOTIONAL INTELLIGENCE AND STRESS                      5+2**

**MANAGEMENT FOR MANAGERS**

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.-Stress - Meaning, Causes, Symptoms, Verbal and Non-verbal indicators of stress, Nature of stress, Family Stress, Work related stress - Role stress, Managerial stress, Stress and Performance, Stress and Employee Well Being, Burnout, Stress and Conflict, Stress and Personality.

**MODULE IV                      NEGOTIATION AND CONFLICT RESOLUTION SKILLS                      6+2  
FOR MANAGERS**

Meaning of negotiation, Negotiation process, Assumptions in negotiation, Model of Negotiation, Characteristics of effective negotiators, Managerial skills required to negotiating effectively- Nature of conflict, Condition for cooperation, competition and conflict. Conflict management strategies: Avoidance, accommodation, Compromise, Collaboration, Competition

**MODULE V                      EMERGING HORIZONS FOR MANAGERS                      6+2**

Recent Issues and Challenges for Managers

**L –30; T-10; Total Hours –40**

**TEXT BOOKS:**

1. Daniel Goleman, Leadership: The Power of Emotional Intelligence, UK, More Than Sound LLC. Kindle Edition, 2011.
2. Peter. F. Drucker, The Effective Executive, New York: Harper Collins, 2007.
3. Daniel Goleman, Emotional Intelligence, New York: Bantam Dell, 2006.

**REFERENCES:**

1. Haider Yasmeen, Managerial Behavior and Effectiveness, Course Material, Chennai: Centre for Distance Education, Anna University, 2007
2. Watts, S.H. Managing Technical People, Delhi: Pearson Education, 2007

**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 managerial skills facilitating in 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 and work accordingly towards personality transformation.
- Comment and propose solutions for any issues pertaining to organisations

<b>MSDY 032</b>	<b>HUMAN RESOURCES ACCOUNTING AND</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>AUDIT</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**OBJECTIVES:**

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

- Learn the basic concepts and importance of HR Accounting and Audit
- Analyze the return on investment in employees
- Acquaint students with HR Score Card and HR Accounting Software
- Equip with the necessary knowledge and skills to involve efficiently in HR Audit.
- Equip students to prepare HR Audit Report

**MODULE I INTRODUCTION 6+2**

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 6+2**

Human Resource Cost Justification - 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+2**

Developing Human Resource Accounting System –Implementation of Human Resource Accounting System – Integration with other Accounting System – HR Score Card: Constituents, Perspective of HR Score Card, Linking of Objectives and HR Strategy Map– Instrument in HR Audit –Human Resource Accounting Software

**MODULE IV HUMAN RESOURCE AUDIT 6+2**

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 6+2**

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

**L – 30, T – 10; Total Hours – 40**

**TEXT BOOKS:**

1. John McConnell, “Auditing your Human Resources Department” (2nd edition), New York, AMA’s publishing division, 2011
2. Eric. G. Flamholtz, “Human Resource Accounting” (3rd edition), USA, Kluwer Academic Publishers, 1999.

**REFERENCES:**

1. T.V. Rao, “HRD Audit”, New Delhi, Sage Publications, 1999.
2. Mark. A. Huselid, Brian E. Becker and Richard W. Beatty, “The Workforce Scorecard: Managing Human Capital To Execute Strategy, Harvard Business Review Press, 1<sup>st</sup> Edition, 2005

**OUTCOMES:**

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

- Distinguish between human resource accounting and other types of 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.

<b>MSDY 033</b>	<b>PERFORMANCE MANAGEMENT AND TRAINING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**OBJECTIVES:**

The objective of the course is to

- Develop familiarity with the concept of Strategic Performance Management System
- Create understanding of the three stages of SPM Cycle
- Point out the importance of Training need Analysis
- Impart knowledge on the various methodology applied for evaluation of training
- Creating awareness about the future trends in Training and Development
- The teaching of the course will be carried out using PBL Method

**MODULE I STRATEGIC PERFORMANCE MANAGEMENT 5+2**

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

**MODULE II STRATEGIC PERFORMANCE MANAGEMENT DEVELOPMENT CYCLE 7+2**

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- Ethics in Performance Management. Culture and Value Creation for Organizational Excellence

**MODULE III TRAINING NEED ASSESSMENT 5+2**

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 7+2**

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+2**

Challenges in Career Management, Cross-Cultural Preparation, Life-Long Learning, Self-Learning and Action/Outcome Based Training Program, Managing Dysfunctional Behaviours, Technology and Multimedia in Training-Discussion. Industry Specific Competencies and Its Implications on Training and Performance Management

**L –30; T-10 Total Hours – 40**

**TEXT BOOKS:**

1. Tim Baker-Performance Management for Agile Organizations: Overthrowing the Eight Management Myths that Hold Businesses Back, 1st ed, Kindle Edition, 2017
2. Allen. L. Colquette- The Next Generation Performance Management, Information Age Publishing INC. Charlotte, USA, 2017
3. Andre de Wal. —Strategic Performance ManagementII, New York: Palgrave Macmillan, 2007.
4. Raymond, A and Amitabh Deo. —Employee Training and DevelopmentII, New Delhi:Tata Mc Graw Hill, 2012
5. Bernard Marr, —Key Performance Indicators (KPI): The 75 measures every manager needs to knowII, Prentice, 2012.

**REFERENCE:**

1. Topomoy Deb. —Training and Development, Concepts and ApplicationsII, New Delhi: Ane Books India, 2008.
2. Irwin L. Goldstein. —Training in OrganizationsII, New Delhi: Cengage Learning, 2012.

**OUTCOMES:**

The students will be able to

- Use the feasibility analysis tool, to evaluate whether the organization is ready to go in for strategic performance management system.
- Identify the type of Parenting Style followed by different business organizations and formulate critical success factor and key performance indicators matching job environment.
- Design and schedule the training programme
- Measure Cognitive, Behavioral and Affective outcome of a training program.
- Discuss and comment on the future trend and developments in the area of performance management and training.

<b>MSDY 034</b>	<b>INDUSTRIAL RELATIONS AND LABOUR LEGISLATION</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**OBJECTIVES:**

The objectives of the course are:

- To provide information on the current scenario of industrial relations.
- To make students be aware of 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 industrial safety and risk preventive measures.
- To give insight on the key labour laws and its benefits

**MODULE I                      HISTORY AND EVOLUTION OF INDUSTRIAL                      6+2**  
**RELATIONS AND TRADE UNION MOVEMENT IN INDIA**

Issues and Challenges in Sustaining Cordial Industrial Relations (IR), Changed 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                      6+2**

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 Stoppages - Their Impacts and Resolution.

**MODULE III                      SOCIAL SECURITY BENEFITS AND WELFARE                      6+2**  
**MEASURES**

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                      6+2**

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

**MODULE V                      LABOUR LEGISLATIONS****6+2**

History and Development of Labour Legislations, Uniqueness and complexities in the evolution of Indian Labour Laws. Few more 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.

**L – 30, T – 10; Total Hours – 40****TEXT BOOKS:**

1. Arun Monappa, Ranjith Nambudiri and Patturaja Selvaraj, "Industrial Relations and Labour Laws", McGraw Hill Education, 2<sup>nd</sup> Edition, 2017.
2. N.D. Kapoor Elements of Mercantile Law, Sultand Chand & Sons, 34th Reprint, 2013.

**REFERENCES:**

1. C.B. Memoria, "Dynamics of Industrial Relations", Himalaya Publishing House, 16<sup>th</sup> Revised Edition, 2016.
2. P.N.Singh and Neeraj Kumar Employee Relations Management, Pearson, New Delhi, 2011.
3. S.K. Puri, Labour & Industrial Law, Allahabad Law Agency, New Delhi, 10th Edition, 2011.

**OUTCOMES:**

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



<b>MSDY 035</b>	<b>ORGANIZATIONAL STRUCTURE AND DESIGN</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**OBJECTIVES:**

The specific objectives of the course is to make students:

- Learn how organizational structures are framed.
- Determine the organizational goals
- Discuss major organizational designs 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.
- Highlight the importance of the study of environment in designing the structure and managing the organization

**MODULE I INTRODUCTION TO ORGANIZATIONS STRUCTURE AND DESIGN 6+2**

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 6+2**

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 6+2**

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 6+2**

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, Perrow's Technology Typology, Thompson: Technological Uncertainty, Impact of IT in Technological Design.

## **MODULE V                    MANAGING ORGANISATION AND ITS ENVIRONMENT                    6+2 EFFECTIVELY**

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

**L – 30, T – 10; Total Hours – 40**

### **TEXT BOOKS:**

1. Mirza .S. Saiyadain and Poornima Gupta, "Organization Structure and Design- An Indian Perspective", New Delhi: MacMillan India Ltd, 2009.

### **REFERENCES:**

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

### **OUTCOMES:**

- Draw open system model for organizations.
- Develop official and operative goals for organizations using key result areas.
- Draw and design structure of an organization in alignment with the strategies adopted
- Assess the technology to map the designing of organization structure.
- Scan environment as an important ingredient of structuring the organization.

<b>MSDY 036</b>	<b>STRATEGIC HUMAN RESOURCE MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**OBJECTIVES:**

The objectives of the course is to make the students:

- Identify Strategic Role of Human Resource Management in organizations.
- Generate new HR strategies to meet recent business needs.
- Familiarize the various functions of SHRM for managing the workforce
- Analyze the best practices for retention of employees
- Learn Human Resource Information Systems and its importance in taking strategic decisions.

**MODULE I                    INTRODUCTION TO STRATEGIC HUMAN RESOURCE                    7+2  
MANAGEMENT**

Definition, Objectives, Investment perspective of Human Resource Management – Traditional and Non Traditional Approaches, HR manager as a Strategic Partner , Challenges in Strategic Human Resource Management; Models of Strategy – Industrial Organization Model, Resource Based Model; Process of Strategic Management

**MODULE II                    THE EVOLVING STRATEGIC ROLE OF HUMAN                    7+2  
RESOURCE MANAGEMENT**

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                    7+2**

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                    5+2  
MANAGEMENT**

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 4+2**

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.

**L – 30, T – 10; Total Hours – 40**

**TEXT BOOKS:**

1. Jeffrey A.Mello, Strategic Human Resource Management (2nd edition), New Delhi, Thompson Publication, 2003.

**REFERENCES:**

1. Michael J. Kavanagh, Mohan Thite. “Human Resource Information Systems: Basics, Applications, and Future Directions”, New Delhi, Sage Publications, 2009
2. Saiyadin, M.S. Human Resource Management (3<sup>rd</sup> edition), New Delhi, Tata McGraw hill, 2003.
3. Anuradha Sharma, “Strategic Human Resource Management: An Indian Perspective”, Sage Response, 2006.

**OUTCOMES:**

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

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

<b>MSDY 037</b>	<b>INTERNATIONAL HUMAN RESOURCES MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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
- Understand the reason for success and failures in global assignments.

**MODULE I INTRODUCTION 6+2**

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+2**

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+2**

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                      6+2  
CONTEXT**

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

**MODULE V                      INTERNATIONAL HUMAN RESOURCE MANAGEMENT                      6+2  
TRENDS**

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.

**L –30; T-10- Total Hours –40**

**TEXT BOOKS:**

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.

**REFERENCES:**

1. Tony Edwards and Chris Rees, International Human Resource Management, Pearson Education, 2005.
2. Dean McFarlin and Paul Sweeney, International Organizational Behavior: Transcending Borders and Cultures, Routledge, 1<sup>st</sup> Edition, 2012
3. Nancy J. Adler and Allison Gundersen, International Dimensions of Organizational Behavior, Cengage Learning, 5<sup>th</sup> 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 organizations.
- 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.

<b>MSDY 038</b>	<b>TALENT ACQUISITION AND RETENTION</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**OBJECTIVES:**

The objectives of this course would be to:

- Examine the importance of Talent Acquisition in the organization
- Facilitate the students to identify the type of people an organization wants to attract through various activities
- Identify the best practices to reach the targeted employees
- Provide the ways to engage and retain talent
- Explore the use of technology to tap the talent

**MODULE I                      INTRODUCTION TO TALENT ACQUISITION AND                      6+2**  
**RETENTION**

Talent Acquisition: Definition, Need of Talent Acquisition, Key Process of Talent Acquisition – Benefits of Organizations from Recruiting Talent – Staffing Models and Strategy – Importance of Retention in Economy – Process of Retaining Talent Pool – Steps to Prevent High Turnover Rate – Importance of Maintaining a Competitive Hiring Advantage – Consequences of Failure in Managing Talent

**MODULE II                      STAFFING ACTIVITIES                      6+2**

Talent Attraction Process – Recruitment Vs Selection – Person-Job-Fit & Person-Organization-Fit Analysis – Sources of Recruitment: External Recruitment, Internal Recruitment – Methods of Recruitment – Selection Methods: External Selection, Internal Selection – Internet Based Selection – Equality and Legal Issues – Legal Compliance in Talent Acquisition – Common Errors in Attracting Talent – Fishbowl Concept – On boarding – Blue Money and Green Money Turnover Calculations

**MODULE III                      OPTIMIZING TALENT                      6+2**

Halo Effect & Recency Effect in Talent Acquisition – Identification of High Potential Talent – Critical Success Factors to Create Talent — Mapping Business Strategies and Talent Acquisition Strategies – Corporate Restructuring: Business Process Re-engineering

**MODULE IV                      ENGAGING AND GROWING TALENT                      6+2**

Retention Management – Devising An Effective and Desirable Corporate Wellness Program – Importance of assessing Employee Engagement in Organizations – Best

Practices of Employee Engagement and Improving Retention – Organizational Learning: Importance of Training in Enhancing Employee Loyalty – Managing Attrition in High Performing Teams – Surviving a Talent Crunch – Role of HR in Engaging Talent

**MODULE V                      NEW PARADIGM IN TALENT ACQUISITION                      6+2**

Employer Branding: Definition, Need, Scope and factors of Employer Branding – Leadership Development – Succession Planning in Organization – Role of IT in Effective Talent Management System – Contemporary Talent Management Issues, Challenges and Best Practices

**L – 30; T – 10; Total Hours – 40**

**TEXT BOOKS:**

3. Heneman, H.G. III, Judge, T.A. & Kammeyer-Muller, J.D. “Staffing Organizations”, McGraw-Hill international edition, 9<sup>th</sup> edition, 2015.
4. Lance A. Berger and Dorothy R. Berger, “The Talent Management Handbook, Creating a Sustainable Competitive Advantage by Selecting, Developing, and Promoting the Best People”, 2<sup>nd</sup> Edition, 2010.

**REFERENCES:**

1. Jean, M. Phillips, “Strategic Staffing”, 3<sup>rd</sup> Edition; New Delhi: Pearson Education, 2015.
2. Doris Sims and Matthew Gay, “Building Tomorrow's Talent: A Practitioner's Guide to Talent Management and Succession Planning”, Authorhouse, 2007.

**OUTCOMES:**

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

- Recognize why and how companies benefit from recruiting talent.
- Explain the core staffing practices.
- Analyze the various strategies to identify high potential talent
- Examine the activities which contribute the engagement and retention
- Identify the contemporary practices of employer branding



<b>MSDY 046</b>	<b>BUSINESS ANALYSIS AND SYSTEMS DEVELOPMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**OBJECTIVES:**

- 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                      6+2  
RESPONSIBILITIES**

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                      6+2  
DEVELOPMENT**

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+2**

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

**MODULE IV                    REQUIREMENTS ANALYSIS AND PROCESS                    6+2**  
**MODELING**

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+2**

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

**L – 30; T – 10; Total Hours – 40**

**TEXT BOOKS:**

1. Howard Podeswa, The Business Analyst's Handbook, Course Technology PTR, 2008.
2. Jeffrey A. Hoffer, Joey F. George, Joseph S. Valacich, Modern System Analysis and Design, Pearson – Prentice Hall, 2007.

**REFERENCES:**

1. Smart BA Professional training program material.
2. Enterprise Architect 11 software training material.

**OUTCOMES:**

- 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 and identify KPI's and link those processes in the data model

<b>MSDY 047</b>	<b>DATABASE MANAGEMENT SYSTEMS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**OBJECTIVES:**

- 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
- Realize the imminent security issues coupled with database management.

**MODULE I INTRODUCTION TO DBMS 6+2**

Database Systems – Definition – Components – Advantages over the File System – Objectives – Evolution.

**MODULE II MODELS 6+2**

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+2**

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+2**

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+2**

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

**L – 30; T – 10; Total Hours – 40**

**TEXT BOOKS:**

1. RamezElmasri 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. Rob Cornell, Database Systems Design and Implementation, Cengage Learning, 2011.

**REFERENCES:**

1. C.J. Date, A. Kannan and S. Swamynathan, "An Introduction to Database Systems", Eighth Edition, Pearson Education, 2006.
2. AtulKahate, "Introduction to Database Management Systems", Pearson Education, New Delhi, 2006.
3. Raghu Ramakrishnan, "Database Management Systems", Fourth Edition, Tata Mc Graw Hill, 2010.

**OUTCOMES:**

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

<b>MSDY 048</b>	<b>E-COMMERCE TECHNOLOGY</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**OBJECTIVES:**

- 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+2**

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+2**

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+2**

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+2**

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, Cyber vandalism, 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 6+2**

## NETWORKS

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 .

**L – 30; T – 10; Total Hours – 40**

### TEXT BOOKS:

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

### REFERENCES:

1. Joseph, P. T. E-commerce: An Indian perspective. New Delhi: Prentice-Hall of India, 2012.
2. Henry Chan et al., E-Commerce – fundamentals and Applications, Wiley India Pvt. Ltd, 2007.
3. Gary P. Schneider, Electronic commerce, Thomson course technology, Fourth annual edition, 2007.

### OUTCOMES:

- Identifying EC business models based on various business needs.
- Recognizing the technological requirements for developing an 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

<b>MSDY 049</b>	<b>STRATEGIC INFORMATION TECHNOLOGIES FOR MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**OBJECTIVES:**

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

**MODULE I                      UNDERSTANDING IT FOR ORGANIZATIONAL                      6+2**  
**ADVANTAGE**

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+2**

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+2**

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+2**

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+2**

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

**L – 30; T – 10; Total Hours – 40**

**TEXT BOOKS:**

1. Turban and Volonino, Information Technology for Management, John Wiley & Sons, 8th Edition, 2011.

**REFERENCES:**

1. James A O'Brien, George M. Marakas and Ramesh Behl, Management Information Systems, McGraw Hill Education, 10th Indian edition, 2013.

**OUTCOMES:**

- Relate to the journey of data and its relative impact on business
- Realize the importance of calibrating data for competitive advantage
- Learn the Extraction, Transformation and Load process of data from social media
- Acquire an understanding of how organizations use BI to sustain their competitive advantage
- Gain knowledge on managing business processes.



<b>MSDY 050</b>	<b>ENTERPRISE RESOURCE PLANNING AND MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**OBJECTIVES:**

- Gain insight into the evolution of ERP systems
- Gain knowledge on the pre-implementation phase of ERP systems
- Appreciate the functionality of different ERP modules
- Learn to select and implement ERP systems
- Gain insight to ERP industrial needs

**MODULE I                    EVOLUTION OF ERP SYSTEMS                    6+2**

Understanding to Business Functions and Business Processes – Issues related to Functional Area Information Systems and Integration – Evolution of Enterprise System – Concepts of ERP Systems – Role and Benefits of ERP Systems in Organizations – Managerial Trends in ERP adoption.

**MODULE II                    PRE-IMPLEMENTATION PHASE OF ERP SYSTEMS                    6+2**

Introduction to ERP Software Packages - Major ERP software products – Choosing ERP Consultants – Requirement Analysis – Feasibility Analysis – Vendor Selection – Business Process Reengineering Concepts – Process Improvement – Modeling Business Process – Organizational Readiness – Implementation Approaches.

**MODULE III                    MODULES OF ERP SYSTEMS                    6+2**

Sales and Marketing Modules – Distribution Modules – Customer Relationship Management – Production – Production Planning Process – Supplier Systems – Supply Chain Management – Accounting and Finance – Credit Management – Product Profitability analysis – Human Resources Modules – Current Business Modules.

**MODULE IV                    DESIGN AND IMPLEMENTATION ISSUES OF ERP SYSTEMS                    6+2**

Process Modelling: ERP Workflow Tools, Event Process Chain Diagrams – Process Improvement and Implementation – Designing ERP Systems – ERP Infrastructure Planning – Implementation and Change Management

**MODULE V                    ERP FOR INDUSTRIES                    6+2**

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.

**L – 30; T – 10; Total Hours – 40**

**TEXT BOOKS:**

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

**REFERENCES:**

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

**OUTCOMES:**

- Appreciate the benefits of using ERP systems
- Plan and manage the pre-implementation phase of ERP systems
- Identify the importance of different ERP functional modules and its relevance in present day businesses
- Select and manage the implementation of ERP systems
- Apply ERP systems based on industrial needs

<b>MSDY 051</b>	<b>WEB TECHNOLOGIES</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**OBJECTIVES:**

- 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+2**

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+2**

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+2**

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+2**

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+2**

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

Connected Devices Management.

**L – 30; T – 10; Total Hours – 40**

**TEXT BOOKS:**

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

**REFERENCES:**

1. Daniel Kellmerit and Daniel Obodovski, "The Silent Intelligence: The Internet of Things", DnD Ventures; First edition, 2013.

**OUTCOMES:**

- 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.

<b>MSDY 061</b>	<b>SUPPLY CHAIN MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**OBJECTIVES:**

- Learn the fundamentals 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+2**

Supply Chain – Meaning - Evolution - Supply Chain Management - Logistics and SCM - Value Chain - Supply Chain Macro Processes - Interface of Technology - Process and People in Supply Chain

**MODULE II SUPPLY CHAIN STRUCTURE 6+2**

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+2**

Role of Supply Chain Managers - Organizational Issues in SCM, Corporate Size, Business Complexity, Ownership Pattern, and Impact on Decision Making - Intra-organization Decision Making Vs. Outsourced Supply Chain, Linking Strategic Supply Chain Decisions with Corporate Strategies, SBU-Level Strategies, Functional-Level Strategies

**MODULE IV SUPPLY CHAIN DRIVERS 6+2**

Supply Chain Drivers and Supply Chain Performance - Facilities – Inventory - Transportation - Information - Sourcing – Pricing. Trade-offs in Designing Supply Chain Drivers, Supply Chain Metrics

**MODULE V BEST PRACTICES****6+2**

Tierization of Suppliers, Reverse Logistics, Vendor-managed Inventory, Milk Run System, Bar Coding, Hub and Spoke Concept, Third-party and 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

**L – 30; T – 10; Total Hours – 40****TEXT BOOKS:**

1. Sunil Sharma, Supply Chain Management: Concept, Practices and Implementation, Oxford Press, New Delhi, 2010.
2. Sunil Chopra, Peter Meindl and D.V. Kalra. Supply Chain Management: Strategy, Planning, and Operation, Pearson Education, 5th Edition, New Delhi, 2013.

**REFERENCES:**

1. Chandrasekaran. N, Supply Chain Management: Process, System and Practices, Oxford Press, New Delhi, 2010.
2. 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

<b>MSDY 062</b>	<b>PURCHASE MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**OBJECTIVES:**

- Learn the fundamentals of sourcing and supplier management
- Get insight into the design and structure of purchase department
- Learn the traditional and contemporary purchasing models
- Learn to do negotiation in purchasing
- Get exposed to global procurement

**MODULE I                    SOURCING AND SUPPLIER MANAGEMENT                    6+2**

Sourcing - Sourcing process, Sourcing information, Directives, E-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 and Problems of outsourcing - Supplier Relationship Management - Models of supplier relationships - e- SRM.

**MODULE II                    PURCHASING STRUCTURE AND DESIGN                    6+2**

Perspectives on purchasing, Definitions, The evolution of purchasing, Purchasing and change, Business environmental factors and purchasing structures – Purchasing as a functional department - Cross-functional purchasing, Divisional purchasing structures, Centralized purchasing, Decentralized purchasing, Purchasing in multi-plant organizations, Evolving purchasing structures

**MODULE III                    E - PROCUREMENT                    6+2**

Evolution of 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+2**

Buying at the Right Price – Price and Value - Approaches to negotiation, The content of negotiation, Factors in negotiation, The negotiation process, Pre-negotiation, The

actual negotiation, Post 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 OVERSEAS BUYING 6+2**

Motives for buying from overseas - Challenges in overseas buying - Sources of information - Costs and considerations - Factors in successful overseas buying - Advantages and disadvantages of overseas buying

**L – 30; T – 10; Total Hours – 40**

**TEXT BOOKS:**

1. Kenneth Lysons, "Purchasing and supply chain management", Pearson Education, Ninth Edition, 2016.

**REFERENCES:**

1. Benton W.C., "Purchasing and Supply chain Management", Mcgrawhill Education, Second Edition, 2015
2. 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 supply base
- Appreciate and design the various purchasing structures
- Adopt to e-procurement methods and models
- Negotiate with suppliers to get the best price for materials
- Carry out overseas purchasing, if required.



<b>MSDY 063</b>	<b>LOGISTICS MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**OBJECTIVES:**

- 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+2**

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 – Basic Service Capability – Value-added services.

**MODULE II WAREHOUSING AND MATERIALS HANDLING 6+2**

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+2**

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 LOGISTICS METRICS, COSTS AND PRICING 6+2**

Performance Measurement - Need - System - Levels and Dimensions - Internal and External Performance Measurement - Total Logistics Cost - Concept - Accounting Methods - Cost - Identification – Cost Time Frame – Cost Formatting – Pricing – F.O.B. Pricing – Delivered Pricing – Single and Multiple zone pricing – Base Point pricing – Pricing issues.

**MODULE V CURRENT TRENDS 6+2**

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.

**L – 30; T – 10; Total Hours – 40**

**TEXT BOOKS:**

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.

**REFERENCES:**

1. Ganapathi, S.L. and Nandi, S.K. Logistics Management, Oxford Higher Education, 2015.

**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

<b>MSDY 064</b>	<b>INVENTORY MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**OBJECTIVES:**

- 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+2**

Demand Forecasting - Measuring Forecast Error - Responding to Predictable Variability in the Supply Chain - Managing Supply and Demand, Overview of MRP, JIT and Kanban

**MODULE II                      COORDINATION IN A SUPPLY CHAIN                      6+2**

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

**MODULE III                      MANAGING ECONOMIES OF SCALE : CYCLE INVENTORY                      6+2**

Role of Cycle Inventory in a Supply Chain - Estimating Cycle Inventory–Related Costs - 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: SAFETY INVENTORY                      6+2**

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

**MODULE V                      OPTIMAL LEVEL OF PRODUCT AVAILABILITY                      6+2**

Importance of 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.

**L – 30; T – 10; Total Hours - 40**

**TEXT BOOKS:**

1. Sunil Chopra, Peter Meindl and D.V. Kalra. Supply Chain Management: Strategy, Planning, and Operation, Pearson Education, 5th Edition, New Delhi, 2013.

**REFERENCES:**

1. JanatShah. 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

<b>MSDY 065</b>	<b>TOTAL QUALITY MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**OBJECTIVES:**

- 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+2**

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+2**

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

**MODULE III STATISTICAL PROCESS CONTROL 6+2**

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+2**

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+2**

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

**L – 30; T – 10; Total Hours - 40**

**TEXT BOOKS:**

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.

**REFERENCES:**

1. Shridhara Bhat, K. Total Quality Management - Text and Cases, Himalaya Publishing House, 1st Edition, New Delhi, 2002.

**OUTCOMES:**

After completing this course, the students 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
- Identity the quality management systems essential for industries

<b>MSDY 066</b>	<b>SERVICES OPERATIONS MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**OBJECTIVES:**

- 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+2**

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+2**

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

**MODULE III SERVICE QUALITY 6+2**

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+2**

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+2**

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

**L – 30; T – 10; Total Hours - 40**

**TEXT BOOKS:**

1. James A Fitzsimmons and Mona J Fitzsimmons. Service Management: Operations, Strategy, Information Technology, Tata McGraw Hill, 7th Edition, New Delhi, 2014.

**REFERENCES:**

1. Metters Richard D. Successful Service Operations Management, Cengage Learning, 2nd Edition, New Delhi, 2012.
2. Robert Johnston and Graham Clark. Service Operations Management: Improving Service Delivery, Pearson Education, 2nd Edition, New Delhi, 2008.
3. J. Nevan Wright, Peter Race. The Management of Service Operations, Thomson, 2nd Edition, 2005

**OUTCOMES:**

After completing this course, the students will

- Appreciate the role of services in an economy
- Get equipped with theoretical knowledge for designing a new service.
- Measure and improve the quality of service delivery.
- Manage the operations of a service organization with a strategic insight
- Choose the right tools and techniques to measure the efficiency and effectiveness of service delivery



<b>MSDY 067</b>	<b>MANAGEMENT OF MANUFACTURING SYSTEM</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**OBJECTIVES:**

- Identify the challenging environment of manufacturing
- Learn excel in world class manufacturing
- Gain insight into world class manufacturing systems
- Learn to apply other world class manufacturing tools and techniques
- Have an understanding of world class manufacturing in Indian Scenario.

**MODULE I INTRODUCTION TO WORLD CLASS MANUFACTURING (WCM) 6+2**

World Class Manufacturing Information Age : Emergence , Competing in the information Age, Business challenges, Operating environment, Manufacturing challenges - Globalization and international business - India's global competitiveness and manufacturing excellence - Problems in the manufacturing industry.

**MODULE II GAINING COMPETITIVE EDGE THROUGH WORLD-CLASS MANUFACTURING 6+2**

Manufacturing excellence and competitiveness – models of world class manufacturing - Basics and philosophy of world-class Manufacturing - The practices of world-class manufacturing - Quality in world-class manufacturing.

**MODULE III WCM THROUGH PRODUCTION MANAGEMENT FUNCTIONS – I 6+2**

World Class Manufacturing System: Lean Production, Agile Manufacturing, FMS, Just In Time (JIT) , Toyota Production System: An overview of the principles.

**MODULE IV WCM THROUGH PRODUCTION MANAGEMENT FUNCTIONS – II 6+2**

World Class Manufacturing tools : SQC , Rapid Prototyping, Poka Yoke,5-S , 3 M, Total Productive Maintenance, Cellular Layouts, Kanban System, Single Minute Exchange of Dies (SMED) ,Concurrent Engineering.

**MODULE V WORLD-CLASS MANUFACTURING: THE INDIAN SCENARIO AND REQUIREMENTS 6+2**

Competitiveness of Indian manufacturing - WCM and Indian firms - Manufacturing objectives and strategy - Usage of management tools and technologies - Manufacturing management practices - Leading Indian companies towards WCM : strategic planning methodology, Implementing the WCM plan, Human Resource dimensions in WCM.

**L – 30; T – 10; Total Hours - 40**

**TEXT BOOKS:**

1. B.S. Sahay, KBC Saxena and Ashish Kumar, World Class Manufacturing - Strategic Perspective, Mac Millan, 2000.

**REFERENCES:**

1. Jeffrey K. Liker. The Toyota Way, Tata McGraw Hill, 2004
2. James.P.Womack. The Machine That Changed the World : The Story of Lean Production, Harper Perinial Edition , 1991

**OUTCOMES:**

After completing this course, the students will

- Recognize the competitive environment of world class manufacturing
- Gain knowledge on the philosophies of world class manufacturing
- Apply world class manufacturing systems in real time business
- Apply world class manufacturing tools and techniques
- Relate manufacturing in India with world class manufacturing

<b>MSDY 068</b>	<b>PROJECT MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**OBJECTIVES:**

- Gain insight into project life cycle phases
- Know to integrate various phases o
- project management
- Learn to manage project scope, time and cost
- Gain insight into key quality concern areas
- Gain knowledge to manage project risk

**MODULE I INTRODUCTION 6+2**

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+2**

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+2**

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+2**

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+2**

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.

**L – 30; T – 10; Total Hours - 40**

#### **TEXT BOOKS:**

1. Kathy Schwalbe, Information Technology Project Management, Course Technology, Cengage Learning, Revised Sixth Edition, 2011.

#### **REFERENCES:**

1. Bob Hughes, Mike Cotterrel, Software Project Management, Tata McGraw-Hill, 2009.

#### **OUTCOMES:**

After completing this course, the students will

- Identify the phases of a project life cycle
- Integrate and coordinate between the phases of project management
- Manage project scope, time and cost
- Identify key quality areas and improve upon it
- Manage various risks associated with projects

<b>MSDY 076</b>	<b>INTRODUCTION TO ISLAMIC ECONOMICS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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+2**

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+2**

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. Evil Effects of Interest on Production, Allocation of Resources, Distribution of Wealth

**MODULE III ISLAMIC CONSUMER/ PRODUCER BEHAVIOUR 6+2**

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+2**

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 COPERATION, INSTITUTIONS & ISLAMIC BUSINESS ETHICS 6+2**

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

Development; Islamic Ethics for Business & Transaction

**L – 30; T – 10; Total Hours –40**

**TEXT BOOKS:**

1. Study Manual of Emirates Institute for Banking and Financial Studies (EIBFS), UAE.

**REFERENCES:**

1. Introduction to Islamic Economics: Theory and Application - Hossein Askari, Zamir Iqbal, Abbas Mirakhor, 1st Ed. Wiley, USA Fundamentals of Islamic Economics and Finance: Hafiz Muhammad Yasin & Atiq-uz-Zafar Khan, 1st Ed., IRTI, IDB, Jeddah
2. An Introduction to Islamic Economics: Muhammad Akram Khan, International Institute of Islamic Thought and Institute of Policy Studies
3. Fundamentals of Islamic Economic System By Dr. Muhammad Sharif Chaudhry
4. Islamic Economics by Umar Chapra - CEPT Publications

**OUTCOMES:**

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

<b>MSDY 077</b>	<b>FUNDAMENTALS OF ISLAMIC FINANCE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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                    6+2**  
**(SHARI'AH)**

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+2**

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

**MODULE III                    ISLAMIC LAW OF CONTRACTS                    6+2**

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 &                    6+2**  
**Bilateral)**

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+2**

Islamic Finance: Definition, Concept, Foundation, Features, Objectives; Islamic

Finance Vs Conventional Finance; A Brief introduction of Islamic Financial Instruments and Glossary Of Islamic Finance Terminologies

**L – 30; T – 10; Total Hours –40**

**TEXT BOOKS:**

1. An Introduction to Islamic Finance: Muhammad TaqiUsmani, Idaralshaat-e Diniyat, New Delhi
2. Understanding Islamic Finance: Muhammad Ayub, 1st Ed. John Wiley & Sons (Wiley), USA

**REFERENCES:**

1. Meezan Bank's Guide to Islamic Banking: Muhammad Imran Ashraf Usmani, 1st Ed., Darulshaat, Karachi, Pakistan
2. Fundamentals of Islamic Economics and Finance: Hafiz Muhammad Yasin &Atiq-uz-Zafar Khan, 1st Ed., IRTI, IDB, Jeddah

**OUTCOMES:**

Students will be able to:

- Identify 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



<b>MSDY 078</b>	<b>ISLAMIC INSURANCE (TAKAFUL)</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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+2**

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+2**

Comparison of Takaful with Conventional Insurance; Issues of Riba, Gharar, Maysir&Qimar (interest, ambiguity & gambling elements) in Conventional Insurance; Risk Sharing versus Risk Transfer; Takaful versus Mutual Insurance: Similarities/Differences

**MODULE III SHARIAH ELEMENTS/PRINCIPLES IN TAKAFUL 6+2**

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+2**

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 6+2**

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.

**L – 30; T – 10; Total Hours –40**

**TEXT BOOKS:**

- “What’s Takaful”: A Guide To Islamic Insurance: Khaled Kassar

**REFERENCES:**

- Islamic Insurance: A Modern Approach to Islamic Banking: Aly Khorshid
- Islamic and Modern Insurance (Principles and Practices): Ma’sumBillah
- The Islamic Insurance: Theory and Practice: 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.

<b>MSDY 079</b>	<b>ISLAMIC BONDS (SUKUK)</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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+2**

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+2**

Securitization Principle; Benefits of Securitization; Islamic Securitization and Overcollateralization; Limitations (Shariah Concern)

**MODULE III SUKUK STRUCTURING - I 6+2**

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+2**

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

**MODULE V CAPITAL MARKET CONSIDERATIONS RELATING TO SUKUK 6+2**

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

**L – 30; T – 10; Total Hours –40**

**TEXT BOOKS:**

1. Study Manual of Emirates Institute for Banking and Financial Studies (EIBFS), UAE.
2. Study Manual of Islamic Finance Qualification (IFQ), UK

**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

**OUTCOMES:**

Students will be able to:

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

<b>MSDY 080</b>	<b>ISLAMIC ASSET &amp; FUND MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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+2**

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+2**

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+2**

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+2**

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

**MODULE V ISLAMIC FUNDS, REAL ESTATE AND PROJECT FINANCING 6+2**

Characteristics of Real Estate; Islamic REITS; Islamic Mutual Funds and Mudaraba Certificates; Project Financing: Islamic Perspective

**L – 30; T – 10; Total Hours –40**

**TEXT BOOKS:**

1. Islamic Capital Markets - Theory and Practice: Nouredine Krichene

**REFERENCES:**

1. Islamic Asset Management: Natalie Schoon
2. Contemporary Islamic Finance: Innovations, Applications and Best Practices: 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

<b>MSDY 081</b>	<b>ISLAMIC BANKING PRODUCTS &amp; SERVICES</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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+2**

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+2**

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+2**

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+2**

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

**MODULE V OTHER MISCELLANEOUS SERVICES & ACTIVITIES 6+2**

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

**L – 30; T – 10; Total Hours –40**

**TEXT BOOKS:**

1. Understanding Islamic Finance: Muhammad Ayub, 1st Ed. John Wiley & Sons (Wiley), USA
- Understanding Islamic Finance: Muhammad Ayub, 1st Ed. John Wiley & Sons (Wiley), USA

**REFERENCES:**

1. An Introduction to Islamic Finance: Muhammad Taqi Usmani, Idaralshaat-e Diniyat, New Delhi
2. Meezan Bank's Guide to Islamic Banking: Muhammad Imran Ashraf Usmani, 1st Ed., Darulshaat, Karachi, Pakistan
3. Islamic Banking and Finance: Natalie Schoon, Spiramus Press, UK
4. Islamic financial services: Mohammed Obaidullah, Jeddah, Saudi Arabia : Scientific Publishing Centre, King Abdulaziz University, 2005.

**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





<b>MSDY 086</b>	<b>ENTREPRENEURSHIP, FAMILY ENTERPRISES &amp; SUCCESSFUL VENTURES</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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+2**

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+2**

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

**MODULE III INSTITUTIONAL SUPPORT FOR ENTREPRENEURS 6+2**

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+2**

Economic factor, Socio – cultural factors, technological factor, Psychological factors, Political factor, legal factor and Government actions.

**MODULE V SUCCESS OF A NEW BUSINESS 6+2**

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

**L – 30; T – 1; Total Hours –40.**

**TEXT BOOKS:**

1. S S.Khanka, Entrepreneurial Development, Third Edition, S.Chand& company, New Delhi 2001.

**REFERENCES:**

1. Jeffry A. Timmons and Stephen Spinelli, "New venture creation", seventh Edition,
2. Tata- McGraw-Hill education private limited, New Delhi 2009.
3. Hisrich, Robert D., Michael Peters and Dean Shepherded, Entrepreneurship,
4. Tata McGraw Hill, 2004.
5. Lall, Madhurima, and Shikha Sahai, Entrepreneurship, Excel Book, New Delhi.2008.
6. 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.

<b>MSDY 087</b>	<b>FINANCIAL INSTITUTIONS AND FUNDING FOR ENTREPRENEURS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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.
- To be aware of Magnitude and Causes and Consequences of Industrial Sickness.

**MODULE I FINANCING OF ENTERPRISE 6+2**

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+2**

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+2**

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+2**

GST, 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+2**

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

**L – 30; T – 10; Total Hours –40.**

**TEXT BOOKS:**

1. Jeffry A. Timmons and Stephen Spinelli, "New venture creation", seventh Edition,

Tata- McGraw-Hill education private limited, New Delhi 2009.

**REFERENCES:**

1. SS.KHANKA, Entrepreneurial Development, Third Edition, S.Chand& company, NewDelhi 2001.
2. Hisrich, Robert D., Michael Peters and Dean Shepherded, Entrepreneurship, Tata McGraw Hill, 2004.
3. Lall, Madhurima, and Shikha Sahai, Entrepreneurship, Excel Book, New Delhi.2008.
4. Charantimath, Poornima, Entrepreneurship Development and Small Business Enterprises, Pearson Education, New Delhi. 2005.

**OUTCOMES:**

On completion of course

- Student will 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 a business practices that suits the business to avail tax benefits.
- Exhibits the ability to find an appropriate business practices that suits to overcome the industrial sickness.

<b>MSDY 088</b>	<b>MARKETING FOR ENTREPRENEURS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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+2**

Entrepreneurial Marketing- Introduction, analysis of definition, concepts, customer relationship marketing, entrepreneurial marketing vs traditional marketing, entrepreneurial marketing competencies.

**MODULE II DIMENSION OF ENTREPRENEURIAL MARKETING 6+2**

Marketing task, Dimensions of entrepreneurial marketing, types of markets, Market Segmentation, target market, positioning and an overview of consumer behavior.

**MODULE III ENTREPRENEURIAL PRICING S AND PRODUCT STRATEGY 6+2**

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

**MODULE IV ENTREPRENEURIAL PROMOTION APPROACH 6+2**

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

**MODULE V ENTREPRENEURIAL CHANNEL TACTIC 6+2**

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

**L – 30, T – 10 ; Total Hours –40.**

**TEXT BOOKS:**

1. Philip Kotler, Marketing Management, Millennium Edition, by Pearson Custom

Publishing 2002.

**REFERENCES:**

1. SS.KHANKA, Entrepreneurial Development, Third Edition, S.Chand& company, NewDelhi 2001
2. Case Studies in Social Entrepreneurship: The Oikos Collection by Greenleaf Publishing, 2004.
3. Rashmi Bansal Poor Little Rich Slum published by Westland, India, 2012.
4. 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 productoffering
- Ability to formulate sound marketing strategies to give the product or serviceoffering the support it needs to succeed in the marketplace





**MSDY 089****NEW VENTURE MANAGEMENT**

L	T	P	C
3	1	0	4

**OBJECTIVES:**

- To examine how the entrepreneurial revolution in india is beginning to have a profound impact on the rest of world..
- Capability to generate new business ideas to start a venture
- 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                   ENTRPRENEURIAL REVOLUTION IN INDIA                   6+2**

Entrepreneurship-new venture formation, entrepreneurial revolution and India's self made youngest millionaires and building an entrepreneurial society. Case study on sachin bansal of Flipkart, rahul Sharma of micromax and Ritesh agarwal of Oyo rooms.

**MODULE II                   NEW VENTURE OPPORTUNITY                   6+2**

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+2**

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

**MODULE IV                   PROJECT IDENTIFICATION & APPRAISAL                   6+2**

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+2**

Start up India and stand up India, digital India and make in India and skill India mission and a case study on India's startup and student report new

**L – 30; T – 10; Total Hours –40.****TEXT BOOKS:**

1. Jeffry A. Timmons and Stephen Spinelli, "New venture creation", seventh Edition, Tata- McGraw-Hill education private limited, New Delhi 2009.

**REFERENCES:**

1. SS.KHANKA, Entrepreneurial Development, Third Edition, S.Chand& company, NewDelhi 2001.
2. Hisrich, Robert D., Michael Peters and Dean Shepherded, Entrepreneurship, Tata McGraw Hill, 2004.
3. Lall, Madhurima, and Shikha Sahai, Entrepreneurship, Excel Book, New Delhi.2008.
4. 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 costeffectively
- Make obvious the understanding of how to identify the entrepreneurial Project:
- Ability to appraise the business projects with clarity.



**MSDY 090****SOCIAL ENTERPRISE MANAGMENT**

L	T	P	C
3	1	0	4

**OBJECTIVES:**

- To be able to understand the field of social entrepreneurship and Social problems
- To be able to describe and understand the traits of social entrepreneurs
- To recognize the social business opportunities
- To synthesize the resource mobilization ways for social entrepreneurship
- To understand the social entrepreneurship models
- To recognize the impact of social entrepreneurship on societies.

**MODULE I INTRODUCTION TO SOCIAL ENTREPRENEURSHIP****6+2**

Introduction - Emergence and Development of Social Entrepreneurship. Social Problems in India: An Overview. Social Development: The Indian Scenario. Emergence of Social Entrepreneurs and Sustainable Solutions to Social Problem. Characteristics and Context of Social Entrepreneurship. The Role of Social Entrepreneurship in Societies & Economies.

**MODULE II SOCIAL ENTREPRENEURSHIP: DRIVERS AND CHALLENGES****6+2**

The Drivers of Social Entrepreneurship. Elements of the Social Entrepreneurial Personality. Challenges of financial constraints. Challenge to attract and cultivate talented workers. Challenge of evaluation of social entrepreneur impact. Challenge of scaling and its impact. Cases.

**MODULE III SOCIAL ENTREPRENEURSHIP: OPPORTUNITY RECOGNITION****6+2**

Opportunity Recognition and Planning Process. Opportunities for Social Entrepreneurs. The Nature of Social Entrepreneurial Opportunities. Social Problems into Opportunities. Idea development and conceptualization of social problem. Cases

**MODULE IV BUSINESS MODELS AND BUSINESS PLAN FOR SOCIAL ENTERPRISES****6+2**

Design Principles of Social Entrepreneurship Business Models, Evaluation of the Root Cause of a Societal Problem. Developing business plan for social ventures. Developing an investor presentation. Feasibility study and report. How to start a business - Procedures for registration of small scale industry

**MODULE V LEADERSHIP IN SOCIAL ENTERPRISE: ROLES, SKILLS, 6+2  
STYLES AND IMPACTS**

Leadership in Social Enterprise: Roles, Skills & Styles, Static Impact of Social Entrepreneurship, Entrepreneurship, Impact of For-Profit Companies vs. Social Entrepreneurship. Social entrepreneurship report preparation by students. case Study of social Entrepreneurs

**L – 30: T – 10: Total Hours –40**

**TEXT BOOKS:**

1. “Social Entrepreneurship and social business” Christine K Volkmann, SpringerGabler 2012

**REFERENCES:**

1. “Social Entrepreneurship: New models of sustainable social change”. Alex Nicholls, Oxford University Press 2006
2. The Process of social value creation : A multiple case study on Social Entrepreneurship in India , Archana Singh Springer 2016
3. “Social Entrepreneurship” Manuel London , Routledge, 2010.

**OUTCOMES:**

The students can be able to

- Conceptualize social entrepreneurship in terms of a theoretical frame work between changing social values and institutions
- Think and communicate about social values
- Learn about practical models of social change to launch, lead, manage, and evaluate a social venture
- Experience the ideas can be critically and collaboratively examined prior to Commitment.



<b>MSDY 096</b>	<b>EXIM PROCEDURES AND DOCUMENTATION</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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 EXIM PROCEDURES 6+2**

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+2**

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+2**

Basic Documentation - Forms - International Commercial Terms – Invoice and Packing List-Pricing Calculation - CBM Calculation - IEC code, RCMC, COO, GSP, Invoice , Packing list, ARE-1, Filing of shipping bill, Concor and shipping concepts, LET export order, Inco terms.

**MODULE IV CUSTOMS CLEARANCE PROCEDURES IN IMPORT 6+2**

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+2**

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.

**L – 30, T- 10; Total Hours –40**

**TEXT BOOKS:**

1. Ram Singh International Trade Logistics, oxford university Press, 2015

**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. Handbook of Import-Export Procedures - Ministry of Commerce, -, Government of India, New Delhi

**OUTCOMES:**

After completing this course, the students will be able to

- identify products and markets for export/import
- 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



<b>MSDY 097</b>	<b>INTERNATIONAL TRADE AND ECONOMIC ENVIRONMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**OBJECTIVES:**

- Learn the concept of international trade
- Understanding the various facets of the international economic environment.
- Gain knowledge theories - practices - trade policies and agreements and their critical evaluation with respect to developing countries.
- Draw implication and impact of changing economic environment - economic geography - Globalization - FOREX fluctuation and imbalances in BOP.
- Know the importance of Globalization - FOREX fluctuation and imbalances in BOP

**MODULE I GLOBALIZATION AND INTERNATIONAL TRADE 6+2**

Globalization - International Trade - Benefits and Advantages - Economic Geography and Changing Composition of International Trade - Specialization as the Basis for Trade - Theory of Absolute Advantage and Comparative Advantage – Heckscher - Ohlin Theory of Trade - Production Possibilities - 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, POLICIES AND MULTILATERAL TRADE AGREEMENT 6+2**

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 MNCS AND INTERNATIONAL BUSINESS ENVIRONMENT 6+2**

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+2**

Components and Characteristics of International Economic Environment - Transnational Economy - Trading Environment of International Business : an overview - The World Trading System and WTO: Rules and Trade Rounds - Regional Trading Arrangements - Changing World Economy - Impact on International Business - WTO & Developing Countries - Import Substituting Industrialization - Export Oriented Industrialization

**MODULE V FOREIGN EXCHANGE AND BALANCE OF PAYMENT 6+2**

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

**L – 30, T – 10; Total Hours –40**

**TEXT BOOKS:**

1. Francis Cheruilam, F. International Trade and Export Management, Himalaya Publishing House , 2018

**REFERENCES:**

1. Keegan, Global Marketing Management, Pearson Education, New Delhi, 2012
2. Onkrist& Shaw: International Marketing - Analysis Strategy, Prentice Hall of India

**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

<b>MSDY 098</b>	<b>INTERNATIONAL LEGAL ISSUES AND GOVERNANCE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**OBJECTIVES:**

- To provide an overview of international legal system, International business law, procedure and practices
- To compare and contrast the domestic laws that are applicable to international business
- To explain the legal procedure for international disputes
- To identify the relevant laws and regulating bodies for international trade and multinational enterprises

**MODULE I INTRODUCTION TO INTERNATIONAL LEGAL SYSTEM 6+2**

International Legal System: Need To Study - Public and Private International Laws - Sources of International Law - Customary International Law - The Law of Treaties - International Human Rights and Humanitarian Law - International Business Ethics – and Social Responsibility - Corporate Codes of Conduct Between Countries - Differences in National Laws - Contemporary Legal Systems Across World - Differences Between Modern Civil Law and Common Law - Islamic Law

**MODULE II STATE RESPONSIBILITY AND ENVIRONMENTAL REGULATION 6+2**

State Responsibility - Roles and Functions - Standard of Care - Objections - Relief - Insurance - Environmental Protection

**MODULE III DISPUTE SETTLEMENT 6+2**

Industrial / Organisational Disputes - Types, Settlement - Settlement Through Diplomacy - Role of Tribunals in Countries - Settlement of Disputes in International Tribunals – Machinery (Arbitration, etc.) - Settlement of Disputes in Municipal Courts - Immunities of States from the Jurisdiction of Municipal Courts - Choosing the Governing Law - Refusal to Exercise Jurisdiction - Bottlenecks - Opposition to the Exercise of Jurisdiction - Proving Foreign Law - Recognition of Foreign Judgments

**MODULE IV REGULATION OF MULTINATIONAL ENTERPRISES 6+2**

Forms and Types of International Trade / Business - Strategies for doing International Business - The Business Form – Concepts, Multinational and Transnational

Organization - Regulation of Multinational Enterprises – Differences among Countries  
-Home State Regulation of Multinational Enterprises - Host State Regulation of  
Multinational Enterprises

### **MODULE V FOREIGN INVESTMENT, MONEY & BANKING**

**6+2**

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

**L – 30; T – 10; Total Hours – 40**

#### **TEXT BOOKS:**

1. Richard Schaffer, Filiberto Agusti, Lucien J. Dhooge. International Business Law and its Environment. Cengage Learning, 9th edition. 2014.

#### **REFERENCES:**

1. Ray August, Don Mayer and Michael Bixby, International Business Law Text, Cases, and Readings Pearson Education, Inc., 6th edition, 2013.

#### **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

<b>MSDY 099</b>	<b>INTERNATIONAL MARKETING MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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+2**

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+2**

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+2**

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+2**

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+2**

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

**L – 30; T – 10; Total Hours –40**

**TEXT BOOKS:**

1. Keegan, Global Marketing Management, Pearson Education, New Delhi, 2012

**REFERENCES:**

1. Onkrist& Shaw: International Marketing - Analysis Strategy, Prentice Hall of India
2. Francis Cherunilam, 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

<b>MSDY 111</b>	<b>DISTRIBUTION AND TRANSPORTATION MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**OBJECTIVES:**

- Get introduced to different channels of distribution
- Learn to design a distribution network
- Learn to design transportation network
- Aware of various transportation modes and selection criteria
- Identify technology enabled systems in transportation and distribution

**MODULE I                      DISTRIBUTION NETWORK DESIGN                      6+2**

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+2**

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.

**MODULE III                      TRANSPORTATION NETWORK DESIGN                      6+2**

Role of Transportation in the Supply Chain - Transportation Infrastructure – Policies – Design options for a Transportation Network – Trade Offs in Transportation Design – Tailored Transportation.

**MODULE IV                      MODES OF TRANSPORTATION                      6+2**

Modes of Transportation – Road Transport – Rail Transport – Water and Air transport – Pipelines – Inter Modal Transport – Factors influencing selection of Modes and Carriers - Transportation Costing and Pricing - Performance Characteristics.

**MODULE V                      IT IN DISTRIBUTION AND TRANSPORTATION                      6+2**

Technology driven distribution channels - Role of Information Technology in Transportation - Communication systems - Automatic vehicle location systems - Geographic information Systems.

**L – 30; T – 10; Total Hours - 40****TEXT BOOKS:**

1. Satish K. Kapoor, Purva Kansal. Basics of Distribution Management: A Logistics Approach, PHI Learning Pvt. Ltd., 2003.
2. Sunil Chopra, Peter Meindl and D.V. Kalra. Supply Chain Management: Strategy, Planning, and Operation, Pearson Education, 5th Edition, New Delhi, 2013.

**REFERENCES:**

1. Alan Rushton, Phil Croucher and 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 distribution network
- Plan and design transportation network
- Plan and execute transportation activities
- Adopt technology in channel management and transportation



<b>MSDY 112</b>	<b>INTERNATIONAL LOGISTICS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**OBJECTIVES:**

- Identify of the need and challenges of international logistics
- Gain insight into inter modal global transportation
- Learn about containerization and chartering
- Gain knowledge on the export – import environment in India
- Gain knowledge on financing opportunities available for exports

**MODULE I INTERNATIONAL LOGISTICS 6+2**

Logistics in a global economy – Drivers - Barriers - Challenges to global logistics; Global Supply Chain – Performance - Cycle Length, Operations, Systems, Integration, Alliances, International Logistics Development, International Trade Logistics Chain, Managing International Logistics

**MODULE II MARITIME AND AIR TRANSPORTATION 6+2**

Structure of the industry, Common shipping terms, Surcharges, Documentation, Vessel classification, Common ship types and their cargoes, Sea Ports and Airports, Sea cargo handling and Air cargo handling, Air and Sea Carrier, Air hubs and spokes, Airfreight pricing and Sea Freight pricing, Air and Sea Cargo security

**MODULE III CONTAINERIZATION AND CHARTERING 6+2**

Containerization: Genesis, Concept, Classification, Benefits and Constraints; Packing of Cargo in Containers, Container Leasing - Inland Container Depot (ICD): Roles and Functions, CFS, Export Clearance at ICD; CONCOR; ICDs under CONCOR; Chartering: Kinds of Charter, Charter Party, and Arbitration.

**MODULE IV EXPORT – IMPORT POLICY 6+2**

Export – Import policy of India – Objectives – Highlights – Advance License – Special Import License – Export Obligation – Transferability of Advance License – Acceptance and Redemption of Bond – Export Promotion Capital Goods Scheme – International Commercial Terms (Incoterms) – Export and Import Documentation – Shipping Intermediaries – Customs Brokers – Freight Forwarders and Consolidators – Shipping Agents – Customs House Agents - Stevedors

**MODULE V FINANCING FOR EXPORTS****6+2**

International Terms of Payments – Letter of Credit – Trade Documents - Pre Shipment Trade Finance - Post Shipment Finance - Bank Guarantees - Transport Risk - Contract Credit Risk - Country Political Risk - Currency Risk - Export Credit and Guarantee Corporation (ECGC) – Foreign Exchange Management Act (FEMA).

**L – 30; T – 10; Total Hours - 40****TEXT BOOKS:**

1. Donald F. Wood. International Logistics, American Management Association, 2002.
2. Usha Kiran Rai. Export – Import and Logistics Management, PHI Learning Private Limited, Second Edition, 2010.
3. Sudalaimuthu, Antonyraj. Logistics Management for International Business, PHI Learning Private Ltd., 2009.

**REFERENCES:**

1. Vinod V. Sople. Supply Chain Management: Text and Cases, Pearson Education, 1st Edition, New Delhi, 2012.
2. 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
- Select and implement the best mode of transportation
- Differentiate between containerization and chartering
- Follow the export import policy of India
- Get finance for exports

<b>MSDY 113</b>	<b>WAREHOUSE MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**OBJECTIVES:**

- Learn the various functions of Warehouse.
- Gain knowledge on different types of warehouses.
- Gain insight into movement of materials inside a warehouse.
- Learnt to manage inventory within a warehouse.
- Recognize the importance of IT in warehouse management.

**MODULE I                      WAREHOUSE FUNCTIONS                      6+2**

Warehousing – Meaning - Importance – Functions: Receiving: Logistics support for Inward Transportation, Unloading, Inspection, Acceptance and Recording; Storing: Space allocation, Facilitation to stocking, Guarding & Recording; Risk bearing- Processing - Grading and branding – Disinfecting services - Issuing: Order preparation, Picking, Dispatching/ Delivery & Recording- Handling, Transportation & Storage – Problems and issues in receiving processes.

**MODULE II                      WAREHOUSE TYPES                      6+2**

Warehouse Layout - Principles -.Company owned Warehouses- Hired Warehouses- Private Warehouses- Public Warehouses- Government Warehouses- Bonded Warehouses - Co-operative Warehouses- Distribution Warehouses Fulfilment / Consolidation Warehouses- Warehouses providing Value Added Services - Cross Docking and Trans-loading Warehouses- Break Bulk Warehouses- Storage Warehouses- Refrigerated Warehouses-

**MODULE III                      MATERIALS MANAGEMENT IN WAREHOUSE                      6+2**

Identification and classification of Materials and products in the warehouse - Stock Keeping Unit (SKU) - Managing the material turns in warehouse (FIFO/LIFO) – Warehousing Equipment: Storage and Material Handling Systems (Palletized and Non-Palletized), Industrial Safety Equipment; Inventory Control - Significance of Inventory Costs - Selective inventory controls: ABC, XYZ, HML, VED, FSN, SOS, SDE, GOLF – Types of wastes - Waste Management and Disposal.

**MODULE IV                      WAREHOUSE PERFORMANCE MANAGEMENT                      6+2**

Warehouse performance indicators and metrics – Inventory - Inventory Turnover - Inventory Accuracy - Inventory to Sales Ratio; Product Availability - Stock-out percentage; Order fill rate - Average percentage of items on backorder; Order Entry - Number of returns to total orders - Value of returns to total sales - Rate of Return (reason for return); Order Fill and Errors - Percentage of order documents with errors - Percentage of order items delivered on time - Min, max, average time to process orders; Transportation - Percentage of deliveries on time - Percentage of orders delivered by customer request date - Damage and loss claims.

**MODULE V                      ROLE OF IT IN WAREHOUSE MANAGEMENT                      6+2**

Role of IT in Warehousing – Benefits - Warehouse documentation - Information flows in the warehouse - Warehouse Management System (WMS) - Scanning Technologies - Bar code – RFID Technology - Warehouse Automation - The Paperless Warehouse.

**L – 30; T – 10; Total Hours - 40**

**TEXT BOOKS:**

1. James A. Tompkins, Warehouse Management Handbook, Tompkins Press, 1998.
2. David Mulcahy, Warehouse Distribution and Operations Handbook, McGraw Hill, 1993.

**REFERENCES:**

1. Jeroen P. Van Den Berg, Integral Warehouse Management, Management Outlook, 2009.
2. M.Napolitana, The Time, Space & Cost Guide to Better Warehouse, Distribution Group, 2003

**OUTCOMES:**

After completing this course, the students will be able to

- Identify and perform the activities in a Warehouse.
- Decide on the appropriate type of warehouse.
- Choose the right material handling and storage equipments.
- Manage inventory within a warehouse.
- Deploy IT in warehouse management

<b>MSDY 114</b>	<b>PACKING AND PACKAGING MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**OBJECTIVES:**

- Differentiate between packing and packaging.
- Gain insight into different types of packing and packaging
- Learn about packaging requirements
- Gain knowledge on the materials used in Packaging
- Learn to use packing and packaging economically

**MODULE I INTRODUCTION 6+2**

Packing and Packaging: Meaning, Functions and Essentials - Difference between Packing and Packaging - Packing for Storage - Packing for Overseas Shipment- Packing for Inland-Transportation - Packaging for product content protection - Test of packaging: Mechanical, Climatic & Lab test - International Care labeling code - Packaging cost.

**MODULE II PACKAGING TYPES 6+2**

Consumer Packaging – Industrial Packaging - Shrink packaging – Bar Codes - Universal Product Code- GS1 Standards- Package Labels - Symbols used - Heavy, Medium and Small Packaging- Active packaging - Child-resistant packaging - Pilfer/Tamper/Evident/Proof Packaging - Food Packaging- Pharma Packaging- Electronic goods Packaging- FMCG packaging- Heavy Engineering Goods/Equipment Packaging.

**MODULE III PACKING REQUIREMENTS 6+2**

Packing for Logistics Transport/Storage Requirements - Physical, Chemical Environmental, Biological Nature of the Products - Packing as Protection Against Hazards; Package design considerations: Structural design, marketing, shelf life, quality assurance, logistics, legal, regulatory, graphic design, end-use, environmental factors- Packaging for Marketing and Visual Appeal - Biodegradation -Recycling: Glass, Plastic & Paper-Reuse- Sustainable packaging - Waste management.

**MODULE IV PACKAGING MATERIALS 6+2**

Various Materials/Metals Flexible, Folding, Insulated, Corrugated Packing Materials-

Packing materials: Paper, Wood, Adhesive, Aluminum foil, Cushioning-stuff, Packaging gas, Pallet, Paperboard, Plastic wrap, Shrink wrap, Screw cap, Slip sheet- Security printing- Stretch wrap -Time temperature indicator- Tinplate.

**MODULE V                      ECONOMICS OF PACKAGING                      6+2**

Packaging Economics: Packaging Cost Vs Product cost- Cost Reduction in Packaging- Packing for Inventory Control, Value Analysis - Packing and Value Engineering- Packaging Laws - Consumer Protection in Food Packaging, Marking and Labeling, Eco-friendly Packaging for Exports - Scientific Packaging - Standardization in Packaging.

**L – 30; T – 10; Total Hours - 40**

**TEXT BOOKS:**

1. Soroka, W, 'Fundamentals of Packaging Technology', IPP, 1995.
2. Scott Boylston, Designing Sustainable Packaging, Lawrence King, 2009.

**REFERENCES:**

1. Calver, G., 'What Is Packaging Design', Rot vision, 2003.

**OUTCOMES:**

After completing this course, the students will be able to

- Appreciate the differences between packing and packaging
- Choose between different types of packing and packaging
- Implement the requirements of packing and packaging
- Choose the right material for packaging
- Minimize the cost incurred for packing and packaging

<b>MSDY 121</b>	<b>R PROGRAMMING FOR BUSINESS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>RESEARCH AND ANALYTICS</b>	<b>2</b>	<b>0</b>	<b>4</b>	<b>4</b>

**OBJECTIVES:**

- Introduce the installation procedure and basic code edits commands.
- Learn to use function calls , Arithmetic expression and string operations
- Learn to apply OOPS concepts and class declarations.
- Learn to install R packages
- Design and implement the model for the respective industry use case.

**MODULE I INTRODUCTION 4+8**

Introduction to scientific programming, R basics, code editors for R, finding help, control structures, conditional executions, loops.

**MODULE II FUNCTIONS 4+8**

Functions in R, useful utilities, debugging utility, regular expressions, interpreting character string as expression, time-date-sleep, calling external software with system commands, running R commands.

**MODULE III OBJECT ORIENTED PROGRAMMING 4+8**

Object oriented programming in R, define class and objects in R, assign generics and methods.

**MODULE IV DATA SCIENCE PACKAGES 4+8**

Packages in R, installation process of various packages in R, data science packages in R, Building R packages.

**MODULE V CASE STUDY PROJECT 4+8**

Comparison of R with other scientific programming software, implementation of various industry/Business use cases

**L-20; P- 40; Total Hours – 60**

**TEXT BOOKS:**

1. Mark Gardener, Beginning R: The Statistical Programming Language (2013).
2. Roger Peng R Programming for Data Science (2016)

**REFERENCES:**

1. Golemund, Garrett, Hands-On Programming with R (2014)
2. Garrett Wickham, Garrett Golemund, R for Data Science (2017)

**OUTCOMES:**

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

- Install R package and customise for the data science project implementation.
- Use function calls for effective data analysis.
- Apply fundamental statistical packages for data pre-processing
- Design descriptive statistical model for the given data.
- Import and Export data into different storage format.
- Create Computational Intelligence model using R and perform visual data analytics.



<b>MSDY 122</b>	<b>PYTHON PROGRAMMING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>4</b>	<b>4</b>

**OBJECTIVES:**

- To introduce the basic concepts of python programming with values and variables.
- To know the basic arithmetic operators used in Python Programming.
- To understand the importance of Python coding as a scripting language for developers
- To learn to use the important functions in python programming
- To know the data structures and its usage in python programming.

**MODULE I INTRODUCTION 4+8**

Introduction to Python Programming, development tools, values and variables, integer values, variables and assignment, identifiers, floating point types, control codes with strings, user input, Eval function, print function.

**MODULE II ARITHMETIC EXPRESSION 4+8**

Expression and arithmetic, operator precedence and associativity, comments and errors, syntax errors, run time errors, logic errors, arithmetic operators.

**MODULE III CONDITIONAL STATEMENTS 4+8**

Conditional execution, Boolean expressions, simple if statement, if/else, compound Boolean expressions, nested conditions, decision statements, conditional expressions. Iterations, while statement, definite vs indefinite loops, nested loops, abnormal loop termination.

**MODULE IV FUNCTIONS 4+8**

Functions, standard mathematics functions, time function, random function, importing function, writing own functions, parameter passing, custom function vs standard functions. Global variables, default variables, recursion, reusable functions, functions as data.

**MODULE V LINEAR SEARCH 4+8**

Lists, List assignment, list bounds, slicing, list and functions, prime generation with list, sorting, flexible sorting, search, linear search, binary search, list permutation, random permutation, objects, string objects, list objects, custom types - geometric,

handling exceptions and Case Study.

**L-20 P – 40; Total Hours – 60**

**TEXT BOOKS:**

1. Richard L. Halterman , Learning To Program With Python (2011)
2. Guttag, John. Introduction to Computation and Programming Using Python. Spring 2013 edition. MIT Press, 2013.

**REFERENCES:**

1. Programming Python, 4th Edition by Mark Lutz (2010) O'Reilly Media
2. Python Cookbook, 3rd Edition: Recipes for Mastering Python 3, by David Beazley and Brian K. Jones, on O'Reilly Atlas (2013)

**OUTCOMES:**

- After completing this course, students will be able to apply various features and components of Python programming in the field of data science.
- Student will learn how to design and program Python applications.
- Student will learn how to use lists, tuples, and dictionaries in Python programs.
- Student will learn how to identify Python object types.
- Student will learn how to use indexing and slicing to access data in Python programs.
- Student will define the structure and components of a Python program.
- Student will learn how to write loops and decision statements in Python

**MSDY 123****DATA VISUALIZATION**

L	T	P	C
2	0	4	4

**OBJECTIVES:**

- To know the importance of data visualization in data science reports.
- To introduce the uni, bi and multi dimensional data visualization techniques.
- To know the important libraries in data visualization tools.
- To learn the functionalities of the visualization tools like Tableau –Public version.
- To understand the importance of business use cases on data visualization.

**MODULE I****4+8**

Introduction to data visualization, importance of data visualization in data science, seven of visualizing data -- acquire, parse, filter, mine, represent, refine, and interact.

**MODULE II****4+8**

Classifying data visualization – explanatory, exploratory and hybrid, three perspectives of data visualization - the designer, the reader, and the data—shape what you create.

**MODULE III****4+8**

Data visualization using R, data visualization libraries, features of libraries, ggplot library for data visualization.

**MODULE IV****4+8**

Data visualization using Tableau features of Tableau public version, configuration of Tableau, various libraries of Tableau.

**MODULE V****4+8**

Visualization best practices, data science use cases for data visualization.

**L– 20; P – 40; Total Hours – 60****TEXT BOOKS:**

1. Data Points: Visualization That Means Something by Nathan Yau . John Wiley & Sons (2013)
2. Beautiful Visualization: Looking at Data through the Eyes of Experts by Julie Steele and Noah Iliinsky .

**REFERENCES:**

1. Storytelling with Data: A Data Visualization Guide for Business Professionals by Cole Nussbaumer Knaflic (2014)
2. ggplot2: Elegant Graphics for Data Analysis by Hadley Wickham (2009)
3. Designing Data Visualizations: Representing Informational Relationships by Noah Iliinsky, Julie Steele (2011)

**OUTCOMES:**

After completing this course, students will be able:

- To visualize data through seven stages of data analysis process.
- To do explanatory, exploratory and hybrid types of data visualization.
- To apply the various stages of visualizing data with the undertaken data science project.
- To analyze features of libraries, ggplot library for data visualization tool.
- To interpret the results correctly and recommend business decisions accordingly.

<b>MSDY 124</b>	<b>FINANCIAL MODELLING USING SPREADSHEET</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>0</b>	<b>0</b>	<b>8</b>	<b>4</b>

**OBJECTIVES:**

- To review the basic functions of excel
- To prepare and forecast financial statements using excel
- To compute time value of money, evaluate capital investment proposals using excel
- To forecast sales, purchases and, prepare cash budget in excel
- To prepare cost sheet, breakeven point, required sales and profit

**MODULE I            REVIEW OF BASIC FUNCTIONS OF EXCEL            0+16**

Functions, formulas, exercise in lookup and reference cell, mastery in pivot table and chart preparation

**MODULE II            PREPARE AND FORECAST FINANCIAL STATEMENTS    0+16  
IN EXCEL**

Prepare and Income statement, Statement of financial position, cash flow statement, statement of shareholders' equity in spreadsheet.

**MODULE III            TIME VALUE OF MONEY AND    EVALUATION OF    0+16  
CAPITAL INVESTMENT PROPOSAL USING EXCEL**

Compute time value of money, calculate Payback Period, Net Present Value, and Internal Rate of Return using spreadsheet

**MODULE IV            SPREADSHEET MODELLING TO PREPARE CASH    0+16  
BUDGET**

Forecasting sales, purchases, expenses, and cash budget using excel

**MODULE V            PREPARE COST STATEMENT, BREAKEVEN POINT    0+16  
AND REQUIRED SALES USING EXCEL**

Spreadsheet modelling to prepare cost statement, breakeven point in sales,

**P- 80; Total Hours – 80**

**TEXT BOOKS:**

1. Financial Modelling, Simon Benninga, The MIT Press, 2014

**REFERENCES:**

1. Financial Analysis and Modelling using Excel and VBA, ChandanSengupta, Wiley Finance, 2009

**OUTCOMES:**

After completion of the students will be able to:

- Practice basic functions of spreadsheet
- Use spreadsheet to prepare and forecast financial statements
- Calculate time value of money, and evaluate investment proposals using excel
- Prepare cash budget, forecast sales, purchases and expenses
- Apply excel functions to prepare cost statements and to determine breakeven point, requires sales and profit.

**GENERAL ELECTIVES**

<b>GEDY 126</b>	<b>MANAGEMENT INFORMATION SYSTEMS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**OBJECTIVES:**

- 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+2**

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                      6+2  
MANAGEMENT SYSTEM**

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                      6+2  
SYSTEM**

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 Modeling.

**MODULE IV                      THREATS TO INTELLECTUAL PROPERTY AND                      6+2  
COMPUTER CRIME**

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 6+2 MANAGEMENT**

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.

**L – 30; T – 10; Total Hours – 40**

### **TEXT BOOKS:**

1. Stephen Haag, Maeve Cummings, Amy Philips, 'Management Information Systems for the Information Age' McGraw Hill Education, 6th Indian edition, 2007.
2. Kenneth C. Laudon and Jane P. Laudon, 'Management Information Systems Managing the digital firm', Pearson Education Asia, 2007.

### **REFERENCES:**

1. James A O'Brien, George M Marakas and Ramesh Behl, 'Management Information Systems' McGraw Hill Education, 10th Indian edition, 2013.
2. James AN O' Brien, 'Management Information Systems', Tata McGraw Hill, New Delhi, 2008.

### **OUTCOMES:**

- 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 and use latest trends in digital enterprise management such as SCRUM.



<b>GEDY 127</b>	<b>TOURISM AND HOSPITALITY MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**OBJECTIVES:**

The students shall be able to:

- Gain an overview about the hospitality industry.
- Gain an overview about the tourism industry.
- Identify the major areas of coverage of hospitality industry.
- Figure out the different types of hotels and restaurants.
- Realize the interrelationship between travel and tourism.

**MODULE I INTRODUCTION 6+2**

Hospitality industry – origin, growth and importance – tourism industry – origin, growth and importance – factors affecting hospitality and tourism industry – related industries.

**MODULE II HOTEL MANAGEMENT 6+2**

Hotel –meaning - major departments – models – layout & design - star ratings of hotels – global standards for hotels – specialty resorts - other services– housekeeping -accommodation management – restaurant business - front office management – concierge - security and control – food and beverages services.

**MODULE III TOURISM MANAGEMENT 6+2**

Tourism- Features - scope – types of tourists – activities – infrastructure – tourism products- medical tourism - relation of hospitality industry with tourism.

**MODULE IV TRAVEL & TRANSPORT 6+2**

Travel agency - origin & growth– travel formalities – linkages with hotels, airlines and transport agencies – transport system – different types of transport – impact of science and technology.

**MODULE V RELATED SECTORS 6+2**

Theme parks – conventions – cruising – special events – recreation and leisure – tourism and hospitality in the 21st century – global gaming - casino operations – recent trends.

**L – 30, T- 10; Total Hours –40**

**TEXT BOOKS:**

1. Clayton W. Barrows, Tom Powers and Dennis Reynolds, “Introduction to Management in the Hospitality industry”, Tenth Edition, John Wiley and Sons, Inc., 2012.

**REFERENCES:**

1. James A. Bardi, “Hotel Front Office Management”, Fifth Edition, John Wiley and Sons, Inc., 2010.
2. Lockwood.A and Medlik.S, “Tourism and Hospitality in the 21st Century”, Elsevier, 2001.
3. Lim Tau, Hema , “Fundamentals of Hospitality and Tourism Management”, e-Book –Open University Malasia, 2009.

**OUTCOMES:**

After completing this course, the students will be able to

- understand the origin and importance of hospitality and tourism industry
- explain the fundamentals of hospitality industry.
- explain the fundamentals of tourism industry.
- describe the hospitality industry from various perspectives of hotel, tourism, travel and transport.
- explain issues, challenges, recent trends and future of hospitality industry.

<b>GEDY 128</b>	<b>RESEARCH METHODOLOGY FOR MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**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 have knowledge on various data collection methods
- To give exposure to various quantitative and qualitative data analysis
- To write research proposal

**MODULE I                    INTRODUCTION TO RESEARCH                    6+2**

Meaning of business research - objectives of research - types of research and research process - research problem, theoretical frame work and hypotheses development.

**MODULE II                    RESEARCH DESIGN                    6+2**

Research design - types of research design - sampling - sample size -probability and non probability sampling.

**MODULE III                    DATA AND METHOD OF DATA COLLECTION                    6+2**

Data - primary and secondary - primary data source and secondary data source- attitude measurement and scaling –data collection methods - guidelines for constructing a questionnaire - collection of data.

**MODULE IV                    DATA PROCESSING AND ANALYSIS                    6+2**

Preparation of data - data processing- editing - coding - validation - presentation of data and basic analysis of data - dependence techniques- interdependence techniques.

**MODULE V                    RESEARCH REPORT & ETHICS                    6+2**

Introduction to report writing - format of report writing - classification of the section of report - professionalism and scholarly customs -ethics in research - responsibility of ethics in research- ethical code - clients, researchers, respondent.

**L – 30; T – 10; Total Hours –40**

**TEXT BOOKS:**

1. Deepak Chawla, Neena Sondhi, Research Methodology: Concepts and Cases”, Vikas Publishing, 2011.

**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.
6. Joseph F. Hair Jr , William C. Black , Barry J. Babin , Rolph E. Anderson, “Multivariate Data Analysis”, 7e, Pearson Higher Education, 2013

**OUTCOMES:**

Students will be able to

- prepare a research proposal
- formulate good research questions and design appropriate research
- propose appropriate data collection methods
- analyze quantitative and qualitative data and critically evaluate the quality of evidence in published research
- write a research report.

**GEDY 129****BUSINESS ANALYTICS**

L	T	P	C
3	1	0	4

**OBJECTIVES:**

- To expose with the fundamentals of business analytics
- To understand different types of data and presentation
- To visualize data and data modelling
- To Know various predictive analytic techniques
- To apply prescriptive analytical measures

**MODULE I INTRODUCTION****6+2**

Introduction to business analytics, Need of Analytics, Business analytics vs business analysis, Business intelligence vs Data Science, Data Analyst Vs Business Analyst, Types of Analytics, Tools for Analytics- An overview

**MODULE II DATA PREPARATION AND INTEGRATION****6+2**

Data types, properties and sources; Unstructured, Semi-structured and structured

**MODULE III DESCRIPTIVE ANALYTICS****6+2**

Descriptive statistics, data visualization, data modelling, sampling and estimation and statistical inference

**MODULE IV PREDICTIVE ANALYTICS****6+2**

Regression analysis, Forecasting techniques, Data mining, and spread sheet modeling

**MODULE V PRESCRIPTIVE ANALYTICS****6+2**

Linear optimizations and applications, and Decision analysis

**L – 30; T – 10; Total Hours – 40****TEXT BOOKS:**

1. James Evans, 'Business Analytics', Pearson Education Ltd, Second Edition (2017)

**REFERENCES:**

1. Marc J.Schniederjans, Dara G.Schniederjan, and Christopher M.Starkey, 'Business Analytics, Principles, Concepts, and Applications, What, Why and How?', Pearson (2014)

2. Sandeep Rakshit, R for Beginners, McGraw Hill (2017)

**OUTCOMES:**

After completion of the students will be able to:

- Expose with the fundamentals of business analytics
- understand different types of data and presentation
- visualize data and data modelling
- Know various predictive analytic techniques
- Apply prescriptive analytical measures

<b>GEDY 131</b>	<b>MANAGEMENT OF RURAL BUSINESS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**OBJECTIVES:**

- Understand 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 INTRODUCTION 6+2**

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+2**

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+2**

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+2**

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+2**

Channels of Distribution-distribution patterns of old and new channels-innovative

means and approaches for rural market coverage

**L – 30; T –10; Total Hours –40**

**TEXT BOOKS:**

1. PradeepKashyap, “Rural Marketing”, Pearson India, New Delhi,2012

**REFERENCES:**

1. KrishnamacharyaluC.S.G and Lalitha Ramakrishna, “Rural Marketing - Text and Cases”, Pearson Education, 2002
2. Dogra Balram, Karminder Ghuman, “Rural Marketing”,Tata McGraw Hill, New Delhi, 2007
3. Ram Kishen, “New Perspectives in rural and agricultural Marketing”, Jaico Publishing House, Mumbai, 2005
4. Gopalsamy T. P., “Rural Marketing”, Wheeler Publishing, 2004.
5. Ramanaacharyalu, “Rural Marketing”, Pearson education, New Delhi, 2005.

**OUTCOMES:**

On successfully completing this 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



<b>GEDY 132</b>	<b>QUALITATIVE INQUIRY AND RESEARCH</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>DESIGN</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**OBJECTIVES:**

- The objectives of the course are to enable the students to
- Understand the characteristics of qualitative research and selecting the right approach
- Collect data for qualitative research and develop theoretical model
- Analyze the qualitative data and interpret the output.

**MODULE I INTRODUCTION 6**

Introduction to qualitative methods - Theorizing from qualitative data - Approaches to qualitative research - Selection of the five approaches - Narrative Research – Phenomenology - Grounded Theory –Ethnography - Case study

**MODULE II QUALITATIVE RESEARCH DATA AND MODEL DEVELOPMENT 7**

Data Collection in Qualitative Research - Triangulation of different data sources - Analyzing data and coding - Moving from data analysis to theoretical development

**MODULE III INTERPRETATION OF RESULTS 7**

Presenting the results - Tables and figures: Visual aids in qualitative data analysis - Developing process models - Ensuring findings' validity and reliability - Publishing qualitative research

**L – 20; TOTAL HOURS : 20**

**TEXT BOOKS:**

1. Creswell, J. 2012. Research design: Qualitative, quantitative, and mixed methods approach (4th ed.) Thousand Oaks, CA: Sage

**REFERENCES:**

1. Creswell, John W. 2007. Qualitative inquiry and research design: Choosing among Five approaches, 2<sup>nd</sup> ed.
2. Marshall, C. & Rossman, G. B. 2006. Designing qualitative research (4th ed.) Thousand Oaks, CA: Sage.

**OUTCOMES:**

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

- Choose the right approach to qualitative research
- Collect data and develop theoretical model
- Interpret and present the output to the audience

<b>GEDY 133</b>	<b>HOSPITAL OPERATIONS AND FACILITY MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**OBJECTIVES:**

- To get familiar with the basic concept of hospital operations and value engineering
- To understand the various operations of clinical and non-clinical department
- To understand various operations strategy

**MODULE I OVERVIEW 4**

Hospital operations management- role and decision, difference of hospital operations from other service and manufacturing organization, facility location and layout. Role of computer applications in operations management, operations strategy – a competitive tool, element, developing operations strategy, general introduction to the various specialities, super specialities and other sub specialities.

**MODULE II OPERATIONS OF CLINICAL SERVICES 4**

Organization and Management of various clinical services –outpatient services – inpatient service –operation theatre –ICU's - their utilization study –nursing care and ward management. Management of emergency services –organization- functions –role of ambulance service –disaster preparedness plan –mock drills –response to epidemics

**MODULE III OPERATIONS OF SUPPORTIVE SERVICES 4**

Organization and Management of facility support services –functions –front office, admission and discharge procedure –billing procedure –bio medical and maintenance departments – central sterile and supply department –pharmacy –material management- housekeeping, imaging, blood bank services –mortuary services – organization of medical records department.

**MODULE IV OPERATIONS OF AUXILIARY SERVICES 4**

Operation of other utility/auxiliary services, role –transport services –laundry services. food and beverage (dietary) services –managing the estate –security and security arrangements – management of engineering services (plumbing, electricity, A.C plants, lifts, civil work and maintenance)

**MODULE V VALUE MANAGEMENT 4**

Value engineering, value analysis, quality control, and waste disposal -application in

hospital. Technology management in hospitals: health care information technology - evolution of technology in hospitals, technology selection, telemedicine and telehealth concepts and applications, artificial intelligence and robotics in healthcare

**L- 20; Total hours – 20**

### **REFERENCES**

1. Medical technology, application in hospital environment, calibration test, maintenance of hazards.
2. Srinivasan A.V. Ed, Managing a modern hospital, chapter 12, Response books, New Delhi, Barry,
3. Jay Hazier, Principles of operations management, Prentice Hall, New Jersey.

### **OUTCOMES:**

After completion of the students will be able to:

- appreciate the basic concept of hospital operations
- plan various clinical and non-clinical department and their operations
- standardize work flow by applying value engineering

<b>GEDY 134</b>	<b>PATIENT CARE MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**OBJECTIVES:**

- To understand the processes and details related to effective patient care
- To further increase the satisfaction levels of patients
- To understand how nosocomial infections are spread and how to mitigate the same

**MODULE I PATIENT CENTRIC MANAGEMENT 4**

Concept of patient care, patient centric management. Organization of hospital departments, roles of departments and managers in enhancing care, patient behaviour – psychographics , patient counselling and practical examples of patient centric management in hospitals. Patient identification and identification errors.

**MODULE II PATIENT SAFETY AND RISK MANAGEMENT 4**

Clinical issues for managers. Patient safety, medication safety, adverse drug event, safety of surgery and invasive procedures, pre-operative/procedures planning, intra operative and post-operative safety , pressure ulcers, occupational hazards, healthcare associated infections, environmental safety, privileging and credentialing of medical professionals. Error - medical errors, diagnostic error, sentinel event, hazard, near miss, preventing patient falls.

**MODULE III PATIENT CLASSIFICATION AND CONSENT 4**

Need to classify patients, types of patient's classification system, consent - various kinds of consent.

**MODULE IV MEDICAL ETHICS AND AUDITORY PROCEDURES 4**

Ethical principles, autopsy, tort liability, vicarious liability, medical negligence, use of investigational drugs. Introduction, need and procedure for medical audit, audit administration, and regulating committees.

**MODULE V MANAGEMENT OF DISASTER AND NOSOCOMIAL INFECTION 4**

Policies and procedure for general safety , fire safety procedure for evacuation, disaster plan and crisis management, code blue and other related protocols. Risk

management tools –nosocomial infections causes, prevention, hand hygiene.

**L – 20; Total Hours – 20**

**REFERENCES:**

1. Harris MG and Assoc. 2003, Managing health services : Concepts and practices Maclennan and Petty Sydney.
2. Kilpatrick A O and Johnson J A 1999 Handbook of health Administration and policy Marcel DekkesInc : New York
3. Gupta S and Kant S 1998 Hospital and Healthcare Administrartion: Appraisal and Referral Treatise Jaypee : New Delhi

**OUTCOMES:**

After completion of the students will be able to:

- define Patient Centric Management
- have a better understanding towards patient safety and risk management
- will be able to classify patients

<b>GEDY 135</b>	<b>HEALTHCARE IN INDIA: STRATEGIC PERSPECTIVES</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**OBJECTIVES:**

- Basic concepts in strategy applied to sub-markets within the healthcare sector
- Competitive advantage and the role of resources in differentiating the successes from the failures
- Corporate leader perspectives on the evolution of the various sub-markets in the sector
- Hands-on experience of managerial dilemmas facing the sector through mini-case discussions

**MODULE I STRATEGY FOUNDATIONS 4**

Introduction to Indian healthcare markets, Basic strategic frameworks - Porter's five forces, Resource-based view, institution-based view, Related notions - strategy bundle, S-curves, strategic groups and mobility barriers, generic strategies

**MODULE II THE INDIAN HOSPITAL SECTOR 4**

Introduction to key issues in the sector Application of strategic principles to the sector Internationalization and IPOs - impact on hospital business models Healthcare insurance, Technology in healthcare, Medical tourism, Challenges and problems and 'Organ transplantation.

**MODULE III THE INDIAN PHARMACEUTICAL SECTOR 4**

Introduction to key issues in the sector, History and current trends, Quality issues in Indian pharma

**MODULE IV THE INDIAN MEDICAL DEVICES AND DIAGNOSTICS SECTOR 4**

Introduction to key issues in the sector Application of strategic principles to the sector, Quality issues in the sector S-Curve and disruptive innovation

**MODULE V DISRUPTIVE INNOVATION AND REGULATION 4**

Regulation - competitive advantage, Disruptive innovation - role in healthcare, reverse innovation and the role of financing

**L – 20; Total Hours – 20**

**REFERENCES:**

1. Business Strategy: Managing Uncertainty, Opportunity, and Enterprise by J.C. Spender
2. Return On Influence: The Revolutionary Power of Klout, Social Scoring, and Influence Marketing by Mark Schaefer
3. The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment by Robert Kaplan and David Norton

**OUTCOMES:**

After completion of the students will be able to:

- understand the basic concepts in strategy applied to sub-markets within the healthcare sector
- will be able to analyze managerial dilemmas facing the sector through mini-case discussions



## STRATEGY OPTIONAL COURSES

<b>MSDY 141</b>	<b>DESIGN THINKING &amp; INNOVATION</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		2	0	0	2

### OBJECTIVES:

1. To introduce students to the design process as a tool for innovation.
2. To provide an understanding on how it can be applied for value creation in business scenarios
3. To learn how to create physical prototypes / a visual representation of an idea

### COURSE CONTENTS:

Design Thinking and The Design Process -The Design Brief, Scope and Establishing Design Criteria

Visualisation, Ethnography, Concept , Assumptions Testing -Co-Creation-Business model and design thinking

Value creation and delivery through innovation- Various types of innovation and firm's strategy-Impact of changing trends and markets -Processes for creating and delivering innovation

**L – 20; Total Hours – 20**

### REFERENCE BOOKS:

1. Brown, Tim, and Barry Katz. Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation. Harper Business, 2009.
2. Jeanne Liedtka and Tim Ogilvie Designing for Growth: A Design Thinking Tool Kit for Managers (Columbia University Press, 2011)
3. "Design": The Design of Business: Why Design Thinking is the Next Competitive Advantage, by Roger L. Martin

### OUTCOMES:

Upon successful completion, students will be able to:

1. Develop a comprehensive understanding on the theory of design thinking
2. Understand the importance of innovation and design thinking in terms of value creation and sustainability

**MSDY 142****STRATEGIC LEADERSHIP &  
GOVERNANCE**

L	T	P	C
2	0	0	2

**OBJECTIVES:**

1. To introduce the importance of governance mechanisms
2. To provide an understanding on how strategic leaders function and achieve.
3. To provide an insight into governance and exercising executive leadership for organizational success.

**COURSE CONTENTS:**

Strategic Leadership-Strategic leaders- functions- power - outcomes. Strategic thinking, leading organizational change, creating a high-performance organization, and shared vision.

Governance and executive leadership , organizational success-Strategic Leadership in practice

**L – 20; Total Hours – 20**

**REFERENCE BOOKS:**

1. The Art of Strategic Leadership: How Leaders at All Levels Prepare Themselves, Their Teams, and Organizations for the Future, Stephanie S. Mead and Steven J. Stowell, Wiley, 2016
2. Strategic Leadership: Theory and Research on Executives, Top Management teams and boards By Bert Cannella, Sydney Finkelstein, Donald C. Hambrick, Oxford University Press, 2008

**OUTCOMES:**

Upon successful completion, students will be able to:

1. Develop strategic thinking capabilities
2. Plan strategic plans and will develop capability to provide direction
3. Create a high-performance organizations.

**MSDY 143****SUSTAINABILITY MANAGEMENT****L T P C****2 0 0 2****OBJECTIVES:**

1. To provide an understanding of Sustainable Development and its relevance to business management.
2. To provide stakeholder sensitivity in managerial decisions
3. To familiarize the students on the various tools and methods that will enable business leaders to integrate Sustainable development in business decisions

**COURSE CONTENTS:**

Sustainable Development - Growth Vs. development -Concept of stakeholders - Corporate Sustainability Vs Sustainable Development - Corporate Sustainability in a globalized economy

Drivers of corporate Sustainability

Sustainability management - Impact Assessment-Environmental Managements Systems

Designing systems -Management functions and Sustainability-Reporting on sustainability

**L – 20; Total Hours – 20****REFERENCE BOOKS:**

1. Introduction to Sustainability by Robert Brinkmann, 2016, John Wiley
2. Corporate Sustainability, Social Responsibility and Environmental Management: An Introduction to Theory and Practice with Case Studies, Mark Anthony Camilleri, 2017 Springer

**OUTCOMES:**

Upon successful completion, students will be able to:

1. Consider the sustainability perspective in all their business thoughts
2. Will always bring in the sustainability aspect in their business plans
3. Provide direction and develop business in the areas of sustainable development

**MSDY 144****BALANCED SCORE CARD****L T P C****2 0 0 2****OBJECTIVES:**

1. To provide a meaningful picture of business with multiple perspectives with a long-term strategic approach
2. To provide an understanding of the BSC as a performance measurement tool
3. To familiarize the students in using a BSC

**COURSE CONTENTS:**

Strategy Implementation -Performance measurement - Balanced Scorecard concepts -Strategy Maps

Learning & Knowledge Management -Knowledge Management & BSC -Integrating strategy with BSC - BSC in practice

**L – 20; Total Hours – 20****REFERENCE BOOKS:**

- The Balanced Scorecard: Translating Strategy into Action, Robert S. Kaplan, David P. Norton, Harvard Business Press, 1996
- Essentials of Balanced Scorecard, Mohan Nair, Wiley, 2004

**OUTCOMES:**

Upon successful completion, students will be able to:

1. Approach the strategic planning activity from BSC perspective
2. Ensure a more balanced approach in setting goals and budgets
3. Evaluate the performance of firms from BSC perspective