MBA COURSE STRUCTURE

R22 – C24

Vignan's Foundation for Science Technology and Research

MBA COURSE STRUCTURE R22 – C24

I year I Semester

C. Code	Course Title	L	T	P	C
24MS501	Principles of Management and Organizational Behavior (PMOB)	2	2	0	3
24MS502	Managerial Economics (ME)	1	2	0	2
24MS503	Accounting for Managers (AFM)	1	4	0	3
24MS504	Business Statistics and Analytics for Decision Making (BSAD)	1	4	0	3
24MS505	Legal Environment for Business (LEB)	1	2	0	2
24MS506	Business Environment	2	2	0	3
24MS507	Essential & Analytical Skills for Managers (Module – 1 ESM & Module – 2 ASM)	0	0	4	2
Total		**8**	**16**	**4**	**18**
Contact Hours	**28 Hours**				

I year II Semester

C. Code	Course Title	L	T	P	C
24MS508	Marketing Management (MM)	1	4	0	3
24MS509	Corporate Finance (CF)	1	4	0	3
24MS510	Human Resource Management (HRM)	1	4	0	3
24MS511	Operations Management (OM)	2	2	0	3
24MS512	Business Research Methods (BRM)	1	4	0	3
24MS513	Operations Research (OR)	1	2	0	2
24MS514	MOOCS	1	2	0	2
24MS515	Business Communication(BC) - Lab	0	0	2	1
24MS516	Business Analytics Tools Lab	0	0	2	1
Total		**8**	**22**	**4**	**21**
Contact Hours	**34 Hours**				

Sandwich Summer

C. Code	Course Title	L	T	P	C
24MS601	Summer Internship Assessment	0	0	6	3

II year I Semester

C. Code	Course Title	L	T	P	C
24MS602	Corporate Strategy	2	2	0	3
24MS603	Entrepreneurship Development	2	2	0	3
Specialization-I Elective-1		1	4	0	3
Specialization-I Elective-2		1	4	0	3
Specialization-II Elective-1		1	4	0	3
Specialization-II Elective-2		1	4	0	3
Total		**8**	**20**	**0**	**18**
Contact Hours	**28 Hours**				

II year II Semester

C. Code	Course Title	L	T	P	C
Specialization-I Elective-3		2	2	0	3
Specialization-I Elective-4		2	2	0	3
Specialization-I Elective-5		2	2	0	3
Specialization-II Elective-3		2	2	0	3
Specialization-II Elective-4		2	2	0	3
Specialization-II Elective-5		2	2	0	3
24MS604	Management Thesis	-	-	4	2
Total		**12**	**12**	**4**	**20**
Contact Hours	**28 Hours**				

List of Odd Semester Department Elective Courses

C. Code	Electives - Marketing II-1	L	T	P	C
24MS801	Marketing Research	1	4	0	3
24MS802	Consumer Behavior	1	4	0	3
24MS803	Sales & Distribution Management	1	4	0	3
24MS804	Retail Management	1	4	0	3
24MS805	Tourism Marketing	1	4	0	3

C. Code	Electives – Finance II-1	L	T	P	C
24MS806	Investment Analysis and Portfolio Management	1	4	0	3
24MS807	International Financial Management	1	4	0	3
24MS808	Management of Financial Services	1	4	0	3
24MS809	Project Finance	1	4	0	3
24MS810	Strategic Cost Management and Decision Making	1	4	0	3

C. Code	Electives – HR II-I	L	T	P	C
24MS811	Industrial Relations and Labour Laws	1	4	0	3
24MS812	Cross Cultural Management	1	4	0	3
24MS813	Talent Management & Succession Planning	1	4	0	3
24MS814	Learning and Development	1	4	0	3
24MS815	Strategic and International HRM	1	4	0	3
C. Code	Electives - Analytics II-I	L	T	P	C
24MS820	Business Analytics for Managers	1	4	0	3
24MS821	Programming for Analytics	0	0	6	3
24MS822	Data Visualization for Managers	0	0	6	3
24MS823	Machine Learning in Business	1	4	0	3
24MS824	Supply Chain Analytics	1	4	0	3

List of Even Semester Department Elective Courses

C. Code	Electives - Marketing II-II	L	T	P	C
24MS825	Advertising & Brand Management	2	2	0	3
24MS826	Services Marketing	2	2	0	3
24MS827	Digital Marketing	2	2	0	3
24MS828	International Marketing	2	2	0	3
24MS829	Strategic Marketing	2	2	0	3

C. Code	Electives - Finance II-II	L	T	P	C
24MS830	Financial Derivatives	2	2	0	3
24MS831	Mergers and Acquisitions	2	2	0	3
24MS832	Behavioural Finance	2	2	0	3
24MS833	Strategic Financial Management	2	2	0	3
24MS834	Fintech Innovations	2	2	0	3

C. Code	Electives – HR II-II	L	T	P	C
24MS835	Compensation & Reward System	2	2	0	3
24MS836	HR Metrics	2	2	0	3
24MS837	Organization Development and Change	2	2	0	3
24MS838	Industrial and Organizational Psychology	2	2	0	3
24MS839	Leadership & People Management	2	2	0	3

C. Code	Electives – Operations II-II	L	T	P	C
24MS840	Innovation and New Product Development	2	2	0	3
24MS841	Competitive Manufacturing Management	2	2	0	3
24MS842	Technology Management	2	2	0	3
24MS843	Total Quality Management	2	2	0	3

C. Code	Electives - Analytics II-II	L	T	P	C
24MS844	Marketing Analytics	2	2	0	3
24MS845	Predictive Analytics	2	2	0	3
24MS846	Financial Analytics	2	2	0	3
24MS847	HR Analytics	2	2	0	3
24MS848	Artificial Intelligence for Business	2	2	0	3

24MS501-PRINCIPLES OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOR

Hours per week:

L	T	P	C
2	2	0	3

PREREQUISITE KNOWLEDGE: Basics of management.

COURSE DESCRIPTION AND OBJECTIVES:
To provide a fundamental point of view on management theories and practices. This will shape establishment to study other functional areas of management and to provide the students with the conceptual framework and the theories underlying Organizational Behavior.

MODULE-1

16L+16T+0P=32 Hours

UNIT-1

INTRODUCTION TO MANAGEMENT
Definition of management, Nature, Purpose and Functions, Levels and types of managers, managerial roles, skills for managers, evolution of management thought, recent trends in management.

UNIT-2

PLANNING AND ORGANIZING
Planning: Planning Process, types of plans, Decision-making, Process of decision-making, Types of decisions, and Techniques in decision-making.
Organizing: Organization structure, Formal and informal organizations, different organizational structures, Principles of organization, chain of command, Departmentation, span of control, delegation, decentralization, and empowerment.
DIRECTING AND CONTROLLING: Motivation: Meaning, theories of motivation, application of motivational theories. Leadership: Meaning, styles of leadership, leadership theories. Controlling: Meaning, importance of controlling, controlling process, types of control, factors influencing control effectiveness.

PRACTICES:
- Case study on planning.
- Case study on decision making.
- Case study on organizational structures.
- Case study on leadership and motivation.
- Case study on controlling.

MODULE-2

16L+16T+0P=32 Hours

UNIT-1`

ORGANIZATIONAL BEHAVIOR

Introduction: Introduction, definition, fundamental principles of OB, contributing disciplines, challenges and opportunities. Evolution & Organizational Behavior in India.

UNIT-2

FOUNDATIONS OF INDIVIDUAL BEHAVIOUR

Personality: Meaning, formation, determinants, traits of personality, big five and MBTI, personality attributes influencing OB.
Perception: Meaning, Process of perception, factors influencing perception, link between perception and individual decision-making.
Attitude: Meaning, Formation, components of attitudes, relation between attitude and behavior.
Conflict management: Understanding conflicts, functional and dysfunctional conflicts, types of conflicts, interpersonal conflicts, inter group conflicts, conflicts resolution, conflict resolution techniques, allowing functional conflicts for organizational effectiveness.

PRACTICES:
- Case study on personality.
- Case study on perception.
- Case study on attitude.

SKILLS:
- Studying organizational structures of any 10 companies and classifying them into different types of organizations which are studied in Unit 2 and justifying why such structures are chosen by those organizations.
- Preparing the leadership profiles of any 5 business leaders and studying their leadership qualities and behaviors with respects to the trait, behavioral and contingency theories studied.
- Identifying any five job profiles and listing the various types, abilities required for those jobs and also the personality traits/attributes required for the jobs identified.

COURSE OUTCOMES:
Upon successful completion of this course, students will have the ability to

CO No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Communicate the management evolution, managerial functions, skills and roles of managers and how it will affect future managers.	Apply	1	3,2,1
2	Use the types of plans and process involved in planning.	Apply	1	2,1,3
3	Compare and contrast various organizational structures, Principles of organizations, chain of command, span of control, delegation, decentralization.	Analyze	1	3,2,1
4	Execute techniques and process involved in making decisions, motivating organizational members and controlling things for achieving better results.	Apply	1	2,1,3
5	Demonstrate personal attributes and dimensions of personality and its influence on organizational behavior.	Apply	2	3,2,1
6	Examine linkage between perception and individual decision making, formation and components of attitudes and the relationship between attitude and behavior which can show effect on organizational performance.	Analyze	2	2,3,1

TEXT BOOKS:

1. Samuel C.Certo, S.Trevis Certo, "Modern Management", 15/e, Prentice-Hall, 15th Edition, 2018.
2. Stephen P.Robbins, Timothy A.Judge, "Organizational behavior", Person, 18th Edition, 2018.

REFERENCE BOOKS:

1. Jennifer George and Gareth Jones, "Understanding and Managing Organizational Behavior", Pearson Education Inc, 6th Edition, 2017.
2. Jon L Pierce and Donald G. Gardner, "Management and Organizational behavior", Cengage Learning India (P) Limited, 7th Edition, 2013.

24MS502-MANAGERIAL ECONOMICS

Hours per week:

L	T	P	C
1	2	0	2

PRE-REQUISITE KNOWLEDGE – Basic knowledge on managerial economics.

COURSE DESCRIPTION AND OBJECTIVE:
This course provides students with the knowledge, tools and techniques to make effective economic decisions under conditions of risk and uncertainty. The emphasis is on explaining how tools of standard price theory can be employed to formulate a decision problem, evaluate alternative courses of action and finally choose among the alternatives.

MODULE-1

8L+16T+0P= 24 Hours

UNIT –1

MANAGERIAL ECONOMICS
Introduction: Definition, General Foundations of Managerial Economics - Economic Approach - Circular Flow of Activity - Nature of the Firm - Objectives of Firms - Demand Analysis and Estimation - Individual, Market and Firm demand - Determinants of demand - Elasticity measures and Business Decision Making - Demand Forecasting.

UNIT – 2

DEMAND &SUPPLY ANALYSIS
Introduction: Demand determinants, law of demand Elasticity of demand, types and significance of Elasticity of Demand. Measurement of price Elasticity of Demand, Law of Supply, Elasticity of Supply. Need for Demand forecasting, Types of forecasting techniques.

PRACTICES:

- To collect data on sales of consumer durable goods and predict the sales for a later year.
- To analyze the role of a business economist in the everyday functioning of an organization taking live examples.
- Trace the links of economics to major areas of management.
- Identify the major influencing factor to the market demand for:
  - Ice cream
  - Sugar
  - Ball pen
  - Designer jeans.
- Specify the demand function for the following:
  - Gasoline
  - chicken

8L+16T+0P= 24 Hours

UNIT–1

PRODUCTION ANALYSIS:

Introduction: Introduction: Production function: General and specific production function Marginal Rate of Technical Substitution, Production function with one/two variables, Isoquants and Isocosts, Least-cost combination of input factors, Cobb-Douglas Production Function, Returns to Scale and returns to factors.

UNIT–2

COST THEORY ESTIMATION AND PRICING & PROFIT MANAGEMENT

Cost theory and estimation: Cost concepts: Total cost, average cost and marginal cost, fixed cost, variable cost and semi variable cost, Acquisition and Opportunity cost, Book cost and Out of pocket cost, Historical and Replacement cost, Short run and long run cost, Avoidable and Unavoidable cost, Incremental and Sunk cost, Traceable and Common cost determinants of cost, Cost – output relationship in the short run and long run, Average cost curves, Economies of scale.

Cost-volume-profit analysis: Pricing and Profit Management: Features and Types of different competitive situations, Price- Output determination in Perfect competition, Monopoly and Monopolistic competition both in the long run and short run. Pricing methods in practice, Profit Management- Nature, scope and theories of profit.

PRACTICES:

- Collect output and cost data of a firm in your area over 42 monthly (on average) and estimate linear cost function.
- Collect information on advertising expenses on new films released recently by the Indian film producers in Mumbai/Delhi/Bengaluru and also their collections. Give your comments.
- Show the circumstances where the marginal cost is constant throughout but the average cost is falling.

SKILLS:

- With the increase in output of the firms, their average total cost and average variable cost curves come closer and closer to each other but never meet. Why?
- Collect different pricing methods followed by any private organization.
- Identify various types of market structures prevailing in the real world.
- Collect the factors influencing the demand for a product.

COURSE OUTCOMES:

Upon successful completion of this course, the student has the ability to

CO No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Apply the economic way of thinking to individual decisions and business decisions.	Apply	1	3,2,1
2	Analyse the demand behaviour in the new economy.	Analyse	1	2,1,3
3	Analyse how prices get determined in markets, how market participants benefit in the form of consumer surplus and producer surplus.	Analyse	2	3,2,1
4	Assess the relationship between short-run and long-run costs.	Evaluate	2	2,1,3
5	Analyse how prices are determined in the market.	Analyse	2	3,2,1

TEXT BOOKS:

1. Maheshwari K. L., Varshney R.L., "Managerial Economics", 2014, Sultan Chand & Sons, 14th Edition, 2014.

2. D.M. Mithani, "Managerial Economics, Edition 2020", Himalaya Publishing House, 5th Edition, 2013.

REFERENCE BOOKS

1. Dominick Salvatore, "Managerial Economics in a global economy, Indian Edition"; McGraw-Hill, 4th Edition, 2011.

2. Craig H Peterson, W.Cris Lewis, Sudhir. K. Jain; "Managerial Economics", Pearson Publications, 4th Edition, 2015.

3. P.L. Mehta; "Managerial Economics", Sultan Chand & Sons, 21st Edition, 2016.

4. M.L. Trivedi; "Managerial Economics Theory and Applications", McGraw Hill, 7th Edition, 2012.

24MS503-ACCOUNTING FOR MANAGERS

Hours per week:

L	T	P	C
1	4	0	3

PRE-REQUISITE KNOWLEDGE: Basics in Accounting.

COURSE DESCRIPTION:

Non-financial managers need a sufficient knowledge of accounting to interpret a company's financial statements and make key business decisions. The Accounting for Managers course describes how accounting transactions are compiled into financial statements and how information about company performance can be extracted from those statements. It also addresses decisions in such areas as sales and marketing, human resources, and acquisitions that are impacted by accounting information. The course describes several tools, including target costing and constraint analysis, which can be used to improve upon business decisions. In short, Accounting for Managers is the ideal toolkit for understanding how accounting information can be used to drive business decisions.

COURSE OBJECTIVES:

The purpose of this course is to facilitate an understanding about accounting as an information system and also the language of the business. The course is design in away so as to familiarize the participants with various financial tools and techniques that will facilitate the participants in enhancing their analytical power to make rational decisions related to business.

MODULE-1

8L+32T+0P= 40 Hours

UNIT-1

BASIC ACCOUNTING CONCEPTS & REVENUE ASSETS ANALYSIS:

The Nature and Purpose of Accounting; Basic Accounting Concepts relating to Income Statement & Balance sheet.
Revenue and Monetary Assets, cost of sales and Inventories.

UNIT-2

LONG LIVED ASSETS & FINANCIAL STATEMENT ANALYSIS:

Long lived non-monetary Assets and their Amortization.
Preparation of Financial Statements, Financial statement Analysis and interpretation.

PRACTICES:
- Preparation of Income statements (Case study).
- Preparation of Balance sheet (Case study).
- Liquidity Analysis practice (Case study).
- Inventory Valuation practice (Case study).
- Depreciation Accounting practice (Case study).
- Ratio Calculation and Analysis (Case study).

8L+32T+0P= 40 Hours

UNIT-1

COST BEHAVIOUR:

The behaviour of cost, Full cost and their Uses, Marginal costing.

UNIT-2

VARIANCE & BUDGETING ANALYSIS:

Variance Analysis – Material and Labour, Budgeting and Latest Development Trends and Practices

PRACTICES:

- Cost sheet preparation **(Case study).**
- CVP & BEP Analysis Practice **(Case study).**
- Material and Labour variance Practice **(Case study).**
- Budget preparation and analysis **(Case study).**

SKILLS:

➢ Reading Financial Statements.

➢ Generating Financial Statements.

➢ Analyzing Financial Statements.

➢ Financial Forecasting.

➢ Developing a Data-Driven Mind-set.

COURSE OUTCOMES:

Upon successful completion of this course, students will have the ability to

Co No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Demonstrate knowledge of the business accounting cycle for the corporate form of business.	Apply	1	1
2	Understand the framework for preparation and presentation of financial statements.	Apply	1	3
3	Develop decision making skills in the application of Revenue and monetary Assets and Acquire practical knowledge on application of cash flows and Ratio Analysis.	Analyze	2	4
4	Develop managerial decision making skill by using Marginal costing and cost accounting tools.	Analyze	2	2
5	Analyse the variance analysis and learn preparation of budget for future planning.	Analyze	2	1

TEXT BOOKS:

1. Robert Anthony, David Hawkins and Kenneth Merchant, "Accounting Text and Cases", The McGraw-Hill Companies, 13th Edition, 2016.

REFERENCES BOOKS:

1. Asish K. Bhattacharyya, "Financial Accounting for Business Managers", PHI, 8th Edition, 2006.
2. Ambrish Gupta, "Financial Accounting Management an Analytical Perspective", Thomson, 3rd Edition, 2007.
3. Samuel C. Weaver, J. Fred Weston, "Finance and Accounting for Non-Financial Managers", Tata McGraw-Hill Publishing Co. Ltd., 3rd Edition, 2002.

4. Horngreen, Sundem, Stratton, Burgstahler and Schatzberg, "Introduction of Management Accounting", Pearson, 4th Edition, 2018.

24MS504-BUSINESS STATISTICS AND ANALYTICS FOR DECISION MAKING

Hours per week:

L	T	P	C
1	4	0	3

PRE-REQUISITE KNOWLEDGE: Basic knowledge in Mathematics and Statistics.

COURSE DESCRIPTION AND OBJECTIVES:

The objective of this course is to provide the basic knowledge of the various statistical techniques useful to managers in their decision-making. Students will learn statistical tools like measures of central tendency, dispersion, probability, probability distributions, Regression and Correlation analysis using excel.

Students are expected to get hands on experience of solving numerical and statistical problems.

MODULE-1

UNIT-1   **8L+32T+0P=40 Hours**

INTRODUCTION TO STATISTICS

Introduction, why statistics is important for managers, why we need data, levels of measurement, basic statistical concepts, population and sample, descriptive and inferential statistics, parameter and statistic. Charts and graphs: frequency distribution, Graphical presentation of data.

UNIT-2

MEASURES OF CENTRAL TENDENCY AND DISPERSION

Introduction, central tendency, measures of central tendency, Mathematical averages: arithmetic mean, geometric mean, harmonic mean. Positional averages: median, mode, quartile, deciles, percentiles, Excel functions for averages.

Introduction, measures of dispersion, methods of measuring dispersion: Range, inter quartile range, mean deviation, standard deviation, excel functions for dispersion.

PRACTICES:

- Arithmetic mean,
- Geometric mean,
- Harmonic mean.
- Median,
- Mode,
- Quartile,
- Deciles,
- Range,
- Inter quartile range,
- Mean deviation, and
- Standard deviation.

UNIT-1

PROBABILITY

Introduction to probability, concept of probability, basic rules, counting rules, probability assigning techniques: Classical technique, relative frequency technique, subjective approach, types of probability: marginal probability, union probability, joint probability, conditional probability, Bayes' theorem.

UNIT-2

DISCRETE AND CONTINUOUS PROBABILITY DISTRIBUTIONS

Introduction, difference between discrete and continuous random distributions, Discrete probability distributions: Binomial distribution, Poisson distribution: Continuous distribution: Normal distribution, excel functions for B.D, P.D and N.D.

PRACTICES:

- Probability assigning techniques,
- Marginal probability,
- Union probability,
- Joint probability,
- Bayes' theorem,
- Discrete and continuous random variable,
- Binomial distribution,
- Poisson distribution,
- Normal distribution.

SKILLS:

- ➢ Collect the data from magazines, newspapers, and television, and publications. Present the data in graphs and diagrams.
- ➢ Collect the data from data.gov in and analyze using averages.
- ➢ Evaluate various measures of variations the data collected from various sources like newspapers, magazines etc.,

COURSE OUTCOMES:

By the end of this course, it is expected that the student will be able to learn the following aspects:

Cos No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Understand the various graphical presentation of data.	Apply	1	1,2
2	Understand the analyzing the data with measures of central tendency and variability.	Apply	1	2
3	Understand the concepts of probability and its applications in business.	Analyze	2	3
4	Understand the various discrete and continuous probability distributions.	Analyze	2	4
5	Understand the applications of probability and probability distributions.	Analyze	2	5,6

TEXTBOOK:

1. Naval Bajpai, "Business Statistics", Pearson, 2nd Edition, 2013.
2. Navel Bajpai, "Business Research Methods, 2/e, Pearson, 2017.

REFERENCE BOOKS:

1. Richard I. Kevin, Davis S. Rubin, Sanjay Rastogi, Masood Husain Siddiqui, "Statistics for management", Pearson, 8th Edition, 2017.
2. J. K. Sharma, "Business statistics problems and solutions", Pearson, 1st Edition, 2010.
3. J. K. Sharma, "Business statistics", Vikas, 4th Edition, 2018.

24MS505-LEGAL ENVIRONMENT FOR BUSINESS

Hours per week:

L	T	P	C
1	2	0	2

PREREQUISITE KNOWLEDGE: NIL

COURSE OBJECTIVE

This course is designed to provide the student with knowledge of the legal environment in which a consumer and businesses operates, and to provide the student with knowledge of legal principles.

Module 1

8L+16T+0P = 24 Hours

UNIT – I

The Indian Contract Act, 1872: Contract and its essentials, Performance and Discharge of Contract, Remedies for Breach of Contract, Types of Contract-Quasi contracts, Indemnity and Guarantee contract, and Bailment & Pledge, Contract of Agency.

UNIT – II

The Sales of Goods Act, 1930: Meaning and Essentials; Conditions and Warranties; Transfer of Property; Rights of Unpaid Seller;
The Indian Partnership Act, 1932: Meaning and Characteristics; Formation of Partnership; Rights and Duties of Partners; Dissolution of a Partnership Firm

PRACTICES:
(*These activities are only indicative; the Faculty member can innovate*)

- Draft a 'rent agreement' incorporating all the essential features of a valid agreement.
- Draft the Memorandum of Association of a company.
- Case laws 'involving points of law of contracts'.

Module 2

8L+16T+0P = 24 Hours

UNIT – I

The Negotiable Instruments Act, 1881: Meaning and Characteristics; Notes- Meaning and Essential elements; Bills- Meaning and Characteristics; Cheque- Meaning, Crossing, Dishonoring; Discharge of Negotiable Instruments. New sections of the Negotiable Instruments (Amendment) Act, 2018
The Consumer Protection Act, 1986: Aims and objectives; Consumer Disputes Redressal Agencies, Consumer Protection (Amendment) Act 2019 – Salient Features

UNIT – II

The Companies Act, 1956 salient features, Definition of company, characteristics, types of company, Incorporation of company, Memorandum and Articles of Association, lifting of corporate Veil-Doctrine of Ultra Vires-Doctrine of Indoor Management and Constructive Notices Management- Meetings-Directors: Appointment, Removal, Position, Powers and Duties of Directors-Winding Up of a Company-Salient features and important provisions of Act (Amendment), 2020.

PRACTICES:

(*These activities are only indicative; the Faculty member can innovate*)

1. Draft a complaint against 'unfair trade practice' adapted by a businessman – to the consumer forum.

2. List out the latest cases of both High Court and Supreme Court on Environmental issues with both facts and judgments [At least 2 cases]

SKILLS:

➢ **Negotiation**
➢ **Problem-solving**
➢ **Conflict resolution**

ACTIVITIES:

• Conducting role plays with assigning cases.
• Moot court with cases, making them as advocacy of the case.

COURSE OUTCOMES:

Upon successful completion of this course, students will have the ability to:

COs	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Demonstrate an understanding of the Legal Environment of Business.	Apply	1	1, 2, 12
2	Identify the fundamental legal principles behind contractual agreements.	Apply	1	1, 2, 5, 12
3	Examine how businesses apply basic legal knowledge to business transactions.	Apply	1	1, 2, 3, 5, 12
4	Build the legal and fiscal structure of different forms of business organizations and their responsibilities as an employer.	Analyze	2	1, 2, 12
5	Communicate effectively using standard business and legal terminology	Analyze	2	1, 2

TEXT BOOK:

1. Ravindar Kumar, "Legal Aspects of Business", Cengage, 3rd Edition, 2014.

2. N.D. Kapoor, "Elements of Mercantile Law", Sultan Chand & Sons, 5th Edition, 2016.

REFERENCE BOOKS:

1. N.D. Kapoor, "Business Law", Sultan Chand & Sons, 2nd Edition, 2017.

2. Akhileshwar Pathak, "Legal Aspects of Business", Tata McGraw Hill, 4th Edition, 2017.

3. D. Chandra Bose, "Business Law", PHI Learning Private Limited, 7th Edition, 2016.

24MS506-BUSINESS ENVIRONMENT

Hours per week:

L	T	P	C
2	2	0	3

PREREQUISITE KNOWLEDGE: Introduction to Business.

COURSE DESCRIPTION AND OBJECTIVES:
This course enables the students to learn overall business environment and evaluate its various components in business decision making and knowing and structure of international business and understand the influence of various environmental factors on international business operations and acquainting the students with the structure and policy framework of India's foreign trade.

MODULE-1
16L+16T+0P=32 Hours

UNIT–1

THE CONCEPT OF BUSINESS ENVIRONMENT:
Meaning of business environment – Nature and scope of business environment, objectives and its characteristics – Importance of business environment - Types of environment-internal, external, micro and macro environment - Environmental Analysis and Forecasting.

UNIT–2

ECONOMIC ENVIRONMENT: Concept of National Income – Role of Industry in Economic development – Union budget as an instrument of growth and their impact on business – Capital Market – Money Market – Liberalization, Privatization and Globalization of Indian Economy, and recent developments – Foreign Direct Investment in India.

PRACTICES:

- Case studies related to business environment with respect to Indian context.
- Group discussion on recent union budget.
- Debate on Foreign Direct Investment.

MODULE-2
16L+16T+0P=32 Hours

UNIT–1

INTERNATIONAL BUSINESS AND ECONOMIC INTEGRATION: Importance, nature and scope of International business; modes of entry and Theories of International Business; Multilateral Trade Agreements: GAAT, WTO, TRIPS and TRIMS. International agreements; European Union, NAFTA, ASEAN, SAARC and BRICS.

UNIT-2

INDIAN FOREIGN TRADE POLICY&EXPORTS AND IMPORTS: India's Foreign Trade – Recent Foreign Trade Policy –Challenges and future prospects for Indian foreign trade policy - Export and Import Procedures; Role of commercial banks in foreign trade; EXIM Banks; Export promotion schemes, Export credit insurance.

PRACTICES:

- Group discussion on role of WTO.
- Debate on contribution of SAARC and BRICS.
- Short presentation EXIM Banks.

SKILLS:

- Preparing SWOT Analysis for different companies and industries.
- Collect the latest information on Union Budget and FDI's.
- Prepare a report on latest development about NAFTA, ASEAN and EU.
- Mini Project on the export and Import procedures of any company.

COURSE OUTCOMES:

Upon successful completion of this course, students will have the ability to:

Cos No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1.	Demonstrate the nature of business environment and its components.	Apply	1	4, 3,2
2.	Analyze and develop conceptual framework of business environment and generate interest in international business.	Analyze	1	2,3,1
3.	Examine international economic institutions and their role in international trade.	Analyze	2	3,4,2
4.	Appraise the highlights of Indian foreign trade policy.	Evaluate	2	3,2,1

TEXT BOOKS:

1. Francis Cherunilam, "Business Environment Text & Cases", Himalaya Publications, 5th Edition, 2012.
2. Justin Paul, "Business Environment Text and Cases", Mc Graw Hill Publication, 3rd Edition, 2010.
3. Aswathappa, "International Business", McGraw Hill Education, 6th Edition, 2017.

REFERENCE BOOKS:

1. Misra and Puri, "Indian Economy", Himalaya, 3rd Edition, 2007.
2. P. Subba Rao, "International Business", Himalaya Publications, 4th Edition, 2017.

24MS507-ESSENTIAL AND ANALYTICAL SKILLS FOR MANAGERS

Hours per week:

L	T	P	C
0	0	4	2

PREREQUISITE KNOWLEDGE: Basic skills required for managers.

COURSE DESCRIPTION AND OBJECTIVE:
The objective of this course is to familiarize the student with the professional skills required for managers to run the business effectively. The course focuses on practicing the soft skills through different activities to build successful career.

MODULE-1
0L+0T+32P=32 Hours

UNIT-1

PRESENTING YOURSELF PROFESSIONALLY
Introduction: Managing your image, dressing appropriately, meeting business casual standards, interacting with others, participating in meetings.

PROFESSIONAL COMMUNICATION
Professional Communication: Creating professional e-mail messages, Exploring Telephone Communication etiquette, Placing and receiving calls in professional Environment.
Writing for Employment: Understanding job searches, Online job sites, writing effective cover letters, writing chronological and functional resumes.
Developing your Interpersonal Skills: Networking and socializing professionally.
Emotional Intelligence

UNIT-2

CAREER MANAGEMENT
Planning and Managing your career: Understanding career management.
Winning at office politics: Developing diplomacy skills, dealing with negative politics, identify the key political player in formal environment.
Negotiations: Modelling Negotiation Skills-Exercise.

CUSTOMER RELATIONSHIP MANAGEMENT
Working with customers: communicating empathetically, asking questions to understand problems.
Handling different customers: Denying requests, coping with angry customers, dealing with the unexpected and disabled customers- Ability to Work Under Pressure and Time Management.

*Use of Computers and Internet is required during the course practice sessions

PRACTICES:
(*These activities are only indicative; the Faculty member can innovate*)
- Send an e-mail to a friend to invite to attend a B-school meet.
- Develop a conversation to interact with a customer for product promotion.
- Create a presentation to promote an upcoming event.
- Update social networking profile to create professional image.
- Take a problem that's seemingly complex and present the simplified version.

SKILLS:

➢ Communication.
➢ Enthusiasm and attitude.
➢ Teamwork.

MODULE-2

0L+0T+32P=32 Hours

UNIT-1

Percentage, Ratios and Proportions, Partnership and Problems on Ages. Profit, Loss and Discount, Simple Interest and Compound Interest, Averages and Mixtures.

UNIT-2

Clocks, Calendars, Ordering and Ranking and Seating Arrangements. Critical Reasoning, Team Formations, Blood Relationships, Direction Test.

PRACTICES:

▪ Each concept would be taught in detail in the class followed by 10 problems solved in the class.
▪ Students would have to solve 10 additional problems as homework assignment in each.

SKILLS:

➢ Helps in developing and improving problem solving skills.
➢ Allow students to develop critical thinking skills.

COURSE OUTCOMES:

Upon successful completion of this course, students will have the ability to:

CO No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Build and show professionalism in dressing and interactions.	Apply	1	1, 2, 12
2	Make use of e-mails and telephone for effective communication.	Apply	1	1, 2, 5, 12
3	Develop power point presentations for professional reporting and demonstration.	Apply	1	1, 2, 3, 5, 12
4	Apply the customer service skills to the business needs.	Analyze	2	1, 2, 12
5	Identify and solve the business problems using the problem solving skills.	Analyze	2	1, 2

TEXT BOOK

Butterfield Jeff, "Soft Skills for Everyone", Cengage Learning, 2nd Edition, 2011.

REFERENCE BOOK

Stephen P. Robbins, Philips L. Hunsaker, "Training in Interpersonal Skills, McGraw Hill, 6th Edition, 2012.

24MS508-MARKETING MANAGEMENT

Hours per week:

L	T	P	C
1	4	0	3

PRERQUISITE KNOWLEDGE: Basic knowledge on marketing management.

COURSE DESCRIPTION AND OBJECTIVES:
The course is designed to provide students with an overview of the decision making process in marketing. Marketing decision-making is a process that is essentially wrapped around the fundamental goal of creating value in the marketplace. This requires a professional knowledge of market drivers, competitors' capabilities, technological trends and the market dynamics of value. The orientation is toward the kinds of marketing decisions that managers must make within the modern business environment. The primary goal of this course aims at making students understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm.

MODULE-1

8L+32T+0P=40 Hours

UNIT-1

FUNDAMENTALS OF MARKETING, STP, PRODUCT AND PRICING STRATEGIES

Introduction- Definition, Importance and scope of marketing, Philosophies of marketing management, Elements of marketing - Needs, Wants, Demands, Customer, Consumer, Markets and marketers; Marketing vs selling, Consumer markets and industrial markets.

Concept of marketing management, Marketing – Mix, Marketing organizations – Evolution and functions, Marketing environment, Factors affecting marketing environment, Marketing information system and marketing research.

UNIT-2

MARKET SEGMENTATION, TARGETING AND POSITIONING:

Segmenting the market – Levels and patterns of segmentation, Market segmentation procedure, Basis for consumer/industrial market segmentation. Market targeting – Introduction, Factors to be considered for targeting, Evaluating and selecting market segments, Product positioning - Introduction, Developing and communicating a positioning strategy – Positioning errors and possibilities, positioning strategies.

PRACTICES:
- Case let on communication strategy.
- Case let on segmentation.
- Case let on targeting and positioning.

UNIT-1

PROMOTION AND DISTRIBUTION STRATEGIES

MARKETING - MIX DECISIONS - PRODUCT & PRICING DECISIONS- New Product Development-Concept and necessity for development, Challenges in new product development, New product planning and development process, Product-Mix, Branding and packaging decisions, Product life cycle - Stages and strategies. Pricing decisions - Pricing objectives, Process of pricing, Methods of setting Price, Pricing strategies.

UNIT-2

MARKETING - MIX DECISIONS - CHANNEL AND PROMOTIONAL DECISIONS- Channels of distribution for consumer/ industrial products, Channel functions, Management of channels, Factors affecting channel decisions, Wholesaling and retailing, Promotion - Promotion-mix, Advertising, Sales Promotion, Personal selling, Direct marketing, Publicity and public relations.
RECENT TRENDS IN MARKETING, Introduction, E-commerce, E-marketing, E-Retailing, Relationship marketing, Mobile marketing, Green marketing, Affiliate marketing, Multi-channel Marketing.

Roles and Responsibilities of Marketing Manager, Brand manager, Marketing research Analyst, sales manager.

PRACTICES:

- Discussion on pricing strategies of different companies.
- Discussion on distribution strategies of FMCG sector.
- Brainstorming session on new product development.
- Group discussion on 4P's of Marketing.

SKILLS:

- Find out the promotion tools of any company.
- Observe the distribution network of a company.
- List out product line of a company and note line modernization or deletion.
- Draw a product life cycle with regard to a particular product of a company and observe its extension.

COURSE OUTCOMES:

Upon successful completion of this course, students will have the ability to

CO No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Demonstrate basic concepts of marketing and elements of marketing environment.	Apply	1	4,1,2
2	Apply the knowledge in segmenting markets, target and launch with apt product positioning strategies.	Apply	1	4,2,3
3	Analyze the factors that influence product and pricing decisions.	Analyze	2	2,4,1
4	Application of marketing principles to make channel and promotional decisions.	Apply	2	5,4,6
5	Apply advanced concepts of marketing, changing trends and their applicability in today's competitive world.	Apply	2	4,3,2

TEXT BOOKS:

1. Philip Kotler, "Marketing Management", 11th Edition, Pearson Publishers, 2nd Edition, 2011.

REFERENCE BOOKS:

1. RajanSaxena, "Marketing Management", Tata McGraw Hill, 4th Edition, 2009.
2. VS Ramaswamy and S. Namakumari: "Marketing Management", Macmillan, 4th Edition, 2009.

24MS509-CORPORATE FINANCE

Hours per week:

L	T	P	C
1	4	0	3

PRE-REQUISITE KNOWLEDGE: Accounting for Managers.

COURSE-DESCRIPTION:
A thorough knowledge of finance is needed in order to successfully operate a business of any size. Corporate Finance concentrates on the finance essentials needed to run a business, including fund raising, internal cash management, and the deployment of funds to dividends, capital expenditures, investments, and acquisitions. It also addresses such core issues as how to develop an appropriate capital structure and determine the best types of available funding. Another key element of corporate finance is risk management, which the course covers by discussing risk management for foreign exchange and interest rates. In short, Corporate Finance provides the finance professional with a complete toolkit of solutions.

COURSE OBJECTIVES
This course describes the theory and practice of corporate finance. The objective of this course is to provide the conceptual foundation and develop the framework for making corporate investment and financial decisions. The content will be very useful for aspiring investment analysts, financial managers, corporate finance professionals and future CFOs. The program is concerned with understanding of the major financial decisions facing corporate managers and of what corporate finance professionals do and why. We will blend theory with practice in order to, ultimately, understand what corporate finance professionals should do to increase company value and shareholder wealth. The major topics include time value of money and interest rates, valuation of projects and firms, project analysis, capital budgeting decisions, capital structure decisions, risk and return relationship, financial analysis and etc.

MODULE-1

8L+32T+0P=40 Hours

UNIT-1

PERSPECTIVES OF CORPORATE FINANCE:
Introduction to corporate finance, Discounted cash flow valuation, Conceptual Framework of Risk and Return.

UNIT-2

INVESTMENT ANALYSIS:
Making capital investment decisions, credit management and capital Budgeting, Interest rates and Bond valuation, Stock Valuation.

PRACTICES

- Time value of Money Calculations **(Case study).**
- Risk Measurement and Analysis **(Case study).**
- Capital investment Analysis **(Case study).**
- Bond valuations **(Case study).**
- Stock valuations **(Case study).**

MODULE-2

8L+32T+0P=40 Hours

UNIT-1`

LONG TERM FINANCING AND VALUATION:

Long term financing: An Introduction, Risk and cost of capital, Capital structure: Basic concepts, corporate financial modeling.

UNIT-2

DIVIDENDS AND SHORT TERM FINANCING:

Dividends and other payouts, short term finance and planning, credit and inventory management.

PRACTICES

- Calculation of WACC **(Case study).**
- **EBIT-EPS Analysis (case study).**
- Leverage Calculation **(Case study).**
- **Dividends payouts (Case study).**
- Inventory Valuation **(Case study).**

SKILLS:

- Select five companies from different industry, and find how many of the selected companies are calling their financial managers as CFO/ Director finance/ VP Finance and finance controller.
- Select one company from the following industry and explain the structure of finance departments a) IT b) Manufacturing.
- Assume that you are going to join an MBA Program me (After BBA) of private institute. Administrative officer of the college said to you that you can pay fees in any of the two options 1) 6,00,000 lump sump amount or 2) 6,50,000 in four equal installments. which option do you prefer? Why?
- Prepare a project proposal assuming that you are going to start a mineral water plant.
- Prepare a blueprint of working capital of a small concern.
- Select a manufacturing firm of your own choice and evaluate the performance of its inventory management with 6 years' financial data.
- Collect annual report of a company and compute dividend payout ratio.
- Study the capital structure analysis of two companies from the same industry and give comments.

COURSE OUTCOMES:

Upon successful completion of this course, the student will have the ability to

COs	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Understand the concepts of time value of money relating to corporate investment decisions.	Apply	1	2,1
2	Analyze and evaluate investment opportunities and apply capital budgeting techniques in investment decisions	Apply	1	2,3
3	Understand the concepts of time working capital management and ability to communicate their view point's relating to the financial health of firms.	Analyze	2	2,6
4	Demonstrate conceptual and practical knowledge of capital structure and dividend policy and how it affects a firm value.	Analyze	2	4,2
5	Evaluate the dividend decision of firm and to know the relationship between dividend decision and market value of the firm.	Analyze	2	2,3

TEXT BOOK:

1. Ross, Westerfield and Jaffe and Kakani, "Corporate Finance",Tata Mc Graw Hill, 10th Edition, 2017.

REFERENCE BOOKS:

1. I.M.Pandey, "Financial Management", Vikas Publishing, 13th Edition, 2016.
2. Michael C Ehrhardt and Eugene F Brigham, "Corporate Finance- A Focused Approach", Cengae Learning, 4th Edition, 2014.
3. Rajiv Srivastava and Anil Misra, "Financial Management", Oxford University Press, 2nd Edition, 2011.

24MS510-HUMAN RESOURCE MANAGEMENT

Hours per week:

L	T	P	C
1	4	0	3

PREREQUISITE KNOWLEDGE: Basics of Organization Behavior and Introduction to Human Resources.

COURSE DESCRIPTION AND OBJECTIVE:
The course provides an understanding of how the human resources management function is led in organizations. By the end of the course the learner will be able to appraise HRM functions and know how they can be executed in the organizations.

MODULE-1

8L+32T+0P=40 Hours

HUMAN RESOURCE MANAGEMENT AND ITS FUNCTIONS

UNIT-1

HRM at work: Functions of HRM – Trends in shaping HRM - The Manager's proficiencies, Labor legislations in India & Equal employment opportunity, Strategic Context of HRM: HR Audits, HR Metrics, Benchmarking, Digital and Social Media Tools for HRM.

UNIT-2

Job analysis - Methods, Writing Job Descriptions and Job Specifications, Workforce Planning and Forecasting, Effective recruiting, sources of recruiting candidates, Developing and using application forms, e-Recruitment, Use of social media with its applications, Selection - Types of testing, Background investigation and other selection methods, Basic types of interviews, Designing and conducting an effective interview.

PRACTICES:
- Identify recent trends in HRM by Interviewing different HR Managers.
- Divide total class into groups consisting of 4 to 6 students each and ask each group to develop they own JD Form of any role from the organization.
- Check out the recruitment pages of PSU, an Indian Manufacturing company, a start-up, and a hotel chain. Compare the sites and discuss their features.
- Study the interview practices adopted by five companies visiting your campus and make a presentation to the class.

MODULE-2

8L+32T+0P=40 Hours

TRAINING, MANAGING PERFORMANCE & COMPENSATION

UNIT-1
Training and Managing Performance and Career
Training - Process & Methods, Implementing management development programs,

Performance Management -Techniques of Appraising performance, managing employee turnover and retention, Career Management - Employee's and Employer's role of Career Management, Employee life cycle career management, Integrating Talent Management and Career and Succession Planning.

UNIT-2

Compensation and Employee benefits
Factors determining pay, establishing pay rates–Job evaluation method, Contemporary topics in compensation – Competency Based Pay, Broad banding and Comparable Worth. Employee benefits & relations, Collective bargaining process, handling grievances, Human Resource Information Systems.

PRACTICES:

- Develop a Training and orientation programme for a graduation student who are entering MBA Programme in your institution.
- Identify different Techniques of Appraising performance and develop a Performance appraisal form for your class instructor.
- By understanding different pay rates develop a salary slip for different levels of job in any organization of your choice.
- You are the HR Consultant to a small business with about 40 employees, develop a list of legal benefits you believe it should offer, along with your reasons for suggesting them.
- Developing Case Analysis on Performance Management in different organizations.

SKILLS:

- Select any Industry of your choice and write its HR policies.
- Take any job title and draft out Job Descriptions and Job Specifications for it.
- Develop HRM Practices in your own Social Networking Profile.
- Chart out the methods of appraising employees of any (one) organization of your choice.
- Conduct discussion on how HR Management concepts and techniques can be used to all managers.

COURSE OUTCOMES:

Upon successful completion of this course, the student will have the ability to

CO No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Applying overall functions of human resource management with the changing role of HR Department in organizations.	Apply	1	2, 4
2	Identifying how the job analysis and recruiting functions of HRM are executed in the organizations.	Apply	1	6
3	Design selection and training modules for developing the employee in the organization	Analyze	2	5, 6
4	Develop and motive employees through pay structures and other benefits in the organization	Analyze	2	4,5

TEXT BOOKS:

1. Gary Dessler, BijuVarkkey, "Human Resource Management", 16th edition, Pearson Education India, 2020.

REFERENCE BOOKS:

1. Michael Armstrong, Stephen Taylor, "Armstrong's Handbook of Human Resource Management Practice", Kogan Page, 15th edition, 2020.
2. Decenzo and Robbins," Fundamentals of Human Resource Management", Wiley, 12th edition, 2016.

24MS511-OPERATIONS MANAGEMENT

Hours per week:

L	T	P	C
2	2	0	3

PREREQUISTIE KNOWLEDGE: Basic knowledge on managing in the operations.

COURSE DESCRIPTION AND OBJECTIVES:
This course is designed to address the key operations and quality issues in service and manufacturing organizations that have strategic as well as tactical implications. The specific objectives include:

MODULE-1

16L+16T+0P=32Hours

UNIT-1

INTRODUCTION TO OPERATIONS MANAGEMENT
Introduction to operations management- Meaning, Objectives and functions; Current trends in manufacturing in India; Operations as a key functional area in an organization; Operations Management: A systems perspective; Challenges faced by Operations Managements; Process planning- Steps and Classification of manufacturing systems; Forecasting- Types and Methods.

UNIT-2

PRODUCT IMPROVEMENT OPERATIONS
Factors affecting productivity, Techniques for improving productivity; Location Planning – Location Decision Factors and Planning methods (Numerical); Layout planning – Planning and Principles of Layout, Classification of Plant Layout; Production Planning and Control – Functions, Sequencing and Scheduling (Numerical); Manufacturing Resource Planning; Work study: Method study, time study.

PRACTICES:
- Visit any factory and list out the physical facilities and type of production followed.
- Visit any factory and prepare a report on the production planning and control activities.

MODULE-2

16L+16T+0P=32Hours

UNIT-1

PLANNING AND CONTROLLING OPERATIONS
Production planning and controlling activities, Aggregate Planning: Definition, Objectives, process and strategies, Resource planning: MRP-1, MRP-2; Supply chain management; Introduction to lean manufacturing, JIT, 5S, Short term scheduling, TPS, and Lean Operations

UNIT-2

INVENTORY MANAGEMENT

Purchasing and Inventory management: Purchase function, procedures, Economic Order Quantity, Inventory analysis Methods- ABC, VED, XYZ methods- their utility. Inventory Valuation Methods: Periodic and perpetual systems; FIFO, LIFO, Average Cost and Weighted Average Cost Methods

Quality Improvement and maintenance: Inspection, Quality, Statistical Quality Control-Control Charts Deming concepts. Total Quality management, maintenance management-need equipment life cycle, measurement of maintenance performance, Total productive maintenance, Six sigma.

PRACTICES:

- Visit a company and draw a chart on plant layout/ suggest suitable methods for productivity improvement.
- List out the functions of materials management in an organization.
- Visit any industry and list out the various quality measures /maintenance methods adopted.

SKILLS:

- Identify and present skills required to be a successful production manager.
- Identify types of production systems followed in an organization.
- Identify inventory control techniques followed in private sector.
- Collect different quality controlling techniques followed by any private organization.

COURSE OUTCOMES:

Upon successful completion of this course, students will have the ability to

CO No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	To apply analytical skills and problem-solving tools to the analysis of the operations problems	Apply	1	3,2,1
2	To analyze the strategic role of operations management in creating and enhancing a firm's competitive advantages	Analyze	1	2,1,3
3	To apply key concepts and issues of OM in both manufacturing and service organizations.	Apply	2	3,2,1
4	To evaluate the application of operations management policies and techniques to the service sector as well as manufacturing firms.	Evaluate	2	2,1,3
5	To interpret the quality improvement and maintenance aspects of operations management.	Apply	2	3,2,1

TEXT BOOKS:

1. Mahadevan, "Operations Management", Pearson, 2nd edition, 2010.
2. R. Paannerselvam, "Production and Operations Management", PHI, 2nd Edition, 2006.

REFERENCE BOOKS:

1. J.K Rajewski, Larry P Ritzman "Operations Management", Wesley, 5th Edition., 1998.
2. S.N.Chary "Production and Operations Management", THM, 6th edition, 2006.
3. Buffa, "Production and Operations Management", Willey, 6th edition, 2008.

24MS512-BUSINESS RESEARCH METHODS

Hours per week:

L	T	P	C
1	4	0	3

PRE-REQUISITE KNOWLEDGE: Business Mathematics and Business Statistics

COURSE DESCRIPTION AND OBJECTIVES:
Business research is a systematic enquiry whose objective is to provide information to solve managerial problems. This course is an introduction on how to do business research with an emphasis on applied problem solving. It has a major emphasis on applied problem-solving strategies and report preparation skills.

MODULE–1

8L+32T+0P=40 Hours

UNIT–1:

BUSINESS RESEARCH, SOURCES OF DATA AND SCALES OF MEASUREMENT:
Introduction to Business Research, Difference between Basic and Applied research, Business Research Process Design, Types of research: Exploratory research, Descriptive research. Sources of Data: Primary and Secondary Data, Scales of Measurement, Types of Measurement, Criteria for Good Measurement.

UNIT – 2

QUESTIONNAIRE DESIGN, SAMPLING AND DATA COLLECTION:
Questionnaire: Introduction, Questionnaire design Process-Pre-Construction phase, Construction phase, Post-Construction phase.
Sampling: Introduction, Random sampling methods: Simple random sampling, Stratified random sampling, Cluster sampling, Systematic sampling, Multi stage sampling. Non-Random sampling: Quota sampling, Convenience sampling, Judgment sampling.
Data Collection: Classification of Survey and Observation Methods.

PRACTICES:
- Types of research,
- Exploratory Research,
- Descriptive Research,
- Casual Research,
- Research Methods,
- Steps in Research Process,
- Census Survey,
- Sample Survey,
- Sampling Design,
- Probability Sampling Methods,
- Simple Random Sampling,
- Stratified Random Sampling,
- Cluster Sampling,

- Systematic Random Sampling,
- Multi-Stage Sampling,
- Non – Probability Sampling Methods,
- Convenience Sampling,
- Quota Sampling,
- Judgment Sampling,
- Snowball Sampling.

MODULE–2

8L+32T+0P=40 Hours

UNIT–1

HYPOTHESIS TESTING (Parametric Tests):
Introduction to Hypothesis testing: Hypothesis testing for single mean, two population means using t-test, Two-tailed and One-tailed tests of hypothesis, Hypothesis testing with z statistic for the difference in the means of two populations. Analysis of variance, completely randomized design (ONE-WAY ANOVA), Randomized block design (TWO-WAY ANOVA). (Problems based on t-test, z-test and ANOVA).

UNIT–2

HYPOTHESES TESTING (Non-Parametric Tests): Introduction, defining Chi-Square statistic, Conditions for applying test, Goodness of fit, Test of independence, Mann Whitney U test, the sign test, the Wilcoxon signed-rank test, and the Kruskal Wallis test
Correlation, Regression and Report Writing: Correlation, Regression, Introduction to Report Writing, and Organization of the report writing. (Problems on Chi-Square test, Correlation, Regression).

PRACTICES:
- Hypothesis testing procedure.
- T – test Single Population.
- T – test Two Population.
- Z – test Single Population.
- Z – test Two Population.
- Paired Sample Test.
- Chi – Square test.
- Goodness of Fit test.
- Test of Independence.
- ANOVA.
- One way ANOVA.
- Two-way ANOVA.
- Report Writing.

SKILLS:

- Choose an area of interest, review a minimum of 4 literatures on the same and formulate a topic for prospective research.
- Given a topic – collect data through primary and secondary sources.
- For a given data, analyze data using various statistical tools.
- For a given case study, prepare a research report in the required format.

COURSE OUTCOMES:

By the end of this course it is expected that the student will be able to learn the following aspects:

Cos No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Understand the research process.	Apply	1	1,2
2	Executing criteria of selecting sample and choosing sampling.	Apply	1	2
3	Implement Testing of Means and Chi-square	Analyze	2	3
4	Use Parametric Tests for hypothesis testing.	Analyze	2	4
5	Interpret the statistical results and prepare a good report	Analyze	2	5,6

TEXT BOOK:

1. Naval Bajpai, "Business Research Methods" Pearson Publications, 2nd Edition, 2017.
2. C.R. Kothari, "Research Methodology", New Age International Publisher, 4th Edition, 2019.

REFERENCE BOOKS:

1. Panneerselvam R: "Research Methodology", PHI Learning Private Limited, 2nd Edition, 2014.
2. Bhattacharya, D. K., "Research Methodology", Excel Books, 2nd Edition, 2006.
3. Gupta S.P., "Statistical Methods", Sultan Chand, 43rd Edition, 2014.

24MS513-OPERATIONS RESEARCH

Hours per week:

L	T	P	C
1	2	0	2

PRE-REQUISITE KNOWLEDGE: Business Management

COURSE DESCRIPTION AND OBJECTIVES:

The objective of the course is to introduce some of the tools that facilitate better understanding about the operations in a quantitative form and help them in taking right decision about the business through mathematical approach. By the end of this course it is expected that the student will be able to:

1. Identify situations in which linear programming techniques can be applied.
2. Recognize and evaluate transportation problems, assignments, and traveling salesmen's problems.
3. Analyze optimal strategies for the value of the game.
4. Make the decision in various decision-making environments.
5. Analyze the probability of completing the project within a given time in a conflict and competitive environment.

MODULE-1

8L+16T+0P=24Hours

UNIT-1

Linear Programming: Introduction to Linear programming – formulation of LPP – solution of LPP - Using Graphical Methods, the Simplex Method; Justification, interpretation of Significance of All Elements in the Simplex Tableau, the Simplex Solution to A Minimizing Problem - Two-Phase and Big-M method - Definition of the Dual Problem, Primal, Dual Relationships.

UNIT-2

Transportation, Assignment Problems: Definition and Application of the Transportation Model, Solution of the Transportation Problem, the Assignment Model, and Travelling SalesmanProblem.

PRACTICES:

- Identify and list out real-life situations in which linear programming techniques can be applied.
- Analyze and prepare a report on the Travelling salesman.
- Using several methods, minimize transportation costs and find out an optimal solution.

MODULE-2

8L+16T+0P=24Hours

UNIT-1
GAME THEORY

Introduction – Two-Person Zero-Sum Games, Pure Strategies, Games with Saddle Point, Mixed strategies, Rules of Dominance, Solution Methods of Games without Saddle point –

Algebraic, matrix and arithmetic methods, Graphical Solution of 2 x n and m x 2 games. Linear programming approach for Game Theory.

UNIT-2

P.E.R.T. & C.P.M
Introduction: Rules of Network Construction, Project scheduling, P.E.R.T & C.P.M, Definitions, various terms used in networking, drawing networks – identifying critical path – probability of completing the project within given time.
Decision Theory: Steps in the Decision Making, the Different environments in which Decisions Are Made, Criteria for Decision Making Under Uncertainty – Laplace criterion, Maximin criterion, Minimax criterion, Savage minimax regret criterion, Hurwicz Criterion. Decision under risk: expected value, most likely future criteria, Decision Tree.

PRACTICES:

- Analyze optimal strategies for the value of the game under the game theory.
- Make the decision in various decision-making environments and draw a decision tree, then determine the expected monetary value, and expected opportunity loss, and construct decision trees for making decisions.

SKILLS:

- To be an expert in problem-solving and analytical skills.
- Able to evaluate the firm's competitive advantages.

COURSE OUTCOMES:

Upon successful completion of this course, students will have ability to

CO No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Identify situations in which linear programming techniques can be applied	Apply	1	1,2,4,6
2	Recognize and evaluate transportation problems, assignments, and traveling salesmen's problems.	Analyze	1,2	1,2,3,4
3	Analyze optimal strategies for the value of the game	Apply	2	1, 2, 3, 5
4	Make the decision in various decision-making environments.	Evaluate	1, 2	1,2,4,6
5	Analyze the probability of completing the project within a given time in a conflict and competitive environment	Evaluate	1, 2	1,2,3,4,5,6

TEXT BOOKS:

1. J.K. Sharma, "Operations Research: Theory & Applications", Macmillan India, 3rd Edition, 2007.
2. S.D. Sharma, "Operations Research", Kendarnath, Ramanath & Co, 43rd edition, 2011.

REFERENCE BOOKS:

1. Barry Render, Ralph M. Stair, Jr. Michael E. Hanna, "Quantitative Analysis for Management", PHI Pvt. Ltd, 9th Edition, 2007.
2. Hamdy, A.Taha, "Operations Research: An Introduction", Prentice-Hall of India, 4th Edition, 2007.
3. Harvey M. Wagner, "Principles of Operations Research", PHI, 2nd Edition, 2003.
4. Operations Research, Kranthi Swaroop, P.K. Gupta and Manmohan, Sultan & Sons, 4th Edition, 2011.

24MS515-BUSINESS COMMUNICATION LAB

Hours per week:

L	T	P	C
0	0	2	1

PREREQUISITE KNOWLEDGE: Intermediate level LSRW skills and basic understanding of various business contexts.

COURSE DESCRIPTION AND OBJECTIVE:
To enable the students to become aware of their communication skills and sensitize them to their potential to become successful managers and to enable learners with the mechanics of writing and also help them to draft business letters in English precisely and effectively, prepare students to develop the art of business communication with emphasis on analyzing business contexts.

MODULE-1

0L+0T+16P=16 Hours

UNIT-1

HUMAN RESOURCES: 1. Staff development and training, 2. Job descriptions and job satisfaction, 3. Getting the right job and 4. Making contact.
MARKETING: 5. Breaking into the market, 6. Launching a product.

UNIT-2

MARKETING: 7. A stand at a trade fair, 8. Being persuasive.
ENTREPRENEURSHIP: 9. Starting a business, 10. Financing a start – up, 11. Expending into business idea, 12. Presenting your business idea.

PRACTICES:

- **Listening:** Exercises on listening for information and identifying the needed information, listening for and noting down the required information accurately.

- **Speaking:** Exercises on talking about self and performing functions such as agreeing and disagreeing, speaking for a longer period of time, communicating a series of ideas clearly and structuring and connecting ideas in a speech

- **Reading:** Exercises on scanning for specific details and information, understanding the meaning, structure and cohesion of the text, relating sentences to the information which comes before and after them and to use the cohesive features in the text to help you fill the gaps, reading and interpreting opinions and ideas expressed in the text as well as facts, identifying the writer's purpose and the main idea of a paragraph or complete text.

- **Writing:** Exercises on writing concisely and avoid irrelevance, communicating the correct content, writing using an appropriate level of formality, writing requests instruct6ions, explanations, ask for information etc., in emails and memos.

All the exercises above mentioned are available in the textbook as it is integrated with LSRW skills, sub skills and language functions.

MODULE-2

0L+0T+16P=16 Hours

UNIT-1

BUSINESS ABROAD: 13. Arranging business travel, 14. Business conference, 15. Business meeting, 16. Spending the sales budget.
CHANGE: 17. Social media and business, 18. Business and the environment.

UNIT-2

CHANGE: 19. A staff survey, 20. Off shoring and outsourcing.
CUSTOMER RELATIONS: 21. Customer satisfaction and loyalty, 22. Communication with customers, 23. Corresponding with customers, 24. Business across cultures.

PRACTICES:

- **Listening:** Exercises on inferring, understanding the general idea of what the speaker is saying, recognizing functions such as complaining, greeting apologizing etc., of various business contexts and following a longer listening task, understanding the main points of what the speakers say and listening for specific information.

- **Speaking:** Exercises on expressing opinions, agreeing, disagreeing comparing and contrasting ideas and reaching a decision.

- **Reading:** Exercises on knowing dependent prepositions, grammatical structures which go with particular words, phrasal verbs, linking words, collocations, vocabulary and expressions.

- **Writing:** Exercises on doing longer tasks, using the correct format and appropriate level of formality for correspondence, report or proposal, selecting and including the relevant information from the written material supplied, describing the selected pieces of information taken from pictorial representation, using appropriate functions such as explaining apologizing, persuading or giving information by using appropriate grammar and vocabulary.

All the exercises above mentioned are available in the textbook as it is integrated with LSRW skills, sub skills and language functions.

SKILLS:

Reading and writing:

➢ CAN understand the general meaning of non-routine letters.

➢ CAN understand the general meaning of a report even if the topic isn't predictable.

➢ CAN write a simple report of a factual nature and begin to evaluate, advice, etc.

➢ CAN write a non-routine letter where this is restricted to matters of fact.

Listening and speaking

- CAN ask for factual information and understand the answer.
- CAN take and pass on most messages during a normal working day.
- CAN express own opinion, and present arguments to a limited extent.
- CAN give a simple, prepared presentation on a familiar topic.

COURSE OUTCOMES:

Upon successful completion of this course, students will have the ability to

CO No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	The students will be aware of their communication skills and know their potential to become successful managers.	Apply	1,2	10
2	The students will get enabled with the mechanics of writing and can compose the business letters in English precisely and effectively.	Apply	1,2	10
3	The students will be introduced to the managerial communication practices in business those are in vogue.	Apply	1,2	10
4	Students will get trained in the art of business communication with emphasis on analyzing business situations.	Apply	1,2	10

TEXT BOOK:

1. Guy Brook- Hart, "Business Benchmark", Cambridge University Press, 2nd Edition, 2014.

REFERENCE BOOKS:

1. Ashraf Rizvi M, "Effective Technical Communication", TMH, 3rd Edition, 2005.
2. Sehgal M. K & Khetrapal V, "Business Communication", Excel Books, 4th Edition, 2007.
3. Krizan, Merrier, Jones, "Business Communication", Cengage Learning, 8th Edition, 2012.

24MS516- BUSINESS ANALYTICS – TOOLS

Hours per week:

L	T	P	C
0	0	2	1

0L+0T+16P=16 Hours

MS-Excel:

- **Exercise 1: Data Manipulation and Extraction Using Formulas:** VLOOKUP, COUNTIFS, COUNT, IF, COUNTIF, COUNTIFS.

- **Exercise 2: Application of Filters for data Extraction:** Ribbon Tour, Quick Filtering, Filtering by Multiple Criteria, Saving the Filtered Data, Performing Calculations on Filtered Data.

- **Exercise 3: Analyze Data Using PivotTables and Pivot Charts:** Understand PivotTables, create a PivotTable, Framework Using the PivotTable and PivotChart, Create Pivot Chart from pivot Table, inserting slicer, Creating Calculated fields.

- **Exercise 4: Building a PivotTable Report:** Adding Row Labels, Adding Column Data, Changing Formulas in Columns, changing headers & number formats, Adding Multiple Row Labels, Collapsing and Expanding, Drill Down to Data, Sorting, & Refreshing, grouping by Dates, Grouping by Ranges.

- **R-Programming:** R programming overview, environment setup, basic syntax, data types, variables, and operators.

- **Exercise 5:** Decision making (if, while, and for loop), loops, functions.

- **Exercise 6:** Strings, vectors, lists, matrices, arrays.

- **Exercise 7:** Factors, data frames, packages, data reshaping.

Tableau:

- Tableau – Overview, Environment Setup, Get Started, Navigation, Design Flow, File Types, Data Types, Show Me, Data Terminology.

- **Experiment 8**: Data Sources, Custom Data View, Extracting Data, Fields Operations.

- **Experiment 9:** Editing Metadata, Data Joining, Data Blending.

- **Experiment 10**: Worksheets: Add Worksheets, Rename Worksheet, Save & Delete Worksheet, Reorder Worksheet, Paged Workbook. Operators, Functions, Numeric Calculations, String Calculations.

- **Experiment 11:** Tableau Sort & Filters: Basic Sorting, Filters, Quick Filters, Context Filters.

- **Experiment 12:** Tableau Charts: Tableau - Bar Chart, Line Chart, Pie Chart, Crosstab.
- **Experiment 13:** Tableau Charts: Scatter Plot, Bubble Chart, Bullet Graphs.

24MS602-CORPORATE STRATEGY

Hours per week

L	T	P	C
2	2	0	3

PREREQUISITE KNOWLEDGE: Basics knowledge of management.

COURSE DESCRIPTION AND OBJECTIVES
The basic objective of this course is to help the students to learn the concept of business strategy and understand the significance of managing the business strategically in the current business environment.

MODULE-1

16L+16T+0P=32 Hours

UNIT-1

FUNDAMENTALS OF STRATEGY, ENVIRONMENTAL APPRAISAL AND STRATEGY FORMULATION

Understanding Strategy-Strategic Decision Making-Strategic Management Process- Hierarchy of Strategic Intent –- Vision, Mission, Business Definition and Objectives- Strategic Management for Sustainability- Corporate Governance, Corporate Social Responsibility.

Environmental scanning and Organizational Appraisal- Concepts, Factors and Techniques

UNIT-2

STRATEGY FORMULATION

Strategic Analysis and Choice- Strategic Choice Process-Strategic Analysis Tools and Techniques - SWOT Analysis, BCG&GE Matrix, Value Chain Analysis. Experience Curve analysis, Life Cycle Analysis, Industry Analysis, Strategic Group Analysis, Competitor analysis
Strategy Formulation – Business Level and Corporate Level Strategies

PRACTICES:
- Case Study on Strategic Intent
- Case Study on Environmental Appraisal
- Case Study on Corporate Social Responsibility
- Case study on Industry and Competitor Analysis

MODULE-II

16L+16T+0P=32 Hours

UNIT-1 STRATEGY IMPLEMENTATION

Activating Strategy —Nature and Barriers to Strategy Implementation- Model of Strategy Implementation, Project Implementation, Procedural Implementation, Resource Allocation-

Structural Implementation-Behavioral Implementation- Functional and Operational Implementation.

UNIT-2
STRATEGY EVALUATION AND CONTROL

Strategic Evaluation and Control – An Overview of Strategic Evaluation and Control – Strategic Evaluation process, Strategic Control and Operational Control, Techniques of Strategic and Operational Control – Role of Organizational Systems in Evaluation.

PRACTICES:

- Case Study on Resource Allocation
- Case Study on Strategic Leadership
- Case Study on Behavioral Implementation
- Case Study on Strategic Evaluation and Control

SKILLS:

➢ Develop the mission, vision, goal and objective of the company.
➢ Do the SWOT Analysis of the company.
➢ Perform the environmental analysis and design the suitable strategy for the company.
➢ Learn the strategic leadership qualities.
➢ Evaluate the company performance and do necessary correction as per need.

ACTIVITIES:

➢ Analyzing the Mission and Vision statements of selected Indian companies.
➢ Apply the Michael Porter's model to an industry (Retail, Telecom, Infrastructure, FMCG, Insurance, Banking etc.
➢ Conduct SWOT analysis of companies of your interest
➢ Prepare and present a list of few recent instances of Indian companies that adopted diversification strategies and make observations on why these companies diversified and types of diversification used.
➢ Prepare and present a list of few recent instances of Indian companies that adopted diversification strategies
➢ Collect and represent the role of popular strategic leaders in the successful implementation of strategy in their respective industry.
➢ Prepare a report by applying Porter's Diamond model on your preferred industry

COURSE OUTCOMES:

Upon successful completion of this course, students will have the ability to:

CO No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Design and develop the strategic intent hierarchy of the company	Create	1	2
2	Analyse the internal and external environment by appraisal methods and techniques.	Analyse	1	4
3	Develop the various business and corporate level strategies by applying the strategic analysis tools and techniques	Apply	1	2
4	Effectively implement the strategies by understanding the various strategic implementation issues.	Apply	2	2
5	Evaluation and control of strategy with various control techniques	Evaluate and apply	2	2

TEXT BOOKS:

1. Azar kazmi, Adela Kazmi "Strategic Management", McGraw Hill, 4th Edition, 2015.
2. Fred R. David, "Strategic Management, Concepts and Cases" Prentice Hall,13th Edition,2011

REFERENCE BOOKS:

1. Appa Rao C, "Business Policy and Strategic Management", Excel Publishers,6th Edition, 2008.
2. Subba Rao P, "Business policy and Strategic Management Text and Cases", Himalaya Publishing House, 2nd revised edition, 2010.
3. Thomposn & Strickland, "Strategic Management, Concepts and Cases", Tata McGraw-Hill, 12th Edition, 2007.
4. Gregory Dess and G.T. Lumpkin, "Strategic Management – Creating Competitive Advantage", McGraw Hill, 12th Edition, 2016.

24MS603-ENTREPRENEURSHIP DEVELOPMENT

Hours per week:

L	T	P	C
2	2	0	3

PREREQUISITE KNOWLEDGE: Basic multi-disciplinary knowledge of management functions and business operations.

COURSE DESCRIPTION AND OBJECTIVES:
The objective of the course is to make students understand the concept, process, types and promotion of entrepreneurship. To motivate and create confidence among the students to become entrepreneurs by discussing the various business models plans success and failure stories of entrepreneurs. This course will help the students in developing skills in the area of conducting feasibility studies, analysis of opportunities and strategies, exploration of new start-up businesses and to acquaint the students about various issues of entrepreneurship.

MODULE-1

16L+16T+0P=32 Hours

UNIT-1

INTRODUCTION TO ENTREPRENEURSHIP AND DIMENSIONS OF ENTREPRENEURSHIP:
Concept, Entrepreneurial motivation, Ethics in entrepreneur, Characteristics, Essential features, functions of entrepreneur, entrepreneurship Vs manager, entrepreneurship Vs Intrapreneur – Dimensions of entrepreneurship-Edupreneurship, Agripreneurship, Tourism entrepreneurship, Social- entrepreneurship, Technopreneurship. Cyber Entrepreneurship, New generation entrepreneurs.

UNIT-2

IDENTIFICATION OF BUSINESS OPPORTUNITY, CONDUCTION OF FEASIBILITY STUDIES AND FINANCING A NEW VENTURE
Sources of start- up ideas and evaluation criteria, Unicorns among Indian startups, Conducting feasibility studies, SWOT Analysis, Technical analysis, Market analysis, financial analysis, environmental analysis, sources and specific type of finance like Angel Investors Venture capital, key factors for success and reasons for failure. Central government support to startup.

PRACTICES:
- Preparing the profiles of Indian entrepreneurs.
- Identification of business opportunity, conduction of feasibility studies for the identified opportunity.
- Presentation by students on any one selected entrepreneur.
- Instruct students to evaluate of start- up ideas.
- Prepare a report on steps to be followed in product development.

- Discussion on the environmental factors influence on an enterprise.

MODULE-2

16L+16T+0P=32 Hours

UNIT-1

PREPARATION OF BUSINESS PLAN AND REPORT, LEGAL REGULATORY SYSTEMS, MSMES AND GOVERNMENT POLICIES

The Concept of Business planning and modeling, contents of business plan and report preparation. Legal regulatory systems, patents and trademarks, Intellectual Property Rights, Role of MSME, Atal Innovation Mission (AIM), Incubation network in promotion of entrepreneurship in India.

UNIT-2

MANAGING CUSTOMERS AND GROWTH:

Stages of Entrepreneurial Marketing, Entrepreneurial Versus Traditional Marketing, Pricing, building trust, selling and sales Targets, Diversification, other caveats of growth.

PRACTICES:
- Preparation of a report on successful business model.
- Discussion on case study of an innovative entrepreneur.
- Discussion of a case on new entry exploitation.
- Selection/design of suitable entrepreneurial strategy and managing the growth.
- Presentation by students on any one selected Incubation center.
- Identifying and preparing the MSME assistance in promotion of entrepreneurship.
- Discussion on the strategies followed by a successful entrepreneur.

SKILLS:
➢ Visit the DIC and make list of the various existing institutions supporting Entrepreneurship Andhra Pradesh and analyse the facilities provided by them.
➢ Arranging and participating any entrepreneurial activity.
➢ Analyze the case of Angel Investing and Venture Capital funding in India.

COURSE OUTCOMES:

Upon successful completion of this course, the students have the ability to

Cos No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Understand concepts, evolution, process and dimensions of entrepreneurship.	Apply	1	1
2	Able to develop skills in identification of business opportunities, conduction of feasibility studies and financing a new venture.	Analyze	1	2,3
3	To hone students' abilities in the preparation of business plan and report, understand legal regulatory systems, MSMEs and government policies.	Evaluate	2	4
4	Able to select suitable strategies and manage the entrepreneurial growth.	Apply	2	5,6

TEXT BOOKS:
1. P. Narayana Reddy, "Entrepreneurship – Test and Cases", Cengage Learning, 3rd Edition, 2011.
2. Robert D Hisrich, Michael P Peters, Dean A Shepherd, "Entrepreneurship", Mc Graw Hill, 6th Edition, 2016.

REFERENCES BOOKS:
1. MadhurimaLall, ShikhaSahai, "Entrepreneurship", Excel Books, First Edition, 2016.
2. S.S. Khanka, "Entrepreneurial Development", S. Chand and Company Limited, 5th Edition, 2015.
3. H. Nandan, "Fundamentals of Entrepreneurship", PHI, 1st Edition, 2007.

24MS801-MARKETING RESEARCH

Hours per week:

L	T	P	C
1	4	0	3

PREREQUISITE KNOWLEDGE: Knowledge on Marketing Research.

COURSE DESCRIPTION AND OBJECTIVES:
Marketing research is an integral part of marketing. Its task is to build capacity of learners to (1) assess information needs and (2, 3, 4, 5) provide relevant, accurate, reliable, valid and current information to aid marketing decision making.

MODULE-1

8L+32T+0P=40 Hours

UNIT-1

INTRODUCTION TO MARKETING RESEARCH
Introduction and Early phases of Marketing Research; Developing an Approach for Marketing Research; Application of Marketing Research: Marketing Research Process, Types of Marketing Research.

UNIT-2

THEORY BUILDING – MARKETING RESEARCH DESIGN FORMULATION
Theory building for hypothesis specification –
Marketing Research Design - Exploratory Research Design: Secondary Data; Exploratory Research: Qualitative Research; Descriptive Research Design: Survey and Observation; Causal Research Design: Experimentation.

PRACTICES:
- Preparation of report on Regional/National/International Marketing Research organizations, Ethics, Opportunities and Challenges.
- Identification of Marketing problem(s) and Opportunities.
- Developing an Approach and Applications of Marketing Research.
- Theory building for hypothesis specification.
- Research Design.

MODULE-2

8L+32T+0P=40 Hours

UNIT-1

MEASURING AND SCALING – QUESTIONNAIRE DESIGN – SAMPLING
Measurement and scaling: Fundamentals, Comparative and Non-comparative scaling Techniques.
Questionnaire and Form Design- Reliability and Validity.

Sampling: Design and Procedures, Sample size determination techniques. Pilot Study, Sample size determination.

UNIT-2

DATA COLLECTION – PREPARATION- HYPOTHESIS TESTING-ANALYSIS AND REPORTING

Data Collection – Preparation- Hypothesis Testing: Types of data and Data collection methods; Data preparation; Frequency Distribution, Cross-Tabulation, and Hypothesis Testing (parametric and non-parametric).

Analysis and Reporting: Analysis of variance and covariance; Correlation and Regression, Discriminant and Logit Analysis, Factor analysis and Cluster analysis. Marketing Research Ethics. Report preparation, Presentation, Plagiarism and Publication.

PRACTICES:
- Secondary data collection tools preparation.
- Sample size determination.
- Measuring and scaling Vs Application of statistical tools.

SKILLS:
- Marketing Research Problem exploration, defining the problem statement.
- Developing Research Design for nature and type of research.
- Data preparation, Analysis, Interpretation, Discussion, Implications writing.
- Preparation and publication of research report.
- Application contemporary technologies for research.

COURSE OUTCOMES:
Upon successful completion of this course, the students have the ability to

COs	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Ability to develop Marketing Research Approach	Apply, Analyze	1	1
2	Ability to specify hypothesis and develop suitable marketing research design.	Apply, Analyze	1	2,3
3	Ability to determine sample size, design and development of scientific data collection forms.	Apply, Analyze and Evaluate	2	4
4	Ability to collect, process, prepare primary data, and testing hypothesis using data analysis packages.	Apply, Analyze and Evaluate	2	5,6
5	Ability to suggest implication, preparation, presentation, defending and publication of marketing research report/paper.	Apply, Analyze and Evaluate	2	1

TEXT BOOKS:

1. Naresh K. Malhotra and Satyabhusan Dash, "Marketing Research: An Applied Orientation", Pearson India Education Services Pt. Ltd., Seventh Edition, 2017.
2. William G. Zikmund et. al., "Essentials of Marketing Research", 4th Edition, Cengage Learning, 2010.

REFERENFCE BOOKS:

1. Navel Bajpai, "Business Research Methods", Pearson Publications, 2011.
2. Sondhi, Neena & Chawla, Deepak. (2011). "Research Methodology- Concepts and Cases", Vikas Publications, 7th Edition, 2017.

Hours per week:

L	T	P	C
1	4	0	3

PRE-REQUISITE KNOWLEDGE: Marketing Management and Branding and Advertisement.

COURSE DESCRIPTION AND OBJECTIVES:
The course is designed to inculcate the concept of consumer behavior, decision making by consumers, behavior variables and influences on consumer behavior.

MODULE-1

8L+32T+0P=40 Hours

UNIT-1

INTRODUCTION TO CONSUMER BEHAVIOR
Nature and Importance of CB, Application of CB in Marketing, Nature & characteristics of Indian Consumers, Consumer Research process, Consumer involvement – Decision making process.

UNIT–2

INDIVIDUAL DETERMINANTS OF CB
Perception: Process, Consumer Imagery, perceived risk, Learning: principles, theories, **Personality**: nature, theories, self-concept, psychographic and life style,
Attitude: Structural model of attitude, attitude formation & change
Motivation: Needs/motives & goals, dynamic nature of motivation, Arousal of motives, Theories of motivation. Self-perception Theory and Cognitive Dissonance Theory.

PRACTICES:
- Application of CB in Marketing.
- Understand the characteristics of Indian Consumers.
- Consumer Research Process.
- Perceived Risk.
- Perception.
- Attitude.
- Motivational Theories.

MODULE–2

8L+32T+0P=40 Hours

UNIT–1

GROUP DETERMINANTS OF CB
Organizational buying behavior, types of consumer relevant groups, factors affecting group influence, application of reference group concept, Understanding the power & benefits of reference groups, a broadened perspective on reference groups, Factors that affect reference group influence, Types of reference groups, Psychographics, Values and Lifestyles.

Family: Functions of family, family decision making, family life cycle (FLC), Opinion Leadership and Personal influence, Diffusion of Innovation: Adoption process. Diffusion process.

UNIT-2

ENVIRONMENTAL INFLUENCES ON CB
Social class, Life style Profile of Social class, application to CB, Culture: characteristics cross cultural understanding, Global Consumer behavior and Online buying behavior.
Consumer Decision making Process: Problem recognition, Information Search Process and Evaluation, Purchasing process, Post purchase behavior, Models of CB.

PRACTICES:
- Consumer buying behavior.
- Factors affecting group influence.
- Types of reference groups.
- Family decision making.
- Family life cycle.
- Diffusion process.

SKILLS:
- Collect five print ads of products, which are directed at the life style segments. Describe the lifestyle that these ads focus on.
- Construct a brand personality inventory for two different brands in the same product category. Ask five of your friends to rate each brand on ten different personality dimensions. Do these brand personalities relate to the advertising strategies to differentiate these brands?
- Mention five examples each of classical conditioning instrumental conditioning and cognitive learning used in advertising.
- Positive Re-enforcement b. Negative Re-enforcement.

COURSE OUTCOMES:

At the end of the course students should be able to

CO No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Application of consumer behavior in marketing.	Apply	1	1,3
2	Analyze individual determinants of consumer behavior.	Apply	1	2,3
3	Analyze group determinants of consumer behavior.	Analyze	2	6
4	Evaluate environmental influences on consumer behavior.	Analyze	2	5
5	Analyze consumer decision-making process.	Analyze	2	2,4

TEXT BOOKS:

1. Schiffman L.G. and Kanuk L.L., "Consumer Behaviour", Prentice Hall of India, 12th Edition, 2015.
2. Hawkins, D I etc. "Consumer Behaviour Implications for Marketing Strategy" Texas, Business, 2nd Edition, 1995.

REFERENCES BOOKS:

1. Seth, J. N. & Mittal, B. "Customer Behaviour-A Managerial Perspective". Thomson South-Western, 2nd Edition, 2003.
2. Hawkins, D. I. & Roger, J. B. and Kenneth, A.C. "Consumer Behaviour-Building Marketing Strategy". McGraw-Hill, 6th Edition, 2017.

24MS803-SALES AND DISTRIBUTION MANAGEMENT

Hours per week:

L	T	P	C
1	4	0	3

PREREQUISITE KNOWLEDGE: Basic knowledge on sales and distribution.

COURSE DESCRIPTION AND OBJECTIVES:
The aim of this course is to enable MBA students to understand Sales Management, Sales Process, role of distribution channels and manage channel partners. They can also emerge as good sales executives and support the organization's efforts towards business development.

MODULE-1

8L+32T+0P=40 Hours

UNIT-1

INTRODUCTION TO SALES

Introduction to Sales Management: Evolution of Sales Management, importance of Sales Management, Introduction to AIDA Process, types of Selling, difference between Selling and Marketing, Modern Day Sales Activities, Selling Skills, Selling Strategies, Selling Process, Ethics in sales, Case: Plastic Industries, Inc., The role of Personal Selling in creating Market. (Richard R. Still page no 104,105) Case: United air flow manufacturer of household appliances sales persons' job. (Richard R. Still page no 115 to 118).

UNIT-2

SALES PLANNING AND BUDGETING

Introduction: Sales planning process, sales forecasting methods, sales budgeting process, methods used for deciding sales budget, types of quotas and quota setting procedure, reasons for establishing or revising sales territories, routing and scheduling sales persons, market cost analysis, Levels of Sales Management Positions, Roles played by sales managers, Sales Organization Structures, Sales Audits. Case: Augsburg Wiesel Ltd, manufacturer of table ware, establishment of sales territories (Richard R Still, Page no 603 to 605) Case: Midland office engineering, establishment of sales budgeting program, (Richard R Still, page no 588 to 589).

PRACTICES:
- Case study on selling.
- Case study on sales planning and budgeting.

MODULE-2

UNIT-1

SALES FORCE MANAGEMENT AND CHANNEL MANAGEMENT

Sales Force Management: Recruitment and selection of the sales force, training the sales force, sales force motivation, sales force compensation, sales force control and evaluation. Case: 1 Adjusting Compensation Plan to Motivate Sales Representatives (K. Sridhara Batt, page no 576 to 577) Case: 2 Sales Force Strategy at Life Insurance Corporation (K. Sridhara Batt, page no 579).

UNIT-2

Introduction to Distribution Management Definition of Distribution Management, The Indian Distribution Environment, Developing a Distribution Strategy, need for Distribution Channels, Distribution Channels for Rural Markets, designing the Marketing Channels, Motivating and Evaluating Channel Members, factors affecting the design of marketing channels, Factors affecting selection of channel partners, Capturing the Customer requirements Case: 1 Fed Ex's Value Chain Solutions, (K.SridharaBatt page no 618 to 620) Case: 2 The National Handloom Development Corporation. (Tapan K. Panda, Sunil Sahadev page no. 504).

Managing Channel Institutions Managing Channel Information Systems, Managing Retailers, Wholesalers, Franchisers, Designing Channel Systems, reasons for Channel Conflicts, Managing Conflict, Managing International Channel of Distribution, Ethical issues in Sales and Distribution Management Case: 1 Kinetic Engineering Company, Handling Channel Conflict, (Krishna K Havaldar, Vasant page no 461) Case: 2 Indian Ayurveda Pharmacy Limited, (Tapan K. Panda, Sunil Sahad page no 719) MBA R13 51.

PRACTICES:
- Case study on distribution management.
- Case study on channel conflicts.

SKILLS:

- ➢ Assigning role play situations to improve the selling skills of the students.
- ➢ Giving case let to improve the analytical and decision making skills of the students.
- ➢ Asking the students to design the distribution channels by giving them some products.
- ➢ Presentations by the students on distribution management of various companies.

COURSE OUTCOMES:

Upon successful completion of this course, students will have the ability to

CO No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Interpret fundamentals of sales concepts, theories and principles in areas of distribution.	Apply	1	2,4,6
2	Appraise the role of sales planning and budgeting.	Evaluate	1	2,5,6
3	Analyze the role of sales force management.	Analyze	2	5,6,3
4	Apply the knowledge, concepts, tools necessary to understand challenges and issues of distribution management.	Apply	2	6,2,1
5	Appreciate the importance of managing information systems.	Evaluate	2	5,2,4

TEXT BOOKS:

1. Krishna K Havaldar, Vasnt M Cavale, "Sales and Distribution Management", TMH, 2nd Edition, 2011.
2. Richard R Still, Edward W Cundiff, Norman A P Govoni, "Sales and Distribution Management", Pearson, 5th Edition, 2011.

REFERENCE BOOKS:

1. Tapan K. Panda, Sunil Sahadev, "Sales and Distribution Management", Oxford, 2nd Edition, 2018.
2. S.L. Gupta, M.K.Rampal , "Cases in Sales and Distribution Management", HPH, 3rd Editions, 2009.
3. Anne T Coughlan, Erin Anderson, Louis W Stern, Adel I EiAnsary, R.C.Natarajan, "Marketing Channels", Pearson, 7th edition, 2011.
4. Mark W Johnston, Greg W Marshall, "Sales Force Management", Mc Graw Hill, 9th Edition, 2009.

24MS804-RETAIL MANAGEMENT

Hours per week:

L	T	P	C
1	4	0	3

PREREQUISITE KNOWLEDGE: Basics knowledge of Marketing.

COURSE DESCRIPTION AND OBJECTIVES
To facilitate the students about the concepts of retailing, retail operation and retail management through cases so that students can analyses the growing scope of retail industry and choose and develop their career in retailing.

MODULE-1

8L+32T+0P=40 Hours

UNIT-1 FUNDAMENTALS OF RETAILING

Fundamentals of Retailing: Types of Retailer Worldwide, Function of retailing, Retailing Theories, Factors Influencing Retailing in India, Opportunities of Retailing in India. Retailing Theories

UNIT-2 RETAIL PLANNING AND OPERATION

Retail Planning Process- Factors Affecting Retail Planning, Developing Business Plan, Implementing Retail Plan, Risk Analysis

Retail Operation-Retail Location and Layout Management, Controlling Store Operation

Practices:

- Case Study on role of retailing
- Case study on Factors Influencing Retail.
- Case Study on store operation
- Case study on Retail planning

MODULE-II

8L+32T+0P=40 Hours

UNIT-1 RETAIL INVENTORY AND HUMAN RESOURCE MANAGEMENT

Inventory and Human Resource Management: Merchandising Planning, Visual Merchandising, Category Management, Buying System. Logistic Management,

Retail Human Resource Management: Recruitment, Training and Compensation

UNIT-2 RETAIL MARKETING MANAGEMENT

Retail Marketing Management: Establishing Marketing Strategy, Retail Pricing Strategy. Retail Promotion, Retail Selling. Customer Service

Practices:

- Case Study on merchandise planning
- Case Study on retail pricing
- Case study on retail promotion
- Case Study on retail customer service

SKILLS;

- Understand the role of Retailing.
- Analyze the factors affecting retail operation.
- Select suitable site and location for retail store.
- Design the retail layout effectively.
- Design suitable merchandise plan, purchase merchandise and display it effectively.

ACTIVITIES:

- To collect and discuss the information regarding some of the major retail brand in the world.
- Gather information and present how retail sales is an exciting career option.
- Explain the various factors influencing your retail buying behavior.
- Discussing cases on retailing.
- Visit few retail store and collect their pricing and promotion strategies.

COURSE OUTCOMES:

Upon successful completion of this course, students will have the ability to:

CO No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Classifying the different retail formats	Analyse	1	2
2	Analyse the environment and develop retail planning and implement retail business plan.	Apply	1	4
3	Develop various operational and people management strategy.	Apply	2	2
4	Analyse retail buying behaviour and develop suitable retail marketing strategy.	Analyse and apply	2	2
5	Retain retail customer by designing appropriate customer service	create	2	5

TEXT BOOK:

1. A J Lamba, "The Art of Retailing", Tata Mcgraw Hill, 6th Edition, 2019.

2. Swapna Pradhan, "Retail Management-Text & Cases", Mc Graw Hill, 4th Edition, 2013.

REFERENCE BOOKS:

1. Piyush Kumar Sinha, Dwarika Prasad Uniyal, "Managing Retailing", Oxford, 3rd Edition, 2017.

2. Madaan KVS, "Fundamentals of Retailing", Mc Graw Hill, 1st Edition, 2009.

3. Suja Nair, "Retail Management", Himalaya Publications, 1st Edition, 2012.

4. Aditya Prakash Tripathi, Noopur Agrawal, "Fundamentals of Retailing (text and cases)", Himalaya Publications, 1st Edition, 2009.

24MS805-TOURISM MARKETING

Hours per week:

L	T	P	C
1	4	0	3

PRE-REQUISITE KNOWLEDGE: Marketing Management and Service Marketing.

COURSE DESCRIPTION AND OBJECTIVES:

To make students familiar with the concepts and marketing of tourism.

MODULE–1

8L+32T+0P= 40 Hours

UNIT–1

INTRODUCTION TO SALES MANAGEMENT

Evolution of sales management, Importance of sales management, Types of selling, Difference between selling and marketing, Modern day sales activities, selling skills, selling strategies, Selling process. Case: Plastic industries, Inc., The role of personal selling in creating market. (Richard R. Still page no 104,105) Case: United air flow manufacturer of household appliances sales people's job. (Richard R. Still page no 115 to 118).

UNIT-2

SALES PLANNING AND BUDGETING

Sales planning process, Sales forecasting methods, Sales budgeting process, Methods used for deciding sales budget, Types of quotas and quota setting procedure, Reasons for establishing or revising sales territories, Routing and scheduling sales persons, Market cost analysis. Case: Augsberg Wiesel Ltd, Manufacturer of table ware, Establishment of sales territories (Richard R Still, Page no 603 to 605) Case: Midland office engineering, Establishment of sales budgeting program. (Richard R Still, page no 588 to 589).

PRACTICES:

- Evaluation of Sales Management,
- Importance of Sales Management,
- Types of Selling,
- Selling Strategies,
- Sales planning process,
- Sales Budget,
- Sales Territories.

MODULE-2

8L+32T+0P= 40 Hours

UNIT–1

SALES FORCE MANAGEMENT

Recruitment and selection of the sales force, Training the sales force, Sales force motivation, Sales force compensation, Sales force control and evaluation. Case: 1 Adjusting compensation

plan to motivate sales representatives (K. Sridhara Batt, page no 576 to 577) Case: 2 Sales force strategy at life insurance corporation. (K. Sridhara Batt, page no 579).

UNIT –2

DISTRIBUTION MANAGEMENT

Introduction to Distribution Management Definition of Distribution Management, need for Distribution Channels, Distribution Channels for Rural Markets, designing the Marketing Channels, Motivating and Evaluating Channel Members, Capturing the Customer Requirements Case: 1 Fed Ex's Value Chain Solutions, (K. Sridhara Batt page no 618 to 620) Case: 2 The National Handloom Development Corporation. (Tapan K. Panda, Sunil Sahadev page no. 504). Managing channel institutions managing channel information systems, managing retailers, Wholesalers, Franchisers, designing channel systems, Reasons for channel conflicts, managing conflict, managing international channel of distribution, Ethical issues in sales and distribution management Case: 1 Kinetic engineering company, Handling channel conflict, (Krishna K Havaldar, Vasant page no 461) Case: 2 Indian ayurveda pharmacy limited, (Tapan K. Panda, SunilSahad page no 719) MBA R13 51.

PRACTICES:
- Recruitment and Selection of the sales force.
- Sales force motivation.
- Distribution Management.
- Channels for Rural Market.
- Managing Retailers.
- Reasons for channel conflicts.

SKILLS:

➢ Select some famous tourist places and direct the students to organize a study of STP and prepare airport.
➢ Direct the students to develop strategies for promoting tourism marketing in certain places of state.

COURSE OUTCOMES:

Upon completion of the course, student will able to achieve the following outcomes:

Cos No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Understand nature of tourism marketing	Apply	1	1,2
2	Analyze tourist buying process	Apply	1	2
3	Evaluate STP of tourism marketing	Analyze	2	3
4	Application of management information system in tourism marketing	Analyze	2	4
5	Developing marketing strategies through survey and research	Analyze	2	5,6

TEXT BOOKS:

1. Philip Kotler, John T.Bowen and Seyhmus Baloglu. "Marketing for Hospitality and Tourism". Pearson. 8th Edition. 2020.
2. Alastair M.Morrison. "Tourism Marketing". Routledge. 2nd Edition. 2018.

REFERENCE BOOKS:

1. Clare Inkson and Lynn Minnaert." Tourism Management: An Introduction". SAGE Publications. 2nd Edition. 2018.
2. Charles R. Goeldner and J. R. Brent Ritchie "Tourim: Principles, Practices, Philosophies". Wiley, 12th Edition. 2012.

24MS806-INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

Hours per week:

L	T	P	C
1	4	0	3

PRE-REQUISITE KNOWLEDGE: Knowledge Corporate Finance.

COURSE DESCRIPTION:

This course provides a broad overview of the theory of financial markets and investment management, focusing on the application of portfolio theory to the issue faced by portfolio managers and investors in general. Topics covered include modeling the relation between risk and return, optimal portfolio selection based on mean-variance analysis, asset pricing models, money management, practical asset allocation, and more. The focus is mainly on common stocks, but fixed income securities (bonds) are analyzed.

COURSE OBJECTIVES:

The objective of this course is to introduce the intuition and concepts of Investment analysis and portfolio management. Two broad decisions have been taken by any investors: allocation of the total investment in available asset classes and how to select the assets within asset classes for investment. The decision of allocation and selection of investment assets is based on the trade-off between risk and return availability of the risk-mitigating tools, and investment horizon with other parameters. The aim of the course is to provide the theoretical underpinning of the subject with implications in the real world. This course will be helping Investors to learn about investment analysis and portfolio management.

MODULE-1

8L+32T+0P=40 Hours

UNIT-1

INVESTMENT ANALYSIS:

Introduction to Investment analysis and its Alternatives, Introduction to Indian Stock Market, Stock Market Indicators (Index), Securities Trading Mechanism, Selection of Investment in Global Market.

UNIT-2

SECURITY ANALYSIS:

Measuring Risk and Return, Security Analysis - Fundamental Analysis, Technical Analysis, Equity and Bond Valuation.

PRACTICES:

- Investment Process.
- Investment avenues and analysis.
- Trading in stock market.

- Risk and Return Measurement.
- Fundamental analysis.
- Technical analysis.

MODULE-2

8L+32T+0P=40 Hours

UNIT-1
PORTFOLIO MANAGEMENT:

Efficient Market Theory - Portfolio Theory: The Benefit of Diversification, Markowitz portfolio selection theory, Capital Asset Pricing Model and Arbitrage Pricing Theory, Portfolio Management Framework: The Grand Design.

UNIT-2
EQUITY & BOND PORTFOLIOS:

Portfolio Revision: Portfolio Revision Strategies – Formula Plans, Performance Measures: Sharpe Measure, Treynor Measure, Jensen Measure and The M2 Measure – Decomposition of Performance.

PRACTICES:
- Efficient Market Hypothesis.
- Efficient portfolio construction.
- Arbitrage pricing.
- Portfolio management.
- Portfolio with equity and Bonds.

SKILLS:
- Calculate stock returns manually as well as on Excel and Google Sheets, using real world data obtained from free sources.
- Estimate the Expected Returns of Stocks using the Mean Method, State Contingent Weighted Probabilities, as well as Asset Pricing Models.
- Calculate the total risk, market risk, and firm specific risk of stocks from scratch, and explore how the different risks interact.
- Understand why the math works, and why equations work the way they do - even if your math is weak and if math freaks you out.
- Witness the power of diversification and how the risk of your portfolio can be lower than the individual assets that make up the portfolio!
- Measure your investment portfolio's performance by calculating portfolio returns and risks.
- Optimise your investment portfolios by maximising your returns while minimising your risk.
- Decompose Diversification so you understand why it actually works.

COURSE OUTCOMES:

Upon successful completion of this course, the students have the ability to

Cos No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	To provide a theoretical and practical background in the field of investments and Markets.	Apply	1	2,1
2	Learn to measure risk and return involved in Investments.	Apply	1	2,3
3	Find the relationship between risk and return with different existing literature.	Analyze	2	2,6
4	Designing and managing the bond portfolios in the real word and valuing debt instruments and Measuring the portfolio performances.	Analyze	2	4,2
5	Measuring performance of equity and bond portfolio.	Analyze	2	2,3

TEXT BOOKS:

1. Prasanna Chandra, "Investment Analysis and Portfolio Management", Tata McGraw Hill, 8th Edition, 2017.
2. Railley and Brown, "Investment Analysis and Portfolio Management", Cengage, 11th Edition, 2016.

REFERENCE BOOKS:

1. Bodie, Kane, Marcus and Mohanty, "Investments", Mc Graw Hill, 8th Edition, 2015.
2. Palepu, Healy and Bernard, "Business Analysis and Valuation using financial statements", Cengage, 3rd Edition, 2018.
3. Fisher and Jordan, "Security Analysis and Portfolio Management", Prentice Hall India, 4th Edition, 2011.

24MS807-INTERNATIONAL FINANCIAL MANAGEMENT

Hours per week

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L	T	P	C
1	4	0	3

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PRE-REQUISITE KNOWLEDGE: Financial Management.

COURSE DESCRIPTION AND OBJECTIVES:

With the growing acceptance of the policy of economic liberalization and globalization, there has been fast expansion in international trade, in the activities of the multinational corporations and in the international financial market. Recent times have witnessed remarkable growth in international transactions. To handle these transactions effectively, it is imperative to have qualified and trained personnel. In fact, this is one of the main reasons that the subject of international financial management has gained importance in the area of International financial dealings and in the curricula of business management courses all over the world and especially in the developing countries.

MODULE–1

8L+32T+0P=40 Hours

UNIT–1

INTERNATIONAL FINANCIAL MANAGEMENT:

An overview, Importance, nature and scope, Theories of International business, International Business Methods, Recent changes and challenges in IFM.

UNIT–2

International flow of funds and monetary funds: Balance of Payments (BOP), Accounting components of BOP, Factors affecting International Trade flows, Agencies that facilitate International flows.

Evolution, Gold standard, Bretton woods system, flexible exchange rate regime, EMU.

PRACTICES:
- Compare current account and capital account of BOP statements of different years with respect to India.
- Prepare a report on Indian BOP trends.
- Assume a simple world in which the United States exports soft drinks and beer to finance and imports wine from France. If the United States imposes tariffs on the French wine, explain the likely impact on the values of the U.S beverages firms, U.S wine producers, the French beverages and the French wine producers.
- Comparative cost theory.
- Identify the factors affecting international trade flows.

8L+32T+0P=40 Hours

UNIT–1
FOREIGN EXCHANGE MARKET AND EXCHANGES RATES:
Function and Structure of the Forexmarkets, major participants, types of transactions and settlements, Exchange Rates: Measuring exchange rate movements, Arbitrage process, Factors influencing exchange rates. Relationship between inflation, interest rates and exchange rates – IRP, PPP.

UNIT–2
International investments: Foreign Direct Investment, International Capital Budgeting, Payment methods of International trade, trade finance methods.
Introduction to Cryptocurrencies, Basics of cryptocurrency, Cryptography, Blockchain, Distributed Consensus, Cryptocurrency, Cryptocurrency Regulation, Blockchain Applications.

PRACTICES:
- Case study on crypto currency.
- Case study on international capital budgeting.
- Converting currencies.
- Determining exchange rates.
- Identify countries and their standard currency.
- Determine spread.
- Compute forward premium or discount.
- Direct and indirect quotations.
- How Arbitrage process can remove any discrepancies in the pricing of currencies.
- IRP and PPP theories.

SKILLS:
- When south korea's export growth stalled, south Korean firms suggested that south Koreas primary export problem was the weakness in the Japanese yen. How would you interpret this statement?
- What are typical reasons why MNCs expand internationally.
- Identify the more obvious risks faced by MNCs that expand internationally.
- To Analyze FDI growth in various sectors.
- A case study on exposure to international flow of funds.
- Small business dilemma on assessment by the sports exports company of factors that affects British pounds value.

COURSE OUTCOMES:

By the end of this course it is expected that the student will be able to learn the following aspects:

Cos No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Examine the balance of payments and and accounting concepts of balance of payments, factors in the international trade flow.	Apply	1	2
2	Analyzing of foreign exchange market.	Apply	1	3
3	Interpret factors affecting exchange rates.	Analyze	1	1
4	Evaluating international project proposals	Analyze	2	4
5	Distinguish the international investments and the crypto currencies.	Analyze	2	2

TEXT BOOK:

1. Jeff Madura, "International Financial Management", Cengage, 13th Edition, 2018.
2. Maurce D. Levi, "International Finance", Routledge Publications, 4th Edition, 2017.

REFERENCE BOOKS:

1. A.C. Shapiro, "Multinational Financial Management", Wiley Publications, 3rd Edition, 2015.
2. V. Sharan, "International Financial Management", Prentice Hall India, 4th Edition, 2013.
3. ThummuluriSiddaih, " International Financial Management- An Analytical Frame Work", Pearson, 3rd Edition, 2021.

24MS808–MANAGEMENT OF FINANCIAL SERVICES

Hours per week:

L	T	P	C
1	4	0	3

PRE-REQUISITE KNOWLEDGE: Basics of banking.

COURSE DESCRIPTION AND OBJECTIVES:
Enabling the learner to understand role of Financial Services in Business organizations and to give an insight into the strategic, regulatory, operating and managerial issues concerning select financial services.

MODULE–1

8L+32T+0P= 40 Hours

UNIT–1
BANKING AND FINANCIAL SERVICES:
Indian financial system, Indian banking system, Indian banking structure, Banking company's regulation, Evaluation of the banking system and future trends and reforms. Types of banks and financial institutions.

UNIT–2
FIXED INCOME SECURITIES MARKET
Structure and trends, G-sec market, Call money market, TB Market, Repo and CBLO, Bonds market, Trading in G-sec Market-Interest rate, theories, Determinants, Dynamics of short term and long term rates.

PRACTICES:
- Differentiating different banks and their services.
- Collecting different types of fixed income securities.
- Comparing features of fixed income securities and choosing the best one.
- Decision making based on short term and long term rates.

MODULE–2

8L+32T+0P= 40 Hours

UNIT–1
RETAIL BANKING SERVICES:
Retail banking services, Retail bank lending, Types of loans, Home loans, Personal loans, Car loans-commercial loans, Process of retail loans, Recovery process, Strategies, Customer Relationship Management in Retail banking – Technology in Retail Banking

UNIT–2
NON-BANKING FINANCIAL COMPANIES AND TECHNOLOGY AND CRM PRACTICES IN BANKS:

Structure and role of NBFCs, Functions, Lending process, recovery mechanism-Challenges and future prospectus.

Customer relationship management, Role and impact of CRM, stages in CRM process, Technology for retail banking. Concept of Non-Performing Assets (NPAs), types of NPAs, NPAs recovery strategies and methods, impact of NPAs, measures to control NPAs by Government of India and RBI.

PRACTICES:
- Identifying different types of loans issued by the banks.
- Retail banking services of private banks and public sector banks.
- Collecting NPAs of private sector banks and public sector bank.
- CRM practices of public sector and private sector.

SKILLS:
- How Indian banking system is different from banking system of U.S.
- Identify strategies to promote financial products and services.
- Collect problems being faced by NBFCs.

COURSE OUTCOMES:

By the end of this course it is expected that the student will be able to learn the following aspects:

Cos No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Demonstrate the concepts of Indian financial system and banking regulations, evolutions, trends and reforms.	Apply	1	1
2	Identify the various types of securities in the investment.	Apply	1	2
3	Find out the various types of loans in the banks.	Analyze	2	3
4	Analyze the non- banking financial companies' roles, process, challenges and prospects.	Analyze	2	5
5	Apply the technology in customer relationship management.	Analyze	2	4

TEXT BOOK:

1. Suresh Padma Latha, " Management Of Banking & Financial Services", Pearson, 4th Edition, 2017.
2. R.P.Rustagi,"Fundamental Of Financial Management", Taxmann, 14th Edition, 2019.

REFERENCE BOOKS:

1. Deepak Kapur, "Management Of Financial Services", Bharati Publications, 1st Edition, 2018.
2. Siddaiah , " Financial Services", Pearson, 1st Edition, Pearson, 2011.
3. Vasant Desai "Financial Markets and Financial Services" Himalaya Publications, 4th Edition, 2017.

24MS809-PROJECT FINANCE

Hours per week:

L	T	P	C
1	4	0	3

PREQUISITE KNOWLEDGE: Project Finance Process Knowledge.

COURSE DESCRIPTION AND OBJECTIVES:
To create an understanding about the Projects and the process, criteria and the appraisal methodology for projects.

MODULE-1

UNIT-1   **8L+32T+0P=40 Hours**
PROJECTS
Introduction: Introduction to project finance, uses of project finance, Motivations for using project finance, Unique features of infrastructure projects.

UNIT-2
PROJECT APPRAISAL
Project Appraisal: Project appraisal, techniques of project appraisal, identifying risk, developing an appraisal process, Appraisal procedure of financial institutions in India.

PRACTICES:
- A case study on project selection.
- Group discussion appraisal procedure of financial institutions.
- Role play on project selection.

MODULE-2

8L+32T+0P=40 Hours

UNIT-1
APPRAISAL MEASURES
Introduction: Project financing: Essential elements of project financing, Trends in project financing, Market for project finance, Project finance in the power sector, Project finance in the roads sector, Project finance in airports, Public Private Partnerships-Infrastructure development through PPP route, Stakeholders' perspectives, Government's role in successful PPP projects, BOT appraisal, BOT appraisal framework, Value for money assessment, PPP procurement process, PPP Contractual package, PPP procurement process in India.

UNIT-2
Cost Benefit Analysis: Cost benefit analysis, Concept of uniform annual equivalent, Determination of economic life, Inflation and its impact on projects, Social cost benefit analysis (SCBA) different methods.

Financial Analysis: Break-even point analysis, decision tree, scenario analysis and sensitivity analysis.

Financing and Control: Long term financing, searching of finances and their appropriate mix, Loan Syndication, Consortium financing, PERT and CPM.

PRACTICES:
- Hands-on session on Project approval methods and techniques.
- Case study on cost-benefit analysis.
- Role play on social cost benefit analysis of a project.
- Application of break-even analysis.
- Hands-on session on decision tree, scenario analysis and sensitivity analysis.

SKILLS:
- Identify steps involved in starting of a new course.
- Identify risk associated with starting of a new coffee shop in your locality.
- Apply project evaluation techniques for newly purchased solar project.

COURSE OUTCOMES:

Upon successful completion of this course, the student have the ability to

CO No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Examine the concept of project, project life cycle and types of projects.	Analyze	1	3,2,1
2	Applying project appraisal techniques.	Apply	1	2,1,3
3	Evaluating projects using project appraisal techniques.	Evaluate	2	3,2,1
4	Appraise cost benefit analysis of the projects.	Evaluate	2	2,1,3
5	Compare and contrast different sources of finance and selecting the best source of finance for project funding.	Analyze	2	3,2,1

TEXT BOOKS:

1. Prasanna Chandra: Project Planning, Analysis, Selection and Implementation, 8th edition, 2017.
2. Harold Karzner, "Project Management", 1Wiley, 1st Edition, 2013.

REFERENCE BOOKS:

1. Joy P.K., "Total Project Management", Macmillan India Limited, 2nd Edition, 2015.
2. Chaudhary S, "Project Management", PHI, 2nd Edition, 2017.

24MS810-STRATEGIC COST MANAGEMENT AND DECISION MAKING

Hours per week:

L	T	P	C
1	4	0	3

PRE-REQUISITE KNOWLEDGE: Basics in management accounting.

COURSE DESCRIPTION AND OBJECTIVES:
Strategic Cost Management introduces students to the techniques and processes available to assist managers in planning and controlling organizational activities. It deals in depth with the process of identifying, measuring, analyzing, interpreting and communicating information to managers in pursuit of the organizations goals. Costs are a primary building block, which students were introduced to in Accounting for Decision Making. This subject takes students beyond the simple context to a far more complex level and provides the technical competence necessary for students to understand the role of cost information in organizations. This course will specifically cover the linkage between cost data and systems and the organization of activities in a range of manufacturing and service industries.

MODULE-1

8L+32T+0P= 40 Hours

UNIT–1
INTRODUCTION TO STRATEGIC COST MANAGEMENT, MODERN BUSINESS ENVIRONMENT
Introduction to product life cycle: tracing of costs and revenues of each individual product and compared with product revenue; report generation for costs and revenues of each product over several calendar periods throughout their entire life cycle

UNIT–2
LEANSYSTEM AND INNOVATION
Lean philosophy; lean management tools, value stream mapping, KANBAN, JIDOKA, Toyota Production System(TPS)-3Ms

PRACTICES:
- Case study on outsourcing.
- Case study on total quality management.
- Case study on six sigma.
- Case study on BPR.

MODULE–2

8L+32T+0P= 40 Hours

UNIT–1
COST MANAGEMENT TECHNIQUES AND COST MANAGEMENT FOR SPECIFIC SECTORS:

Cost Control and Cost Reduction – Basics, Process, Methods and Techniques ,Target Costing, Value Analysis/ Value Engineering, Pareto Analysis, Life Cycle Costing, Environmental Management Accounting cost management for specific sectors: Agricultural sector, Information technology sector, Power sector.

UNIT–2
DECISION MAKING AND PRICING STRATEGIES/ DECISIONS:

Decision making using CVP analysis, Decision making using relevant cost concepts, Decision making using activity based costing, Ethical and Non-Financial considerations relevant to decision making. Pricing Strategies/ Decisions: Theory & Principles of product pricing, Pricing, New product, Finished products & pricing of services, Sensitivity analysis in pricing decisions, Pricing decision under special circumstances, Pricing strategies. Make or Buy decision: leading factors ; production cost, purchase price, delivery timelines and potential sales volume

PRACTICES:
- Pareto analysis for any manufacturing company.
- CVP analysis for any business organization.
- Decision making using Activity based costing.
- Pricing strategies and methods of different companies.

SKILLS:
- Identify different cost involved in agricultural sector.
- Prepare a cost sheet for a farmer.
- Collect 5's practices of any automobile company.
- Find out pricing practices of multinational companies.

COURSE OUTCOMES:

By the end of this course it is expected that the student will be able to learn the following aspects:

Cos No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Classify and demonstrate costs according to different classification schemes,	Apply	1	1
2	Outline a range of cost behavior patterns, and calculate and Interpret cost estimates derived using a range of techniques.	Apply	1	3
3	Analyze resource flows in different organization settings and design costing systems to capture critical resource flows.	Analyze	2	4
4	Explain techniques for the management of costs, time, and quality to facilitate the effective use of organizational resources.	Analyze	2	2
5	Utilize cost information for the purposes of making a variety of value-based decisions.	Analyze	2	1

TEXT BOOK:
1. Simon Haslam Ben Shenoy, "Strategic Decision Making", Kogan Page Ltd., 5th Edition, 2018.

REFERENCE BOOKS:
1. Parag Gupta, "Strategic Cost Management and Performance Evaluation", Study By Tech, 14th Edition, 2020.

24MS811-INDUSTRIAL RELATIONS AND LABOUR LAWS

Hours per week:

L	T	P	C
1	4	0	3

PREREQUISITE KNOWLEDGE: Human Resource Management.

COURSE DESCRIPTION AND OBJECTIVE:

The objective of the course is to enable students to have an insight into the relations between management and employees in various sectors in India. The subject also enables the students to capture legal aspects and acts linked to labor relations. Students will be able to understand the pros and cons of Trade Unions.

MODULE-1

8L+32T+0P=40 Hours

UNIT-1

INTRODUCTION TO INDUSTRIAL RELATIONS
Constitutional remedies; Directive principles of state policy; Trade Unions Act 1926; Employer organizations: Introduction, Origin and growth; Collective bargaining: Meaning & definition; Negotiating techniques and skills; Drafting of an agreement, Case Studies.

UNIT-2

INDUSTRIAL CONFLICTS AND WELFARE LAWS
CONFLICTS: Introduction and manifestation; Disputes: Introduction, Prevention and settlement, Stages in settlement, Effects; The EPF Act 1952 - The ESI Act, 1948 – The Payment of Gratuity Act, 1972, Case Studies.

PRACTICES:
- Conduct a Study on effectiveness of TU in APSRTC in selected units.
- Find out the collective Bargaining procedure in selected companies.
- Analyze the effectiveness of The ESI Act, 1948 and The EPF Act, 1952 in any manufacturing sector through a case study.

MODULE-2

8L+32T+0P=40 Hours

UNIT-1
WAGE ACTS
The Factories Act, 1948; Industrial Employment (Standing Orders) Act, 1946; The Maternity Benefit Act, 1961; The Workmen's Compensation Act, 1923; The Payment of Wages Act, 1936; The Minimum Wages Act, 1948; The Payment of Bonus Act, 1965, Case Studies.

UNIT-2
INDUSTRIAL RELATIONS CODES
The Code on Wages, 2019; The Occupational Safety, Health and Working Conditions Code, 2020; The Code on Social Security, 2020; The Industrial Relations Code, 2020, Case Studies.

PRACTICES:

- Conduct a Study on effectiveness of Industrial Relations in selected company.
- Analyze the importance of different codes.
- Solve few cases related to - The Workmen's Compensation Act, 1923 - The Minimum Wages Act, 1948 – The Payment of Bonus Act, 1965 – The Payment of Gratuity Act, 1972 – The Payment of Wages Act, 1936 in any company.

SKILLS:

- Develop bargaining skills.
- Evaluate Negotiating techniques.
- Design dispute settlements.

COURSE OUTCOMES:

By the end of this course it is expected that the student will be able to:

CO No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Implement Industrial relations and collective bargaining process for settlement of disputes in an organization.	Apply	1	4
2	Apply the suitable acts for a given organizational problem with regard to industrial relations.	Apply	1	2
3	Analyze the reasons of Industrial Conflicts and Disputes.	Apply	2	6, 5
4	Prove that IR acts are effective by taking exceptional cases in India.	Analyse	2	6, 5
5	Create a situation of Industrial dispute/conflict and negotiation techniques to resolve.	Analyse	2	1, 3

TEXT BOOKS:

1. Piyali Ghosh and ShefaliNandan, "Industrial Relations and Labour Laws", McGraw Hill Education, 1st Edition, 2015.
2. Venkataratnam C. S, "Industrial Relations", Oxford University Press, 3rd Edition, 2006.

REFERENCES:

1. ArunMonappa, "Industrial Relations", TMH, 2nd Edition, 2003.
2. Sinha, "Industrial Relations, Trade Unions and Labor Legislation", Pearson, 2nd Edition, 2007.

24MS812-CROSS CULTURAL MANAGEMENT

Hours per week:

L	T	P	C
1	4	0	3

PREREQUISITE KNOWLEDGE: Cross cultural management.

COURSE DESCRIPTION AND OBJECTIVES:
To comprehend the dynamics of Management practices in international context, to evaluate behavioral frameworks that suits for Corporate world from Global perspective and various business model that suits for all international context.

MODULE-1

8L+32T+0P=40 Hours

UNIT-1
UNDERSTANDING CULTURE
Meaning, - Characteristics - Levels of Culture, Approaches to Understand Societies Culture: Structuralist, Interpretivists, Cogntivists, Poststructuralists and Synthetic Approach. Understanding Cultural Differences and Similarities across Globe: Dimensions of Culture - Florence Kluckhon and Fred Strodtbeck; Halls; Hofstede and Trompennars.

Understanding Value Synchronization: Organization and National Culture: Meaning of Organizational Culture, Types of Organizational Culture across globe.

Motivation: Understanding cross cultural Implications by using Process and Content Theories of Motivation, A look at cross-border business agreements, How culture affects behavior

UNIT-2
ETHICS, ETHICAL DILEMMA AND ETHICAL DECISION MAKING
Factors involved in Shaping Business Ethics in global scenario; Informal Systems- Ethical Dilemma and solution through Ethical Theories.
Negotiation: Meaning of Negotiation; Understanding negotiation through various Stages and Dimensions of Negotiation from cross cultural Perspective
Conflict and Conflict Management Styles: Meaning of Conflicts; Conflict process and Conflict Management styles across nations, Decision-making models across cultures, Cross-cultural communication failures.

PRACTICES:
▪ According to classic national culture research (e.g., Hofstede, 2001) there are five dimensions of national culture – power distance, individualism-collectivism, masculinity-femininity, uncertainty avoidance, and short-long term orientation. Drawing on existing research and/ or personal examples, critically analyze the usefulness of these dimensions of national culture as a framework for understanding and interpreting behavior in an international work context.
▪ Critically discuss how culture affects motivation. In doing so, consider whether existing motivation theories apply abroad.

- You are a human resources manager for a start-up international company. You are tasked with designing a cultural bias-free section procedure and training program for new employees. What advice would you provide your team to ensure you attract, hire, and retain the 'best' employees, regardless of their country of origin? Be sure to critically assess and evaluate the readings this week in your answer.

MODULE-2

8L+32T+0P=40 Hours

UNIT-1
INTERNATIONAL BUSINESS
Factors and approaches that determines the MNEs. Expatriate: Life Cycle; Understanding organizational and Personal Expectation towards Expatriate success: Emotional Intelligence and Cross Cultural Training Program. Live experience of Expatriates, Managing international careers: challenges and opportunities for the 21st century.

UNIT-2
CULTURAL INFLUENCE IN CHOICE OF ENTRY STRATEGY AND GLOBAL LEADERSHIP
Introduction to IB from domestic business; Managing Global Team; Mergers and Acquisition-Understanding the importance of staffing synergy - Success and Failure Stories of different International M & A; Solutions to overcome failures Family Business and perspectives: Understanding the growth of family businesses across globe with special reference to different cultural Cluster Qualities of Global Managers: Views on various traits of Global Managers, Leadership across cultures.

PRACTICES:
- Visit a cultural event or multicultural group that is unfamiliar to you, interact with members of that culture, and write a reflections report on your experiences. include the following: 1) A brief description of the culture you interacted with. 2) A brief description of your pre-conceptions about the culture based on prior research you had done. 3) A reflection on your interactions with people from different cultures. Did your expectations match your experience? Did you experience 'culture shock'. How did you adapt to these experiences? 4) A reflection on what you learned about this experience.
- To what extent is it necessary for the leader of a multi-cultural team to be familiar with the culture of each team member, and to what extent can a leader resolve communication problem within the team?

COURSE OUTCOMES:

Upon successful completion of this course the student have the ability to

COs No	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Comprehend individual's societal culture and its importance.	Apply	1	3
2	Evaluate cultural differences among nations which is critical for effective management in Multi-Cultural Environment.	Evaluate	1,2	3
3	Analyze the importance of individual's value synchronization in terms of various organizational behaviors across the globe to have longer sustainability.	Analyze	2	4
4	Critically examining the Importance of ethical framework in the cross cultural management practices.	Analyze	1,2	1,3
5	Develop the ability to negotiate and handling conflicts in the cross cultural environment.	Create	1	2,6

TEXT BOOKS:

1. David Livermore, Soon Ang, Linn Van Dyne, "Leading with Cultural Intelligence: The Real Secret to Success", AMACON, 2nd Edition, 2015.
2. Taran Patel, "Cross-Cultural Management: A Transactional Approach", Routledge, 3rd Edition, 2013.

REFERENCE BOOKS:

1. Dipak Kimar Bhattacharya, "Cross - Cultural Management: Text and Cases", Prentice Hall, 4th Edition, 2010.
2. Shobana Madhavan, "Cross Cultural Management Concepts and cases", Oxford University Press, 2nd Edition, 2011.
3. David C. Thomas, Mark F. Peterson, "Cross-Cultural Management: Essential Concepts", 3rd Edition, Sage Publications, 2014.

24MS813-TALENT MANAGEMENT & SUCCESSION PLANNING

Hours per week:

L	T	P	C
1	4	0	3

PREREQUISITE KNOWLEDGE: Knowledge on Human Resource concepts.

COURSE DESCRIPTION AND OBJECTIVES:
To enable the students, realize the challenges of acquisition and retention of talents for the competitive advantage of the organization and to make them ready to develop a diagnostic and practical perspective of management of talent in organizations.

MODULE-1

8L+32T+0P=40 Hours

UNIT-1

TALENT MANAGEMENT

Significance of talent management, Aligning HRM goals to business, creating a Talent Management System for Organization Excellence: Approaches of Talent Management with Goals, Coverage and Timing, Four Steps to Creating a Talent Management System, Providing HR leadership to business.

UNIT-2

Developing the Building Blocks of Talent Management:

Building Block 1: Competencies: The First Building Block of Talent Management, How Competencies Create Economic Value
Building Block 2: Performance Management: Selecting the Right Performance Management System, Performance Appraisal: Myth and Reality, Using 360-Degree Feedback in a Talent Management System
Building Block 3: Evaluating Employee Potential: Determining Every Employee's Potential for Growth, Using Outplacement Techniques to Evaluate Employees
Building Block 4: Recruiting Super keepers: Finding and Hiring Fast-Track Talent, using a Talent Management Model for Selection: Guarding the Entrances to Your Organization

PRACTICES:
- Students are expected to conduct a study on how talents are acquired and retained – in various industries – and various strategies followed by the respective companies.
- Ask the students to find out the best employer surveys conducted during the past one year and make a presentation.
- Instruct students to track employee engagement of different companies.
- Presentation by students about the competency directory profiling of various positions.
- Ask the students to role play the behavioral event interview to collect data for competency mapping for the position of management professor.

MODULE-2

8L+32T+0P=40 Hours

UNIT-1

CAREER PLANNING: Career planning: Introduction, Objectives, Steps involved in career planning, creating career growth opportunity, mentoring employees for growth, providing developmental job assignments, providing resources of learning and development opportunities, Vertical promotions and horizontal postings to promote career progression, Psychological contract and career anchors.

UNIT-2

SUCCESSION PLANNING: Introduction, Objectives, Significance, process. Identifying managerial positions which are critical for the business. - Identifying second line of leaders and developing their capabilities to occupy the critical positions in the event of the exit of current incumbents - Taking up lateral hiring.

PRACTICES:

- Instruct students to track employee engagement of different companies.
- Exercise on career planning of students.
- Exercise on expected learning and developmental opportunities.
- Succession planning failed companies and reasons behind.
- Successful succession planning companies and reasons behind.

SKILLS:

➢ Ensure that you draw the most important information from the lesson material, such as what a succession plan is and components of it.
➢ Use understanding of the concept of succession planning to recognize benefits a company receives from one.
➢ Access the knowledge you've gained regarding succession plans to explain what can happen if a business does not have one.

COURSE OUTCOMES:

Upon successful completion of this course, the student will have the ability to

COs No	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Identify what drives the need for talent management in organizations today.	Apply	1	2,4
2	Strategically Manage the talent and performance in organizations.	Apply	1	2
3	Implement proven strategies, tools, and processes to help manage talent and performance.	Evaluate	1	1
4	Discover ways of how to focus on people and their performance more effectively by examining each phase of the performance management process.	Analyze	2	5
5	Conduct succession planning and build a plan for CEO succession.	Analyze	2	1,6

TEXT BOOKS:

1. Lance Berger and Dorothy Berger, "Talent Management Handbook", McGraw Hill Professional, 2nd Edition, 2003.
2. Lyle M. Spencer, Phd Signe M. Spencer, "Competence at Work Models for Superior Performance", John Wiley & Sons, 5th Edition, 2008.
3. Sanghi and Seema, "The Handbook of Competency Mapping", SAGE, 2nd Edition, 2004.

24MS814-LEARNING AND DEVELOPMENT

Hours per week**:**

L	T	P	C
1	4	0	3

PREREQUISITE KNOWLEDGE: Knowledge on Learning and Development.

COURSE DESCRIPTION AND OBJECTIVE:
It provides an understanding of planning and acquiring organization's talent needs from a strategic perspective and aimed to offer a deeper orientation of the staffing function of human resources, enables the learner to perform the talent acquisition function confidently.

MODULE-1

8L+32T+0P=40 Hours

UNIT-1

INTRODUCTION TO EMPLOYEE TRAINING & DEVELOPMENT
Training, designing effective training, the forces influencing working and learning, Snapshot of training practices, the strategic training & development process, Organizational characteristics that influence training, Training needs in different strategies, Models of organizing the training department, Outsourcing training.

UNIT-2

DESIGNING TRAINING: Needs Assessment – Participates, Process, Scope of needs assessment Competency Models, Learning - Meaning, Theories, Learning process, Considerations in designing effective training programme Training Evaluation- Reasons for Evaluating Training, Evaluation Process, Understanding the demographics of today's workforce.

TRANSFER OF TRAINING: Introduction, Training design, Work environment characteristics that influence transfer, Organizational environments that encourage transfer, Traditional training methods, Presentation methods, Hands-on methods, Group-building methods, Choosing a training method, Assessment of the effects of training.

PRACTICES :

- List out training practices of any 2 telecommunication companies.
- Conduct a study on designing training programs of banking sector.
- Study the effectiveness of training programs of any 2 service sector related companies.
- Find out group building activities of any MNC company.
- Analyze any special issues of T&D programs.

MODULE-2

8L+32T+0P=40 Hours

UNIT-1

TRAINING EVALUATION: Evaluation, Introduction, Reasons, Overview of evaluation process, Out-comes used in Evaluation, determining whether outcomes are good, Evaluation practices, De-signs, determining return on investment, Measuring human capital and training activity.

UNIT-2

EMPLOYEE DEVELOPMENT: Employee development, Approaches to Employee development, Development planning process, Future of Training and Development - Training for Sustainability, Increased Use of New Technologies for Training Delivery and Instruction, Increased Use of Stakeholder-Focused Learning, Training Partnerships, and Outsourcing Training, Implications of Future Trends for Trainers' Skills and Competencies, Understanding the role of training and development in the workplace.

PRACTICES :
- Study training programs and processes in different organizations and analyze their effectiveness.
- Design a training program for a specific job role.
- Conduct a mock training session including need identification and evaluate the effectiveness of the same.
- Give a training needs analysis case and ask the students to find out the training needs
- Implement various training methods, observe and submit a report on its effectiveness.

SKILLS:
- What Learning and Development is and how it can support the achievement of organizational objectives
- How to identify different roles in L&D, their responsibilities and activities.
- Best practices in building a list of skills and knowledge areas required to be a L&D professional.
- How to devise a plan to meet your individual learning and development needs?

COURSE OUTCOMES:

Upon successful completion of this course, students will have the ability to

Cos No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Analyze the training environment in organizations and the different models of training.	Analyze	1	4
2	Conduct needs assessment for training programs.	Analyze	1	2
3	Design and execute effective training programs for employees using contemporary methods.	Design	1,2	2
4	Evaluate the training process and measure the outcomes.	Evaluate	2	6
5	Appraise and make use of technology to enhance learning in organizational training context.	Analyze	2	2,6

TEXT BOOKS:
1. Noe Raymond, "Employee Training & Development", Tata McGraw-Hill, 7th Edition, 2017.
2. Pandu Naik. G., "Training & Development", Excel Books India, 3rd Edition, 2011.

REFERENCE BOOKS:
1. P. Nick Blanchard and James W. Thacker, "Effective Training: Systems, Strategies & Practices", Prentice Hall, 5th Edition, 2014.
2. Harward, Taylor & Hall, "What Makes a Great Training Organization: A Handbook of Best Practices", Pearson, 1st Edition, 2014.

24MS815-STRATEGIC AND INTERNATIONAL HRM

Hours per week:

L	T	P	C
1	4	0	3

PREREQUISITE KNOWLEDGE: Human Resources Management.

COURSE DESCRIPTION AND OBJECTIVE:
To enable the students to develop a strategic perspective of human resource management and understand the global HR management functions.

MODULE-1

8L+32T+0P=40 Hours

STRATEGICHUMAN RESOURCES MANAGEMENT

UNIT-1
Strategic HRM - Definition, Basis, Principles, and Aims – Concepts of SHRM, Perspectives on SHRM – HR Strategies: Overall HR Strategies, Specific HR Strategies – Strategic Role of HR - The Impact of HRM - Formulating HR Strategy.

UNIT-2
Strategic HR Systems**:** Staffing systems - Reward and compensation systems – Employee and career development systems - Performance management systems – HR Systems: The Link to Business Strategy and Firm Performance - Domestic and international labour market.

PRACTICES:
- Identify different aspects used for Formulating HR Strategy in any organization.
- Comment on the various strategic HRM themes of the HR–performance link: re-engineering, leadership, work-based learning and trade unions.
- 'Business-level strategies may be constrained by human resource issues but rarely seem to be designed to influence them.' Discuss.
- Prepare a report on different HR strategies taken in Domestic and International labour market by HR Managers.

MODULE-2

8L+32T+0P=40 Hours

UNIT-1

INTRODUCTION TO INTERNATIONAL HUMAN RESOURCES MANAGEMENT
Defining International HRM, Nature of International HRM, Differences between Domestic and International HRM - Variables that Moderate Differences between Domestic and International HRM - Attitudes of Senior Management to International Operations, Applying a Strategic View of IHRM, The Changing Context of IHRM.

UNIT-2

Context of International HRM: Cultural Context of IHRM- Definition of culture - Cross-cultural management studies - Culture dimensions of the GLOBE study - Development of Cultures. Organizational Context of IHRM- Introduction - Standardization and Localization of HRM Practices - Driving Factors - The Path to Global Status - Control Mechanisms, HR Practices in Different Countries: China, Japan.

PRACTICES:
- Identify four different company from outside India and Prepare its HR functions.
- Discuss two HR activities in which a multinational firm must engage that would not be required in a domestic environment.
- Discuss at least two of the variables that moderate differences between domestic and international HR practices.
- As a newly-appointed Project Manager of a research team, you believe that you will be able to manage the project virtually from your office in London, even though the other six members are located in Munich. This will solve your personal dilemma as your family does not want to be relocated. The project has a six-month deadline. What factors should you consider in order to make this virtual assignment effective?

SKILLS:
- Identify how to frame different strategies in the International Human Resource Management.
- Make a study of the training and development given to expatriates in an MNC.
- Study the performance appraisal of an international employee as compared to the host country national.
- Report on the process of recruitment and selection in an international firm.
- Study the activities undertaken by at least two firms to fulfill their social responsibility.

COURSE OUTCOMES:

Upon successful completion of this course, the student has the ability to

CO No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Understanding how to frame different strategies in the functions of Human Resource Management.	Apply	1	2
2	Developing link to business strategy by different systems in Human resource management.	Apply	1	5,6
3	Gain knowledge of the overall International functions of human resource management and changing role of HR Department in organizations.	Analyze	2	3
4	Analysing differentDimensions of International HRM.	Analyze	2	2,3

TEXT BOOKS:

1. Michael Armstrong, "Strategic Human Resource Management: A Guide to Action", Kogan Page Publishers, 7th Edition, 2020.
2. K. Aswathappa & Sadhana Dash, "International HRM", Tata McGraw-Hill Education, 2nd Edition, 2014.

REFERENCE BOOKS:

1. Tanuja Agarwala, "Strategic HRM", Oxford University Press, 2nd Edition, 2007.
2. Peter J. Dowling, Marion Festing, Allen D. Engle, "International Human Resource Management: Managing People in a Multinational Context", Cengage, 6th Edition, 2017.
3. P Subba Rao, "International Human Resource Management", Himalaya Publishing House,.1st Edition, 2015.

24MS816-SERVICE MANAGEMENT

Hours per week:

L	T	P	C
1	4	0	3

PREREQUISITE KNOWLEDGE: Basic concepts of operations management in service organizations.

COURSE DESCRIPTION AND OBJECTIVES:
This course will develop skills of students in the area of designing the service enterprises, managing service operations, developing quantitative models and managing inventory and quality; to acquaint the students about various issues of service Operations management.

MODULE-1

8L+32T+0P=40 Hours

UNIT-1

UNDERSTANDING SERVICES:

The concept of service operations, Role of Services in an Economy, Nature of the Service Sector, Sources of Services Sector Growth, Distinctive Characteristics of Service Operations, Classifying Services for Strategic Insights, Understanding the Competitive Environment of Service, Competitive Service Strategies, Strategic Analysis, Winning Customers in the Marketplace, Stages in Service Firm Competitiveness, service operations management practices and Service Benchmark. Relevant case studies.

UNIT-2

DESIGNING THE SERVICE ENTERPRISE

Service Blueprinting, Taxonomy for Service Process Design, Generic Approaches to Service System Design, Generic Approaches to Service System Design, Technology in the Service Encounter, The Emergence of Self-Service, Automation in Service, The Internet as Service Enabler, E-Commerce, E-Business Models, Economics of Scalability, Technological Innovation in Services. Relevant case studies

PRACTICES:
- Ask the students to find out the Stages in Service Firm Competitiveness of selected firm.
- Instruct students to track Competitive Environment of a Service firm.
- Preparation of a report on a E-Business Models.
- Discussion of case study on Technological Innovation in Services.

MODULE-2

UNIT-1

MANAGING SERVICE OPERATIONS:

Generic Strategies of Level Capacity, Strategies for Managing demand, Strategies for Managing Capacity, managing waiting lines, the Economics of Waiting, Queuing Systems, The Psychology of Waiting, Principles of Waiting Line Management, Essential Feature of Queuing Systems. Service Supply Relationships, Managing Service Relationships, Professional Service Firms, Outsourcing services, Globalization of Services.

UNIT–2

MANAGING SERVICE INVENTORY AND QUALITY:

Inventory Theory, Order Quantity Models, Inventory Management under Uncertainty, Inventory Control Systems, Single-Period Model for Perishable Goods, Retail Discounting Model, Service Quality**:** Concept of Service Quality, Measuring Service Quality, Quality Service by Design, Walk-Through Audit, Achieving Service Quality, Service Recovery, Stages in Quality Development.

PRACTICES:

- Discussion of a case study on Strategies for Managing the Capacity.
- Discussion of a case study on a Queuing Systems of a selected firm.
  - Design and Preparation of a service blue print for a service organization.
  - Prepare the report on service strategies followed by the organization.
- Visit any service sector organization and prepare the report on managing the inventory /service quality measures followed by the organization.

SKILLS:

- Visit any local bank or financial institution and make the list of various methods offering the services by the firm.
- Arranging and participating any services activity.
- Analyse the E-Business Mode of a successful firm.

COURSE OUTCOMES:

Upon successful completion of this course, the students have the ability to

Cos No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Develop skills in the area of Operations management and design of service enterprises.	Apply	1	1,4
2	Able to develop strategies and supply relationships for effective management of services.	Apply	1	2,3
3	Develop abilities for managing the services operations.	Evaluate	2	5
4	Able to manage service inventory and quality control.	Apply	2	6

TEXT BOOK:
1. James A. Fitzsimmons and Mona J. Fitzsimmons "Service Management", Mc Graw Hill, 8th Edition, 2018.

REFERENCE BOOKS:
1. Metters, King-Metters, Pullman and Walton "Service Operations Management", Cengage 2nd Edition, 2015.
2. B.Mahadevan, "Operations Management", Pearson, 2nd Edition, 2010.

24MS817-SUPPLY CHAIN MANAGEMENT

Hours per week:

L	T	P	C
1	4	0	3

PREREQUISITE KNOWLEDGE: Management of supply chain.

COURSE DESCRIPTION AND OBJECTIVES:
- To understand the basic concepts, processes and key elements of a supply chain.
- To provide insights for establishing efficient, effective, and sustainable supply chains.
- To explain the role of technology in supply chain planning, visibility, and execution.

MODULE-1

8L+32T+0P= 40 Hours

INTRODUCTION TO LOGISTICS AND SUPPLY CHAIN MANAGEMENT

UNIT-1
UNDERSTANDING THE SUPPLY CHAIN AND SUPPLY CHAIN PERFORMANCE:
Concept of supply chain, Objective and Importance of supply chain decisions, Decision Phases in a Supply Chain, Supply chain strategies, achieving strategic fit, expanding strategic scope, Obstacles to achieving strategic fit.

UNIT-2
SUPPLY CHAIN DRIVERS AND METRICS: Drivers for supply chain performance, Framework for structuring drivers. Facilities, Inventory, Transportation, Information, Sourcing and pricing.

PRACTICES:
- Case study logistics of Indian companies.
- Case study on supply chain drivers.

MODULE-2

8L+32T+0P= 40 Hours

UNIT-1

DESIGNING DISTRIBUTION NETWORKS AND APPLICATIONS TO E-BUSINESS:
The Role of Distribution in the Supply Chain, Factors Influencing Distribution Network Design, Design Options for a Distribution Network, e-Business and the Distribution Network, Distribution Networks in Practice.

NETWORK DESIGN IN THE SUPPLY CHAIN
The Role of Network Design in the Supply Chain, Factors Influencing Network Design Decisions, Framework for Network Design Decisions, The Role of IT in Network Design.

UNIT-2
RECENT TRENDS IN SUPPLY CHAIN MANAGEMENT-Introduction, New Developments in Supply Chain Management, Outsourcing Supply Chain Operations, Co-Maker ship, The Role of E-Commerce in Supply Chain Management, Green Supply Chain Management, Coordination in a Supply Chain - Lack of Supply Chain Coordination and the Bullwhip Effect, The Effect on Performance of Lack of Coordination, Obstacles to Coordination in a Supply Chain, Managerial Levers to Achieve Coordination, The Role of IT in Coordination, Achieving Coordination in Practice.

PRACTICES:
- Case study on benchmarking practices of Indian companies.
- Case study on inventory management.
- Case study on green supply chain.

SKILLS:
➢ Visit any company and prepare the report on supply chain strategies followed by them.
➢ Prepare a report on supply chain matrices followed by manufacturing company that you have visited recently.

COURSE OUTCOMES:

Upon successful completion of this course, the student has the ability to

CO No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Apply knowledge about the concept of logistics and its importance in business environment.	Apply	1	4,1,2
2	Design supply chain drivers and metrics.	Create	1	2,4,6
3	Develop logistics and supply chain relationships.	Create	2	6,2,4
4	Execute their abilities for planning and managing inventories in supply chain.	Create	2	6,5,3
5	Develop skills for management of global supply chains.	Create	2	4,2,1

TEXT BOOKS:
1. Sunil Chopra and Peter Meindl, "Supply chain management, Strategy, Planning and Operation", Pearson, 3rd Edition, 2017.
2. Donald J. Bowersox and David J. Closs, "Logistical Management: The Integrated Supply Chain Process", TMH, 4th Edition, 2006.

REFERENCE BOOKS:
1. Martin Christopher, "Logistics and Supply Chain Management", Pitman, 3rd Edition, 2014.
2. B.S.Sahay, "Supply Chain Management for Global Competitiveness", Macmillan, 4th Edition, 2003.
3. Philip B.Schary, TageSkjott – Larsen, "Managing the Global Supply Chain", 4th Edition, 2006.

24MS818-PRODUCTIVITY IMPROVEMENT AND COST CONTROL

Hours per week:

L	T	P	C
1	4	0	3

PRERQUISITE KNOWLEDGE: Knowledge on Productivity Improvement and Cost Control.

COURSE DESCRIPTION AND OBJECTIVES:
The objective of this course is to enable the students to gain knowledge about the Productivity Improvement and Cost Control. This course will develop skills of students in the area of productivity improvement and its techniques, vital areas of productivity improvement. To acquaint the students about the various issues related to cost control and reduction.

MODULE-1

8L+32T+0P= 40 Hours

UNIT-1

PRODUCTIVITY NATURE, ROLE AND SOURCES:
Productivity concept, importance and role, productivity improvement factors: Internal and external, productivity analysis, approach to productivity appraisal and analysis. Productivity paradox in organizations. Productivity management: philosophy, tools, techniques

UNIT-2

PRODUCTIVITY IMPROVEMENT:
Managing organization effectiveness: General considerations, productivity improvement programmes (PIP), organizational approaches to PIP, major variations of PIP.

PRODUCTIVITY IMPROVEMENT TECHNIQUES
Tools for sustaining productivity improvements, Work study, work simplification, Pareto analysis, Just-in-Time (JIT) method, management through value analysis, cost-benefit analysis, zero based budgeting, cost product vise allocation. Behavioral techniques: Organization Development, Brain-storming, force – field analysis, nominal group technique. Challenges in Lean Management, Wrap-Up and assessment

PRACTICES:
- Case study on productivity appraisal.
- Case study on JIT.
- Case study on cost-benefit analysis.

MODULE-2

8L+32T+0P= 40 Hours

UNIT-1

VITAL AREAS OF PRODUCTIVITY IMPROVEMENT:

Improving the use of capital resources – waste reduction and energy conservation programme, maintenance improvement, improving productivity through quality.

Effective human resource management: The role of management, manpower, motivation, worker's participation, productivity training and work organization.

UNIT-2

COST CONTROL AND COST REDUCTION

Concept of cost control and cost reduction, benefits of cost control and cost reduction, control reports, cost control vs cost reduction, tools and techniques of cost control and reduction. Impact of cost control on manufacturing industries profitability, techniques for reducing costs in service sector, methods of costing.

PRACTICES:

- Case study on waste reduction and energy conservation programme.
- Case study on methods of costing.
- Case study on tools and techniques of cost control.

SKILLS:

- Visit any company and conduct Productivity appraisal and analysis and prepare a report.
- Prepare a report on productivity improvement programmes implemented by an organization that is known to you.

COURSE OUTCOMES:

Upon successful completion of this course, the student has the ability to

CO No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Apply concepts; develop skills in the area of productivity improvement.	Apply	1	3,2,1
2	Able to apply JIT and TQM in day to day operations of the organization.	Analyze	1	2,1,3
3	Hone their abilities for developing techniques for improvement of productivity.	Apply	1	3,2,1
4	Hone their abilities to identify and concentrate on the vital areas of productivity improvement..	Apply	2	2,1,3
5	Able to develop skills for cost control and reduction.	Apply	2	3,2,1

TEXT BOOK:
1. Joseph Prokopenko "Productivity Management", ILO, 2nd Edition, 2013.

REFERENCE BOOKS:
1. Carmen pages "The Age of Productivity", Macmilan, 3rd Edition, 2010.
2. IOMA "Cost Reduction and control best practices", John Wiley, 1st Edition, 2013.

Hours per week:

L	T	P	C
1	4	0	3

PREREQUISITE KNOWLEDGE: Operation Strategy.

COURSE DESCRIPTION AND OBJECTIVE:
The objective of this course is to enable the students to gain knowledge and acquaint about the Operations Strategies. This course will develop skills of students in the area of designing the operations management, capacity and process technology strategies, developing purchasing and supply strategies and strategies for overall improvement of operations.

MODULE-1

8L+32T+0P= 40 Hours

UNIT-1

OPERATION STRATEGY:
Concept of operation strategy, operation strategy Vs management, operation strategy matrix, operation strategy process, Generic performance of objectives, targeting and operations focus.

Substitutes for strategy and capacity
TQM, lean operations, business process reengineering (BPR), six sigmas, capacity strategy, overall level of operations capacity, capacity change.

UNIT-2

PURCHASING, SUPPLY AND PROCESS TECHNOLOGY STRATEGIES
Strategies of purchasing and supplies, vertical integration decisions, contracting and relationship, supply network dynamics, managing supplier overtime, purchasing and supply chain risk, process technology strategies, product and process matrix, evolution of process technology.

PRACTICES:
▪ Case study on operation strategy matrix.
▪ Case study on business process reengineering (BPR).
▪ Case study on purchasing and supply chain risk.

MODULE-2

8L+32T+0P= 40 Hours

UNIT-1

IMPROVEMENT STRATEGIES, PROCESS AND SERVICE DEVELOPMENT
Operations improvement, setting the direction, performance mapping importance, developing operations capabilities, deploying capabilities in the market.
Product and service development process, market requirement perspective, operations resources perspective.

UNIT-2

PROCESS OF OPERATION STRATEGIES
Formulation and implementation: formulating operation strategy and role alignment, analysis needed for formulation, challenges and implementation of operation strategies.
Monitoring and control process, strategic monitoring vs control, strategic objectives tracking process, control of risk, learning contribution to strategic control.

PRACTICES:
- Case study on operation strategic objectives tracking process.
- Case study on formulating operation strategy.
- Case study on Product and service development process.

SKILLS:
➢ Visit any company and identify the operations strategies followed by them.
➢ Prepare a report on TQM implementation process followed by a company that you have visited recently.

COURSE OUTCOMES:

Upon successful completion of this course, the student has the ability to

CO No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Apply concepts; develop skills in the area of Operations strategy design and process.	Apply	1	3,2,1
2	Able to develop strategies for substitutes and capacity.	Analyze	1	2,1,3
3	Hone their abilities for developing purchasing, supply and process technology strategies.	Apply	1	3,2,1
4	Hone their abilities to build the skills for product and service improvement strategies.	Apply	2	2,1,3
5	Able to develop skills for designing the process for operations strategies.	Analyze	2	3,2,1

TEXT BOOK:
1. Nigel Slack and Michael Lewis "Operations Strategy", Pearson, 4th Edition, 2015.

REFERENCE BOOKS:
1. Jan A. Van Mieghem and Gad Allon "Operation Strategy Principles and Practices", Printice Hall, 2nd Edition, 2015.

24MS820-BUSINESS ANALYTICS FOR MANAGERS

Hours per week:

L	T	P	C
1	4	0	3

PREREQUISITE KNOWLEDGE: Basic Concepts of Management.

COURSE DESCRIPTION AND OBJECTIVES:

This course introduces the Role of Business Analyst and Data Science in business. The course emphasizes the basic concept of data management and data mining techniques. To familiarize the learner with the basic concept of machine learning, business analysis, concept of Data Science and Project Life Cycle.

MODULE-1

8L+32T+0P=40 Hours

UNIT-1

INTRODUCTION TO BUSINESS ANALYTICS:
Introduction: What is business analytics? Historical Overview of data analysis, Data Scientist vs. Data Engineer vs. Business Analyst, Career in Business Analytics, what is data science, Why Data Science, Applications for data science, Data Scientists Roles and Responsibility. Types of Analytics.

UNIT-2

INTRODUCTION TO DATA COLLECTION:
Data Collection, Data Management, Big Data Management, Organization/sources of data, Importance of data quality, Dealing with missing or incomplete data, Data Visualization, Data Classification Data Science Project Life Cycle: Business Requirement, Data Acquisition, Data Preparation, Hypothesis and Modeling, Evaluation and Interpretation, Deployment, Operations, Optimization.

PRACTICES:
- Identify the need of analytics in business.
- Distinguish business analytics and data science.
- Explore career options in business analytics.
- Identify the applications of business analytics.
- Determine the roles and responsibilities of business analyst and data scientist.

UNIT-1

DATA MINING:

Introduction to Data Mining: The origins of Data Mining, Data Mining Tasks, OLAP and Multidimensional data analysis, Basic concept of Association Analysis and Cluster Analysis.

Introduction to Machine Learning: History and Evolution, AI Evolution, Statistics Vs Data Mining Vs, Data Analytics Vs, Data Science, Supervised Learning, Unsupervised Learning, Reinforcement Learning, Frameworks for building Machine Learning Systems.

UNIT-2

APPLICATIONS OF BUSINESS ANALYTICS:

Applications of AI & ML: Business Analyst Project Life Cycle, Retail Analytics, Marketing Analytics, Financial Analytics, Healthcare Analytics, Supply Chain Analytics with use cases. Value Creation and Product Development, AI in Sales promotion and Direct Marketing, AI in PR and Publicity and Social Media Marketing, Personal Selling using AI, Sales management using AI.

PRACTICES:
- Applications of data mining.
- OLAP and OLTP.
- Multidimensional data analysis.
- Basic concept of Association Analysis.
- Cluster Analysis.
- Retail Analytics.
- Marketing Analytics.
- Financial Analytics.
- Healthcare Analytics.
- Supply Chain Analytics.

SKILLS:
- Fundamentals of business analytics.
- Analyze the applicability of analytics for business problems.
- Application of data transformations.
- Design business models.
- Comprehend Machine learning methods for data model design.
- Use cases of business analytics in different domains of business.

COURSE OUTCOMES:

Upon successful completion of this course, students will have the ability to:

CO No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Design a business model using business analytics and Data Science.	Apply	1	1, 2
2	Make use of data management for handling Project Life Cycle.	Apply	1	1, 2, 5
3	Apply data mining techniques on business data.	Apply	2	1, 2, 3, 5
4	Categorize machine learning concept for business level applicability.	Analyze	2	1, 2,4
5	Classify applications of business analytics in different domain.	Analyze	2	1, 2, 4, 5

TEXT BOOKS:

1. Bhimasankaram Pochiraju, Sridhar Seshadri, "Essentials of Business Analytics: An Introduction to the Methodology and its Applications" 11th Edition, Springer Cham, 2019.
2. Andreas C. Müller, Sarah Guido, O'Reilly "Introduction to Machine Learning with Python: A Guide for Data Scientists" 1st Edition, 2016.

REFERENCE BOOK:

1. S. Christian Albright, "Business Analytics: Data Analysis & Decision Making", Pearson, 1st Edition, 2015.
2. Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking. Mc Graw Hill, 2nd Edition, 2013.

24MS821 PROGRAMMING FOR ANALYTICS

Hours per week:

L	T	P	C
0	0	6	3

PREREQUISITE KNOWLEDGE: Basic Knowledge on statistics and computers.

COURSE DESCRIPTION AND OBJECTIVES:

The purpose of this course is to introduce students to the statistical package R and Python for data analysis. Upon successful completion of the course, students should be able to use R and Python languages to perform descriptive statistics including graphics, perform basic inferential statistical analyses including regression analysis, read and write data files, perform basic data manipulations.

SKILLS:
- Data Management
- Data Manipulation
- Data Analysis
- Data Visualization
- Programming Languages

MODULE 1

0L+0T+48P=48 Hours

R Programming:

Exercise 1: Introduction: Introduction and Evolution of R, Features of R, packages, Basic syntax.

Exercise 2: Basis of math, variables, Data types.

Exercise 3: Vectors, Lists, Matrices, Arrays.

Exercise 4: Factors, Data frames. Types of operators.

Exercise 5: Decision making: if statement, if-else statement, switch statement,

Exercise 6: Loops: For loop, while loop, repeat loop.

Exercise 7: Customizing Charts: Pie charts, Bar charts, Box plots.

Exercise 8: Histograms, line graphs, Scatter plots.

Python Programming:

Exercise 9: Introduction to Python Pandas Data Frame Basics.

Exercise 10: Loading your dataset, sub setting columns, rows, mixing it UP.

Exercise 11: Grouped and aggregate calculations.

Exercise 12: Introduction to Data Assembly & Plotting:

Exercise 13: Introduction to Tidy Data: Combining datasets, Concatenation: Adding rows, Adding columns, Concatenation with different indices.

Exercise 14: Merging Multiple datasets.

Exercise 15: Working with missing data.

Exercise 16: Statistical graphs using Matplotlib. Types of plots, Customizing plots.

Exercise 17: Univariate data, Bivariate data, Multivariate Data.

COURSE OUTCOMES:

Upon successful completion of this course, students will have the ability to:

CO No.	Course Outcomes	Blooms Level	Exercise	Mapping with POs
1	Apply Basics of math functions, types of operators and data types.	Apply	1,2,3,4,5	1, 2
2	Make use of conditional loops and decision-making statements to solve the problems.	Apply	6	1, 2, 5
3	Create the charts and graphs using R.	Apply	7,8	1, 2, 3, 5
4	Analyze data for data assembly, sub setting, and grouping.	Analyze	9,10,11,12,13	1, 2, 4
5	Analyze data for dealing multiple data sets and plot	Analyze	14,15,16,17	1, 2, 4, 5

TEXT BOOKS:

1. Norman Matloff, "The Art of R Programming", Cengage Learning, 5th Edition, 2011.
2. Lander, "R for Everyone", Pearson, 4th Edition, 2014.
3. Daniel Y. Chen, "Pandas for Everyone: Python Data Analysis", Pearson, 1st Edition, 2018.

REFERENCE BOOKS:

1. Cookbook, Paul Teetor, "R", Oreilly, 5the Edition, 2011.
2. Rob Kabacoff, "R in Action", Manning, 2nd Edition, 2015.
3. William McKinney, "Python for Data Analysis: Data Wrangling with Pandas, NumPy, and IPython" Pearson, 2017.

24MS822 DATA VISUALIZATION FOR MANAGERS

Hours per week:

L	T	P	C
0	0	6	3

PREREQUISITE KNOWLEDGE: Basic Knowledge Data Visualization**.**

COURSE DESCRIPTION AND OBJECTIVES:

Data Visualization is the presentation of data in a pictorial or graphical format. Today analysts are required to deal with large amount of data. Visualization helps in presenting the data in pictorial or graphical format. Such visual representation will help in providing better insights to the decision maker. MS Excel and Tableau is popular visualization tool to create visual data for managerial decisions.

SKILLS:
- Understanding Data Visualization Principles
- Tools and Software Proficiency
- Designing Effective Visualizations
- Storytelling with Data
- Cross-functional Collaboration

0L+0T+48P=48 Hours

Exercise 1: Charts and Dash Board: Introduction, Conditional Formatting.

Exercise 2: Excel Charts, Interactive Controls, Advanced Excel Charts

Exercise 3: Excel Pivot Tables Pivot Charts, Power View Reports, Key Performance Indicators.

Exercise 4: Arrays and matrix functions.

Exercise 5: Simulation and Optimization: Monte Carlo simulations,

Exercise 6: Linear programs for optimization.

Exercise 7: Introduction to Tableau, connecting to Data Source: Text Files, Excel, Access, other databases, Merging multiple data sources.

Exercise 8: Univariate Charts – Creating tables, bar graphs, pie charts.

Exercise 9: Histograms, line charts, stacked bar graphs, box plots, showing aggregate measures.
Exercise 10: Bivariate Charts – Creating tables, scatter plots, swapping rows and columns, adding trend lines, selecting color palettes, using dates.

Exercise 11: Using predefined fields, calculating percentages, applying if-then logic, applying logical functions.

Exercise 12: Showing totals and percentages, discretizing data,

Exercise 13: Manipulating text, aggregate data.

Exercise 14: Grouping and creating hierarchies in Tableau.

Exercise 15: Creating and using Filters in Tableau.

COURSE OUTCOMES:

Upon successful completion of this course, students will have the ability to:

CO No.	Course Outcomes	Blooms Level	Exercise No.	Mapping with POs
1	Creating Dashboards	Analyze	1,2,3	1, 2, 5
2	Creating charts	Analyze	4,5,6	1, 2
3	Apply visualization techniques on data.	Apply	7,8,9	1, 2
4	Make use of operators, filters charts, graphs and other visualization methods on data.	Apply	10,11	1, 2, 5
5	Create dashboards and hierarchical customized visuals.	Apply	12,13,14,15	1, 2, 3, 5

TEXT BOOKS:

1. Joshua N. Milligan, "Learning Tableau 2020: Create effective data visualizations, build interactive visual analytics, and transform your organization", Mc Graw Hill, 4th Edition, 2020.

REFERENCE BOOKS:

1. Lindy Ryan, "Visual Data Storytelling with Tableau", Pearson, 1st Edition, 2018.
2. Chandraish Sinha, "Tableau 10 For Beginners: Step by Step Guide to Developing Visualizations", Mc Graw Hill, 1st Edition, 2020.

24MS823 MACHINE LEARNING IN BUSINESS

Hours per week:

L	T	P	C
1	4	0	3

PREREQUISITE KNOWLEDGE: Basics of R and Python programming.

COURSE DESCRIPTION AND OBJECTIVES:

Machine learning is an application of artificial intelligence (AI) that provides systems the ability to automatically learn and improve from experience without being explicitly programmed.

MODULE 1

8L+32T+0P=40 Hours

UNIT-1

INTRODUCTION TO ML: Introduction to Machine Learning: Machine learning: what and why? Types of machine learning, Steps in Machine Learning, The Machine Learning process, Train and Test Data, Validation Techniques (Cross-Validation).

UNIT-2

ML WITH PYTHON: Machine Learning with Python: Basics, Python Ecosystem, Methods for Machine Learning, Data Loading for ML Projects, Understanding Data with Statistics, Understanding Data with Visualization, Preparing Data, Data Feature Selection.

PRACTICES:
- Understand ML concepts.
- Categorize ML.
- Understand ML process.
- Data framework train and test data.
- Data validation.

MODULE-2

8L+32T+0P=40 Hours

UNIT-1

ML ALGORITHMS: ML Algorithms – Clustering: Overview, clustering: Distance measures, Different clustering methods (Distance, Density, Hierarchical), Iterative distance-based clustering, K-means Algorithm, Hierarchical Clustering.

UNIT-2

ML ALGORITHMS: ML Algorithms – Classification: Introduction to classification, Logistic Regression, linear regression.

PRACTICES:

- Work on distance measures.
- Learn application of ML algorithms.
- Practices problems of clustering methods.
- Work on problems of K-means Algorithm, Hierarchical Clustering.

SKILLS:

- Develop supervised ML models for business data.
- Develop unsupervised ML models for business data.
- Data framework train and test data.
- Data validation.
- Work on distance measures.
- Learn application of ML algorithms.
- Practices problems of clustering methods.
- Work on problems of K-means Algorithm,
- Hierarchical Clustering.

COURSE OUTCOMES:

Upon successful completion of this course, students will have the ability to:

CO No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Make use of python for data manipulation, visualization and ML framework.	Apply	1	1, 2, 5
2	Apply clustering algorithms on business data.	Apply	1	1, 2, 3, 5
3	Categorize various ML algorithms applicability.	Analyze	2	1, 2
4	Train Test and improve ML Model.	Analyze	2	1, 2, 4, 5

TEXT BOOKS:

1. Manaranjan Pradhan and U Dinesh Kumar, "Machine Learning using Python" Kindle Edition Wiley, 2nd Edition, 2020.
2. Murphy, Kevin P. "Machine Learning: a probabilistic perspective", The MIT Press, 2nd Edition, 2015.

REFERENCE BOOKS:

1. A. Krishna Mohan, T. Murali Mohan, Karunakar, "Python with Machine Learning" S. Chand, 2nd Edition, 2018.
2. EthemAlpaydin, "Introduction to Machine Learning (Adaptive Computation and Machine Learning)", The MIT Press, 3rd Edition, 2014.

24MS824 SUPPLY CHAIN ANALYTICS

Hours per week:

L	T	P	C
1	4	0	3

PREREQUISITES: Basic knowledge of Operations management will be desirable.

About the course:

In present time of intense global competition, customers are demanding more and more variety, with better quality and service at lowest cost. This means that in order to be successful, firms need to develop supply chain strategies and logistical capabilities that serve the needs of their customers whilst maximizing overall profitability. All supply chains, in order to function properly, must focus on the huge opportunity that exists in their analytics.

MODULE-1

8L+32T+0P=40 Hours

UNIT-1

Context of today's supply chains (SC) analytics, Understanding and defining the supply chain analytics (SCA), Revisions of Basic Lessons of Supply Chain Management, why is Analytics Important in a supply chain? Relating Operations Management with Supply chain concepts with SC Analytics, the importance of supply chain analytics in the flows involving material, money, information and ownership.

UNIT-2

Supply chain analytics: Key issues in supply chain analytics, what involves in supply chain analytics, Concept of Descriptive Analytics in a Supply Chain, Discussion on a Few Supply Chains Analytics application, Decision Domains in in supply chain analytics.

PRACTICES:
- Understanding Supply Chain Analytics Fundamentals.
- Analyzing Supply Chain Flows
- Linking Operations Management with Supply Chain Analytics
- Exploring Descriptive Analytics
- Studying Supply Chain Analytics Applications

MODULE-2

8L+32T+0P=40 Hours

UNIT-1

Foundation of Business Analytics (BA): Introduction to Modeling, Approaches for Optimization and Simulation, Modeling software, Supply Chain (SC) Decisions that requires mathematical or

interpretative modeling, Understanding of Data and its role in Analytics, Analytics of a Transportation problem in a Supply Chain, Managerial implication of results of analytics.

UNIT-2

FOUNDATION OF PRESCRIPTIVE ANALYTICS IN NETWORK PLANNING IN A SUPPLY CHAIN: Network Planning in a Supply Chain, Importance of Network Planning, Design of Logistics Network using Heuristics/optimization (Exercise 3.4 Levi (2008)), Concept of 3PL/4PL in a Supply Chain, Case Study: A Case Study of Supply Chain Analytics, GATI.

PRACTICES:
- Applying Mathematical and Interpretative Modeling in Supply Chain Decisions.
- Data Understanding and Analytics in Transportation Problems.
- Exploring Prescriptive Analytics in Network Planning.
- Analyzing Case Studies and Managerial Implications

SKILLS:
- Develop proficiency in mathematical modeling techniques to formulate and solve supply chain problems effectively.
- Enhance the ability to interpret and analyze complex supply chain data to derive actionable insights.
- Strengthen skills in data analysis and interpretation, particularly in the context of supply chain analytics.
- Cultivate problem-solving abilities to tackle various supply chain challenges using analytical and quantitative techniques.

COURSE OUTCOMES:

Upon successful completion of this course, students will have the ability to:

CO No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Understand the importance of the basics of Supply Chain Analytics and Optimization	Apply	1	1, 2, 5
2	Analyze the level of uncertainty associated with the supply of products and services to targeted customer segments and justify the choice of a supply chain strategy and its fit with competitive strategy.	Apply	1	1, 2, 3, 5
3	Explain the role and applications of Predictive and Descriptive Analytics in a Supply Chain	Analyze	2	1, 2
4	Explain the role and applications of Prescriptive Analytics in a Supply Chain.	Analyze	2	1, 2, 4, 5

TEXT BOOKS:

1. Sunil Chopra, "Supply Chain Management", Pearson, 3rd Edition, 2019
2. Jeremy F. Shapiro, "Modeling the Supply Chain", Duxbury Thomson Learning, 1st Edition, 2021

REFERENCES BOOKS:

1. D. Simchi-Levi, P. Kaminsky, E. Simchi-Levi, and Ravi Shankar, "Designing and Managing the Supply Chain concepts, Strategies and Case studies" Tata McGraw Hill, 7th Edition, 2018.
2. Rahul Saxena and Anand Srinivasan, "Business Analytics", Pearson, 3rd Edition, 2017.

24MS825-ADVERTISING AND BRAND MANAGEMENT

Hours per week:

L	T	P	C
2	2	0	3

PREREQUISITE KNOWLEDGE: Basics knowledge of marketing and marketing communication.

COURSE DESCRIPTION AND OBJECTIVES:
To enlighten the students with the concepts and application of advertising and brand management for promoting good and services.

MODULE-1
16L+16T+0P=32 Hours

UNIT-1 FUNDAMENTAL OF ADVERTSING AND AD-AGENCY

Introduction to Advertising-Importance and role of Advertising and Advertising Types, Advertising in Marketing Mix.
Advertising Agency: Role and Function of Advertising Agency, Choosing an advertising Agency, Departments of an Advertising Agency, Clint Agency Relationship

UNIT-2: ADVERTISING DECISIONS

Advertising Decision; Introduction to Advertising Media; Media Objectives-Media planning – Media strategy, Media Options, Media Selection, Media Buying., Advertising Budget- Factors influencing advertising budget setting, Common budgeting approaches, Budgeting Methods, Measuring Advertising Effectiveness.

PRACTICES:
- Case Study on role of advertising in marketing
- Case Study on Advertising Agency
- Case Study on Advertising Media
- Case Study on Advertising Budget

MODULE-II
16L+16T+0P=32 Hours

UNIT-1 BRAND MANAGEMENT

Brand Management: Concepts of Branding and Brand Management-Strategic Brand Management Process- Concept of Brand Equity Brand Building – Measuring Brand Performance – Designing Brand Marketing Program – Evaluating Brand Performance

UNIT-2: RETAIL AND OWN LABLE BRAND

Brand Positioning and Repositioning, Branding in Retail Business, Own Label Brand.

PRACTICES:
- Case Study on branding
- Case Study on brand positioning
- Case Study on brand repositioning
- Case Study on retail brand and own label brand

SKILLS:
- Design Integrated marketing communication strategies
- Effective Copy writing
- Effective layout design
- Application of ad-appeal in advertising
- Develop ad-budget
- Build effective brand management program

ACTIVITIES:
- Give a presentation on how the advertising influence you for your buying decisions.
- Collect various advertising piece and present about the layout design, appeal and creativity used in those advertisements.
- Analyse and Explain various media experienced by you.
- Consider yourself as an advertiser and express your media planning for your advertising piece
- Collect the various brands and discuss their positioning and repositioning strategies
- Make a list and present about the various own level brand you experienced

COURSE OUTCOMES:

Upon successful completion of this course, students will have the ability to:

CO No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Analyse the role of advertising in consumer buying behaviour and marketing mix and its implementation in marketing decisions.	Analyse	1	2
2	Evaluate the role of Ad-agency to select appropriate Ad-agency	Apply	1	2
3	Analyze and implement appropriate media and ad-budget decision and Create effective advertisement by effectively measuring advertising effectiveness.	Apply	1	2

4	Understand branding concepts and design the brand marketing programs .	Create	2	5
5	Develop brand positioning and repositioning strategies	Create	2	2

TEXT BOOKS:

1. William Wills and John Burnett and Sandra Moriarty, "Advertising Principles and Practice", Pearson, 3rd Edition, 2014.
2. YLR Murthy, "Brand Management", Indian Cases, Vikas, 2nd Edition, 1999.

REFERENCE BOOKS:

1. Jaishri Jethwani &Shruti jain, "Advertising Management", Oxford university press, 2nd Edition, 2015.
2. Manendra Mohan, "Advertising Management Concepts and Cases", Tata McGraw Hill, 3rd Edition, 2008
3. Kruti Shah, "Advertising and Integrated Marketing Communication", McGraw Hill, 4th Edition, 2015.

24MS826-SERVICES MARKETING

Hours per week:

L	T	P	C
2	2	0	3

PREREQUISITE KNOWLEDGE: Service Marketing Concept Knowledge.

COURSE DESCRIPTION AND OBJECTIVE:
To acquaint the students with the characteristics of services and their marketing implication ns. Discuss and conceptualize the service quality, productivity in services, role of personnel in service marketing and to manage changes in the environment and familiarize them with the GAPS model and strategizing towards closing the GAPS for effective services marketing.

MODULE-1

16L+16T+0P=32 Hours

INTRODUCTION TO SERVICES MARKETING, UNDERSTANDING THE CONSUMER BEHAVIOUR IN SERVICES

UNIT-1
FOUNDATIONS OF SERVICE MARKETING: What are Services, why services marketing, Role of services in modern economy, Service and technology, Characteristics of services compared to goods, Services marketing mix, staying focusing on customer, Gaps model of Service Quality-Customer Gap, Provider Gap and closing gap.

UNIT-2
FOCUS ON THE CONSUMER: Consumer behaviour in services, Consumer expectations in service, Consumer perceptions of service, understanding consumer Requirements, listening to customers through research, Building customer relationships, Service recovery.

PRACTICES:
- Case study on 7Ps of marketing.
- Case study on service quality.
- Case study on services management.

MODULE-2

16L+16T+0P=32 Hours

UNIT-1

Service Innovation, Marketing Strategies to promote the services
ALIGNING SERVICE DESIGN AND STANDARDS: Service innovation and design, Challenges, Types of service innovations, Stages in service innovation and development, Service blueprinting, High performance service innovations, new service development processes, Customer defined service standards-factors, Types, and development, Physical evidence and the services scope.

UNIT-2

DELIVERING AND PERFORMING SERVICE: Employee's roles in service delivery, Customer's roles in service delivery, delivering service through intermediaries and electronic channels, Managing demand and capacity.

MANAGING SERVICE PROMISES: Integrated services marketing communications Need for coordination, five categories of strategies to match service promises with delivery, Pricing of services, three key ways that service prices are different for customers.

SERVICE MARKETING THEORIES: The American customer satisfaction index, Grönroos' Perceived Service Quality model. Relation of Service quality with Brand image, brand awareness, purchase intention, purchase behaviour and repurchase purchase intention.

Marketing of service with special reference: Financial services, Health service, Hospitality services including travel, hotels and tourism, professional service, public utility services, educational services.

PRACTICES:
- Case study on service design.
- Case study on delivering and performing service.
- Case study on managing service promises.

SKILLS:
- Visit a service provider of your choice. Experience the service first and if possible observe other customers for a period of time.
- Describe the consumers experience in detail in terms of what happened throughout the process and how customers, including yourself, felt about it.
- How could the service experience be improved?

COURSE OUTCOMES:

Upon successful completion of this course the student have the ability to

COs No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Develop an understanding about the various concepts and importance of services marketing.	Create	1	4,2,5
2	Analyze emerging issues and trends in the service sector.	Analyze	1	3,4,2
3	Analyze consumer behavior, expectations and perceptions of customers in developing service marketing strategies.	Analyze	2	6,5,2
4	Evaluate and implement service strategies to meet new challenges.	Evaluate	2	4,2,1
5	Applying knowledge to eliminate or minimize customer gap.	Apply	2	6,5,4

TEXT BOOKS:

1. Valarie A. Zeithaml & Mary Jo-Bitner, "Services Marketing – Integrating customer focus across the firm", TMH, 5th Edition, 2011.
2. Christoperlovelock, Jochenwirtz and Jayanta Chatterjee, "Services Marketing", Pearson, 7th Edition, 2013.

REFERENCE BOOKS:

1. John E. G. Bateson and K. Douglas Hoffman, "Services Marketing", Cengage Learning, 4th Edition, 2012.
2. R. Srinivasan, "Services Marketing the Indian context", PHI, 3rd Edition, PHI,2012.

24MS827-DIGITAL MARKETING

Hours per week:

L	T	P	C
2	2	0	3

PREREQUISITE KNOWLEDGE: Basic Concepts of Marketing Management.

COURSE DESCRIPTION AND OBJECTIVES:
To make the students understand the dynamics of digital marketing for determining a comprehensive business strategy for behavioral tracking of user using, digital marketing tools such as search engine optimization, email campaigns, and E-public relations.

MODULE-1

16L+16T+0P=32 Hours

UNIT-1

INTRODUCTION TO DIGITAL MARKETING
Digital Marketing Vs Traditional Marketing- types of web presence – pillars of digital marketing - Digital Marketing Process. Identifying Target Audiences: The targeting process in SMM, targeting ads and posts on social platforms, best practices for targeting branded posts. Buying models - CPM, CPC, CPL, CPA. Important terminologies - unique users, Page View, time on site.

UNIT-2

Designing a Landing Page and Creative Strategy
Best practices in making a landing page - value proposition, call to action, urgency, testimonials, video, ratings. Creative strategy - different appeals - emotional appeal, rational appeal, transformational appeal, product is the hero, user is the hero. Mapping the creative message with the buyer persona and their motivation.

PRACTICES:
- Distinguish Digital Marketing Vs Traditional Marketing.
- Analyze digital marketing process.
- Framework pillars of digital marketing.
- Do website plan and development.

MODULE-2

16L+16T+0P=32 Hours

UNIT-1

Search Engine Optimization & Search Engine Marketing
Meaning and Introduction - keywords - Different types of keywords - keyword planner tool - Keywords research process - Understanding keywords mix. Search Engine Optimization using keywords – Search Engine Optimization Process.

Types of display ads - banner, interstitial, rich media, video. Benefits and drawbacks of display advertising. Display ad strategy and the sales funnel. Google Display ads: Setting up your Google Ads account.

UNIT-2
Social Media Marketing
Social media marketing plan, case studies, important platforms - Meta, Facebook, Instagram, Twitter, and YouTube. Organic posts v/s paid ads, stories and reels. Social media content management - Identifying topics to post about, creating a content plan and calendar. Setting up a campaign, ad groups, and ads in Google Ads.

PRACTICES:
- Identify keywords for ecommerce business.
- Analyze types of keywords.
- Research keywords for a retail business.
- Analyze different display advertisements on mobile.
- Analyze different display advertisements on website.
- Analyze different display advertisements on social media.
- Develop a strategy for integrated marketing communication.

SKILLS:

(These activities are only indicative; the Faculty member can innovate)
- To get well versed with digital marketing terminology.
- Understanding the various measures taken to enhance user engagement and lead conversion.
- Free tools for designing an email campaign.
- Help a startup promote their local business using SEO tools or social marketing.

COURSE OUTCOMES:

Upon successful completion of this course, students will have the ability to:

CO No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Analyze the key concepts related to digital marketing including E-commerce business models, digital marketing process.	Analyze	1	1, 2
2	Analyze online consumer behavior, online research and behavior tracking, assessing and selecting digital marketing strategies.	Analyze	1	1, 2, 5
3	Determine a comprehensive marketing plan using tools and methodologies of Search Engine Optimization.	Apply	2	1, 2, 3, 5
4	Categorize Display Advertising, Mobile and Social Media.	Apply	2	1, 2,4
5	Review and prioritize the strategic options for boosting customer acquisition, conversion, retention through Integrated Marketing Communication.	Analyze	2	1, 2,4,5

TEXT BOOKS:
1. Puneet Singh Bhatia, "Fundamentals of Digital Marketing", Pearson publications. 2nd Edition, 2019.

REFERENCE BOOKS:
1. Rajendra Nargundkar and RomiSainy, "Digital Marketing: Cases from India", Notion Press, 2nd Edition 2018.
2. Damian Ryan, "Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation", Kogan Page Publisher, 1st Edition, 2018.

Hours per week:

L	T	P	C
2	2	0	3

PRE-REQUISITE KNOWLEDGE: Marketing Management and Business Environment.

COURSE DESCRIPTION AND OBJECTIVES:
The basic objective of this course is to acquaint the students with environmental, procedural, institutional and regulatory provisions of international trade.

MODULE-1
16L+16T+0P= 32 Hours

UNIT-1

INTERNATIONAL MARKETING ENVIRONMENT
International Marketing Vs. International Trade, Marketing and Business; Economic Environment of International Marketing; International Institutions – World Bank, IMF, UNCTAD, WTO, Customs Union, Common Markets, Free Trade Zones, Economic Communities; Constraints on International Marketing, Fiscal and Non-fiscal Barriers, Non-tariff barriers; Trading Partners – Bilateral Trade Agreements, Commodity Agreements and GSP.

UNIT–2

INDIA AND WORLD TRADE
India and World Trade, Import And Export Policy, Direction and Quantum of India's Exports; Institutional Infrastructure for Export Promotion; Export Promotion Councils, Public Sector Trading Agencies, ECGC, Commodity Boards etc.; Procedure and Documents – Registration of Exporters, Export Quotations, Production and Clearance of Goods for Exports, Shipping and Transportation, Insurance, negotiation of Documents; Instruments Of Payments – Open Account, Bills of Exchange; Letter Of Credit – Export Finance.

PRACTICES:
- Types of International Marketing,
- World Bank,
- IMF,
- UNCTAD,
- WTO,
- Trade Zones,
- Public Sector Trading Agencies,
- ECGS,
- Commodity Boards,
- Instruments of Payments,
- Open Account,
- Bills of Exchange.

16L+16T+0P= 32 Hours

UNIT–1

INTERNATIONAL MARKETING MIX
International Marketing Mix – Identification of Markets, Product Policy, International Product Life Cycle.

UNIT-2

PROMOTION STRATEGIES
Promotion Strategy, Pricing Strategy and Distribution Strategy; Various Forms of International Business; Marketing of Joint Ventures and Turnkey Projects.

PRACTICES:
- International Marketing Mix,
- Identification of Markets,
- International Product Life Cycle,
- Promotion Strategy,
- Pricing Strategy,
- Forms of International Business,
- Joint Ventures,
- Turnkey Projects.

SKILLS:
- Bilateral Agreements.
- Bills of Exchange.
- Forms of International Business.
- Joint Ventures.
- Acquire the knowledge over the International trade.
- Turnkey Projects.

COURSE OUTCOMES:

By the end of this course it is expected that the student will be able to learn the following aspects:

CO's No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Analyze the role of financial institutions in promoting and developing world trade.	Apply	1	1,2
2	Understand trade barriers and analyses how to minimize their impact in developing trade policies.	Apply	1	2
3	Evaluate trade policy and other policies and their impact on world trade.	Analyze	2	3

| 4 | Application of theoretical knowledge in the preparation of documents in export and import activities. | Analyze | 2 | 4 |
| 5 | Apply the knowledge in designing marketing mix in international marketing. | Analyze | 2 | 5,6 |

TEXT BOOKS:
1. Bhattacharya, B. "Export Marketing: Strategies for Success", Global Business Press, 3rd Edition, 2015.
2. Johri, Lalit M. "International Marketing: Strategies for Success", University of Delhi, Faculty of Management Studies, 1st Edition, 2010.

REFERENCE BOOKS:
1. Keegan, Warren, "Global Marketing Management", Prentice Hall, 2nd Edition, 2015.
2. Onkvisit, Sak and Shaw, J J, "International Marketing: Analysis and strategy", Prentice Hall of India, 2nd Edition, 2015.

24MS829-STRATEGIC MARKETING

Hours per week:

L	T	P	C
2	2	0	3

PRE-REQUISITE KNOWLEDGE: Marketing Management and Strategic Management.

COURSE DESCRIPTION AND OBJECTIVES:
The basic objective of this course is to develop skills for analyzing market competition and designing appropriate competitive marketing strategies for higher market share.

MODULE-1

16L+16T+0P= 32 Hours

UNIT-1

MARKETING SITUATION ANALYSIS
Analysis of Competitor's Strategies and Estimating their Reaction Pattern and Competitive Position; Expanding the Total Market, Protecting Market Share, Expanding Market Share.

UNIT-2

MARKET CHALLENGER STRATEGIES
Choosing and Attack Strategy, Market Follower Strategies; Market Niche Strategies.

PRACTICES:
- Examining the Competitors strategies,
- Competitive Position,
- Expansion of total market,
- Analysis of Market Share,
- Market follower Strategies,
- Niche market strategies.

MODULE-2

16L+16T+0P= 32 Hours

UNIT–1

COMPETITIVE MARKET STRATEGY
Declining Industries and Fragmented Industries; Balancing Customer and Competitor Orientations, Industry Segmentation and Competitive Advantage.

UNIT–2

PRODUCT DIFFERENTIATION AND BRAND POSITIONING
Competitive Pricing, Competitive, Advertising, Role of Sales Promotion in Competitive Marketing.
PRACTICES:

- Orientation over customers,
- Orientation over competitors,
- Industry segmentation,
- Competitive Pricing,
- Advertising.

SKILLS:
- Understand the dynamics of strategic marketing in a competitive market.
- Analyze competitor's strategies and estimating their reaction position.
- Analyze market leader's, challenger's and follower's strategies to understand their strengths and weaknesses in attaining market share.
- Developing a competitive strategy for emerging industries.
- Evaluate the impact of product differentiation and brand positioning in a competitive market.

COURSE OUTCOMES:

By the end of this course it is expected that the student will be able to learn the following aspects:

Cos No	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Analysis of Competitor's Strategies.	Apply	1	1,2
2	Competitive Position;	Apply	1	2
3	Protecting Market Share and Expanding Market Share.	Analyze	2	3
4	Competitive Pricing.	Analyze	2	4
5	Role of Sales Promotion in Competitive Marketing.	Analyze	2	5,6

TEXT BOOKS:
1. Cravens, D W, "Strategic Marketing", Irwin, 2nd Edition, 2017.
2. Kaynak, E and Savitt, R, "Comparative Marketing Systems", Praegar, 2nd Edition, 2014.

REFERENCE BOOKS:
1. Kotler, Philip, "Marketing Management: Analysis, Planning, Implementation and Control", Prentice Hall of India, 2nd Edition, 2017.
2. Porter, M E, "Competitive Advantage: Creating, Sustaining Superior Performance", Free Press, 1st Edition, 2015.
3. Porter, M E, "Competitive Strategy: Techniques for Analyzing Industries Competitors", Free Press, 1st Edition, 2010.

24MS830-FINANCIAL DERIVATIVES

Hours per week:

L	T	P	C
2	2	0	3

PRE-REQUISITE KNOWLEDGE: Forward contract, Future contract, option contract, and swap contract.

COURSE DESCRIPTION AND OBJECTIVE:
This course is framed to make the students enlighten about types of contracts and their benefits to the stakeholders.

MODULE-1
16L+16T+0P=32 Hours

UNIT-1

INTRODUCTION TO FINANCIAL DERIVATIVES
Concept of Derivatives, History & Evolution of Derivative Markets in India, Types of Risks, Relevance of Derivatives, Participants in Derivative Markets, Derivative Trading in India.

UNIT-2

FORWARD CONTRACTS
Classification of Forward contracts, Pricing of Forward Contracts, Uses and Applications of Forward Contracts, - Types of Futures - Forward Contracts Vs. Future Contracts, – Types of Future contracts, Interest Rate Futures, Stock Index Futures, Commodity Futures, Currency Futures, Uses and Applications of Future Contracts.

PRACTICES:
- Find out the nature and functions of derivatives.
- Determine the forward and Future contract price the hedge the risk
- Calculate the value of forwarding and Future contract at the time of maturity.
- Understand the functions of clearing house in settlement of the contract.

MODULE-2
16L+16T+0P=32 Hours

UNIT-1

OPTION CONTRACTS
Types of Options: Call and Put Options-Pay offs from Option Contracts - Option Pricing: Determinants of Option Price, Binomial Option Pricing Model, Black Scholes Option Pricing Model, Cases on Option Pricing Models.

UNIT-2
Option Trading Strategies
Strategies involving Options – Covered Call, Protective Put, Spread, Combinations and Other Strategies. Financial Swaps: Currency Swaps – The Structure of Swaps - Interest Rate Swaps - Equity Swaps – Valuation of Financial Swaps - Credit Derivatives – Caps and Floor

PRACTICES:
- Determine forward and contract price.
- Calculate the binomial and black Scholes option pricing model in the contract.
- Determine the value of the option at the expiration date of the contract.
- Analyze the hedging schemes.

SKILLS:
- Excellent analytical ability and interpersonal skills.
- Expert problem-solving abilities.
- Ability to make better financial decisions.

COURSE OUTCOMES:

Upon successful completion of this course, students will have the ability to:

COs No.	COURSE OUTCOMES	Blooms level	Modules no	Mapping with PO's
1	Analyzing the concept, types, history, and trading of derivatives in India.	Analyze	1	1,4
2	Find out the prices of forward and future contracts.	Apply	1	2,3
3	Analyze the various types of options in the derivative markets.	Analyze	1	2,6
4	Apply the Binomial and black schools model in derivative contracts.	Apply	2	4, 5
5	Analyze the various types of swaps.	Analyze	2	2, 5

TEXTBOOKS:
1. Hull, J.: Options, "Futures and other Derivatives", Prentice Hall, 9th Edition, 2018.
2. Kolb, Robert W, "Understanding Future Markets", Prentice Hall Inc., 6th Edition, 2006.
3. VijayaBhaskar P, "Derivatives Simplified", Response Books, 2nd Edition, 2015.

REFERENCE BOOKS:
1. Hull, John C., "Futures Options and Other Derivatives", Pearson Education, 2nd Edition, 2008.
2. Rajiv Srivastava., "Derivatives and Risk management", Oxford University Press, 2nd Edition, 2010.

24MS831-MERGERS AND ACQUISITIONS

Hours per week:

L	T	P	C
2	2	0	3

PREREQUISITE KNOWLEDGE: Corporate Finance.

COURSE DESCRIPTION AND OBJECTIVE:
To acquire knowledge of the procedural and practical aspects of Corporate Restructuring in detail.

MODULE-1

16L+16T+0P=32 Hours

UNIT-1

INTRODUCTION AND CONCEPTS:
Meaning, Need, Scope and modes of restructuring, Emerging trends, Planning, Formulation and execution of various corporate restructuring strategies, Mergers, Acquisitions, Takeovers, Disinvestments and strategic alliances, Demerger and hiving off; Expanding role of professionals.

UNIT-2

MERGER AND AMALGAMATION:
Legal, Procedural, Economic, Accounting, Taxation and financial aspects of mergers and amalgamations including stamp duty and allied matters, Interest of small investors, Merger aspects under competition law, Amalgamation of banking companies and government companies, Cross border acquisition and merger.
Synergy and Value Creation in Mergers - synergy and its different types, role of industry life cycle, value creation in synergy, theoretical factors that would affect M & A activity.

PRACTICES:
▪ Case study on recent merger and acquisition.
▪ Case study on merger and acquisition of banks.

MODULE-2

16L+16T+0P=32 Hours

UNIT-1

CORPORATE DEMERGER AND REVERSE MERGER:
Concept of demerger, Modes of demerger, by agreement, under scheme of arrangement, Demerger and voluntary winding up, Legal and procedural aspects, Tax aspects and reliefs, Reverse mergers, Procedural aspects and tax implications.
TAKEOVER: Meaning and concept, Types of takeovers, Legal aspects, SEBI takeover regulations disclosure and open offer requirements, Bail out takeovers and takeover of sick, Takeover defenses, Cross border takeovers.

Acquisition of sick companies - tax advantage – turnaround problem.
HR issues in merger and acquisition.

UNIT-2
FINANCIAL RESTRUCTURING:
Financial Alternatives, Funding through various types of financial instruments including equity and preference shares, Debentures, Securities with differential rights, Swaps, Stock options; ECBs, Funding through financial institutions and banks, Management buyouts/ Leveraged buyouts, Reduction of capital, Reorganization of share capital, Buy-Back of shares.

PRACTICES:
- Case study on takeover.
- Case study on financial restructuring.

SKILLS:
- Identifying and gathering information on mergers and acquisitions for the last 10 years in India.
- Preparing a report on procedural steps involved in mergers and acquisitions.
- Analyzing the performance of an entity before and after merger.
- Preparing a report on issues involved in mergers and acquisitions.

COURSE OUTCOMES:

Upon successful completion of this course, students will have the ability to:

CO's No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Use modes of restructuring, formulation and execution of various corporate restructuring strategies in an appropriate situation.	Apply	1	3,2,1
2	Use legal, procedural, economic, accounting, taxation and financial aspects of mergers and amalgamations.	Apply	1	2,1,3
3	Interpreting demerger and reverse merger in the real time global economy.	Apply	2	3,2,1
4	Demonstrate Types of takeovers, legal aspects involved in takeovers, SEBI's takeover regulations and disclosure, takeover of sick units and cross border takeovers.	Apply	2	2,1,3
5	Execute financial alternatives for financial engineering.	Apply	2	3,2,1

TEXT BOOKS:
1. K. R. Sampath, "Mergers/Amalgamations, Takeovers, Joint Ventures, LLPs and Corporate Restructure", Snow White Publications, 9th Edition, 2016.
2. Ray, "Mergers and Acquisitions Strategy, Valuation and Integration", PHI, 4th Edition, 2013.

REFERENCE BOOKS:
1. S.Ramanujam, "Mergers et al", LexisNexis, 3rd Edition, 2019.
2. Prasanna Chandra (PC), "Strategic Financial Management", McGraw Hill, 5th Edition, 2017.

24MS832-BEHAVIOURAL FINANCE

Hours per week:

L	T	P	C
2	2	0	3

PRE-REQUISITE KNOWLEDGE: Investment Analysis and Portfolio Management.

COURSE DESCRIPTION:
Behavioral finance is the study of the influence of psychology on the behavior of financial practitioners. In the course, you will learn about the wide range of decision making biases and information processing errors that influence our financial decision making. The course provides an introduction into the study of the effects of social, cognitive, and emotional factors on the economic decisions of individuals and institutions. Psychological biases inhibit the individual's ability to make good investment decisions. This has several consequences on market prices, returns, and the resource allocation decisions made by individual and corporate decision-makers.

COURSE OBJECTIVE:
 The primary objective of the course is to make the students familiar with the various behavioral implications in financial decision making and identifying the ways and means to overcome some of the biases prevalent in while making decisions in the financial market.

MODULE-1

16L+16T+0P=32 Hours

UNIT-1

Introduction to Behavioural Finance; Rationality of Studying Behavioral Finance, History of Behavioural Finance Studies, Theories of Behavioural Finance, Criticisms of Behavioral Finance, Arguments in Favour of Behavioural Finance.

UNIT-2

Basic Foundations of Behavioural Finance; Context of Studying Behavioural, Building Blocks of Behavioural Finance- Limits to Arbitrage, Psychology, Investment Decision Cycle: Judgment under Uncertainty, Decision making under risk and uncertainty.

PRACTICES:
- Rationality study (Case study).
- various behavioural biases and their implications.
- Building Blocks of Behavioural Finance.
- Arbitrage Process.

MODULE-2

16L+16T+0P=32 Hours

UNIT-1

Investors' Psychology: Investment Decisions; Insufficient diversification, Naive Diversification, Excessive Trading, The Selling Decision, The Buying Decision. Emotions and Decision –

Making: Emotional mechanisms in modulating risk-taking attitude, Personality traits and risk attitudes in different domains.

UNIT-2

Mental Accounting: Prospect Theory, Regret Theory, Mental Accounting, Overconfidence and over-reaction in Financial Market, anchoring, Herd Behaviour, confirmatory bias.

PRACTICES:
- Investors' Psychology and Investment Decisions.
- The Selling Decision.
- The Buying Decision.
- Mental Accounting.

SKILL:
- Decision Making.
- Cognitive Bias.
- Behavioural Economics.
- Psychology of Risk.

COURSE OUTCOMES:

Upon successful completion of this course, the student has the ability to

Cos No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Identify and apply behavioural finance concepts to your own life and contemporary events.	Apply	1	2,1
2	Understand and critically discuss the cognitive biases and errors of judgment that affect financial decisions.	Apply	1	2,3
3	Critically evaluate behavioural influences involving individuals¿ investment decisions	Analyze	2	2,6
4	Critically evaluate behavioural influences involving corporate (executive) financial decisions.	Analyze	2	4,2
5	Critically discuss important developments in this new area and the associated practical insights they provide.	Analyze	2	2,3

TEXT BOOKS:
1. Chandra, P. (2017), "Behavioural Finance", Tata Mc Graw Hill Education, 9th Edition, 2017
2. Ackert, Lucy, Richard Deaves, "Behavioural Finance; Psychology, Decision Making and Markets", Cengage Learning, 5th Edition, 2010.

REFERENCES:
1. Forbes, William, "Behavioural Finance", Wiley, 3rd Edition, 2009.
2. Shefrin, H., "Beyond Greed and Fear; Understanding Behavioural Finance and Psychology of investing". Oxford University Press, 2nd Edition, 2010.
3. Shleifer, A. "Inefficient markets; An introduction to Behavioural Finance". Oxford Univ. Press, 3rd Edition, 2010.

24MS833–STRATEGIC FINANCIAL MANAGEMENT

Hours per week:

L	T	P	C
2	2	0	3

PRE-REQUISITE KNOWLEDGE: Basics in Strategic Management and Financial Management.

COURSE DESCRIPTION AND OBJECTIVES:
To enlighten the students with the Concepts and Practical applications of Strategic Financial Management, with particular reference to the financial strategy and value of the enterprise.

MODULE-1
16L+16T+0P=32 Hours

UNIT-1

STRATEGIC FINANCIAL MANAGEMENT
Introduction to Strategic Financial Management - Meaning - Functions- characteristics- Scope, Importance- constraints- SFM relation with other subjects- Profit Maximization Vs wealth maximization - Difference between FM &SFM.

UNIT-2

STRATEGIC DECISION MAKING
Introduction to Strategic decision making- Importance- Steps involved in decision making process- Approaches- Strategic Decision making- Rationality in decision making- classes of Decision Making- Decisions under certainty, risk, and uncertainty.

PRACTICES:
- Case study on decision making.
- Case study on SFM.

MODULE-2
16L+16T+0P=32 Hours

UNIT-1

INVESTMENT STRATEGY
Introduction to Risk & Uncertainty - Types of Investment decision situations – Risk, Certainty, uncertainty- Sources of Risk-Techniques of Investment Decision Under Risk and Uncertainty – Risk Adjusted Discount rate(RADAR)- Certainty equivalent method or approach- Statistical methods- Decision Tree Analysis, Leasing Decisions- Lease Financing – Evaluation of Lease Vs Buy Options' Break-Even Lease rental determination, Cross Boarder leasing, Sale and Lease back.

UNIT-2

FINANCIAL ANALYSIS AND FORECASTING

Meaning of financial analysis, objectives of financial analysis, sources of information for financial statement analysis, steps of a financial statement analysis, traditional approaches to financial statement analysis, modern approaches to financial statement analysis. Meaning and definition of financial forecasting, purpose, use, and importance of financial forecasting, forecasting financial statement, tools of forecasting financial statement, predicting corporate failure: Causes of corporate failure, quantitative corporate failure models-financial ratio analysis, Altman Z score model, predicting corporate failure-qualitative measures, other symptoms of failure, using failure prediction models to prevent corporate failure, other indicators of failure, avoiding failure.

PRACTICES:
- RADR,
- Sensitivity analysis,
- Simulation,
- IRR,
- Standard deviation,
- Decision tree analysis,
- Tools of financial statement analysis,
- Performa Income statement,
- Performa Balance sheet.

SKILLS:
- Collect the financial data of two companies and analyze comparative and common size statements.
- Collect the financial data of two companies and forecast their financial statements.
- Choose project proposal of any company of your choice and apply investment appraisal techniques and interpret the results.

COURSE OUTCOMES:

By the end of this course it is expected that the student will be able to learn the following aspects:

Cos No	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	To analyze and classify decision making approaches.	Apply	1	1,2
2	To apply techniques of investment under risk and uncertainty.	Apply	1	2
3	To solve , Interpret and analyze financial statement s by using tools.	Analyze	2	3
4	To solve and forecast financial statements by using tools.	Analyze	2	4

TEXT BOOK:
1. Rajni Sofat, Preeti Hiro, "Strategic Financial Management", PHI. 9th Edition, 2019.
2. Coopers & Lybrand, "Strategic Financial: Risk Management", Universities Press (India) Ltd, 2nd Edition, 2013.

REFERENCE BOOKS:
1. Weston JF, Chung KS &Heag SE., "Mergers, Restructuring & Corporate Control", Prentice Hall, 6th Edition, 2012.
2. GP Jakhotiya, "Strategic Financial Management", Vikas Publication, 3rd Edition, 2011.

24MS834 FINTECH INNOVATIONS

Hours per week:

L	T	P	C
2	2	0	3

PREREQUISITE KNOWLEDGE: Financial crisis

COURSE DESCRIPTION AND OBJECTIVE:
The course introduces students to the world of Fintech, an intersection between finance and technology. It covers the basic principles, concepts, and innovations in Fintech, including block chain, digital payments, lending, crowdfunding, and investment. The course is designed to enable students to understand the fundamental theories, concepts, and practices of Fintech and its impact on the financial industry.

MODULE- 1

16L+16T+0P=32 Hours

Unit 1 Introduction to Fintech

Definition of Fintech - Evolution of Fintech - Fintech vs Traditional Financial Services - Impact of Fintech on the Financial Industry – Key drivers of Fintech growth - Emerging trends in Fintech – Challenges and Opportunities of Fintech

Unit 2 Technology in Finance

Overview of emerging technologies in finance such as Block chain, Internet of Things (IoT) and AI. - Digital Transformation in the Financial Industry: Advantages and Disadvantages - Big Data and Analytics in Finance - Case studies of successful digital transformation in the financial industry, such as mobile banking and online investing etc. - Regulatory challenges associated with new technologies in finance, such as data privacy and cybersecurity.

PRACTICES:
- Find out the various risks in the loan sanctioned to the customers.
- Calculate the various bad debts in the loans.
- Find out the various risk management strategies.
- Measurement of market risk.

MODULE–2

16L+16T+0P=32 Hours

Unit 1 Fintech Innovations

Basics of Blockchain Technology - Cryptocurrencies and their Characteristics - Use cases of Blockchain in Finance - Types of Digital Payment Methods - Mobile Banking Applications - Peer-to-peer Lending - Crowdfunding Models and Platforms - Robo-Advisors and Automated Wealth Management.

Unit 2 Regulatory and Legal Issues in Fintech

Regulatory Framework for Fintech - Compliance and Risk Management in Fintech - Consumer Protection and Privacy Issues in Fintech - Emerging Technologies in Finance - Impact of Fintech on the Future of Work.

PRACTICES:
- Find out the strategies to manage the foreign exchange risk.
- Analyze the case study on financial crises.
- Manage the Non- financial risks in the organizations.

SKILLS:
- Excellent analytical ability and interpersonal skills.
- Expert problem-solving abilities.
- Ability to make better financial decisions.

COURSE OUTCOMES:
Upon successful completion of this course, students will have the ability to

COs No	Course Outcomes	Blooms level	Module no	Mapping with PO's
1	Evaluate different types of risks.	Evaluate	1	2,1,4
2	calculate the concepts related to risk management and measurement.	Analyze	1	3,1,5
3	Apply risk evaluation techniques.	Apply	1	2,3,1
4	Determine pros & cons of risk management tools.	Evaluate	2	4,2,5
5	Determine orally in a crisp and concise manner dealing with risk management in banking.	Analyze	2	3,2,4

TEXTBOOK:
1. Paolo Sironi and Daniele Mensi, "Fintech Innovation: From Robo-Advisors to Goal Based Investing and Gamification", Pearson, 6th Edition, 2015.
2. Luigi Ballabio and Matteo Rizzi, "Digital Banking and Fintech: Threats and Opportunities in the New Financial Ecosystem", Prentice Hall, 4th Edition, 2016.

REFERENCE BOOKS:
1. Susanne Chishti and Janos Barberis, "The Fintech Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries", Mc Graw Hill, 3rd Edition, 2014.
2. Daniel Drescher "Block chain Basics: A Non-Technical Introduction in 25 Steps", Mc Graw Hill, 6th Edition, 2016.

24MS835-COMPENSATION AND REWARD SYSTEM

Hours per week:

L	T	P	C
2	2	0	3

PREREQUISITE KNOWLEDGE: Marketing Management.

COURSE DESCRIPTION AND OBJECTIVE:
To make student to be familiar with the theoretical and practical developments in the area of compensation and benefits and discuss the strategic importance of compensation for the achievement of organizational goals.

MODULE-1

16L+16T+0P=32 Hours

UNIT-1

INTRODUCTION TO COMPENSATION
Definition, Basic concepts of Compensation. (wages, salary, benefits, DA, consolidated pay, Equity based programs, commission, reward, remuneration, bonus etc.,), Types of Compensation - The Pay Model, Strategic Pay Policies, Strategic Pay Decisions, Best Practices vs. Best Fit Options, Case Discussion.

UNIT-2

Wage Determination: Principles of wage and salary administration, methods of wage determination in India; internal and external equity in compensation systems, wage administration in India: wage policy in India, wage boards: structure, scope and functions – Pay Commissions.
Internal Alignment: Definition of Internal Alignment, Internal Pay Structures, Strategic Choices in Internal Alignment Design, Internal Structure.

PRACTICES:
- Prepare a comprehensive compensation plan to be offered to a Sales Executive, A General Manager and The CEO of an organization.
- Compare and analyze compensation practices in different countries.
- Collect information from an IT organization regarding the Cost to Company of an employee.
- Collect information on Wages Act amendments.

MODULE-2

16L+16T+0P=32 Hours

UNIT-1

JOB EVALUATION
Definition of Job Evaluation, Major Decisions in Job Evaluation, Job Evaluation Methods, Final Result - Pay Structure - various methods of calculation of compensation: Straight Halsey Premium Bonus Plan, Halsey Weir Premium Plan, Rowan Premium Bonus Plan, Emerson

Efficiency Plan, Bedeaux Point Method. Based on productivity: Taylor Differential Piece Rate Method, Merrick's Multiple Piece Rate Plan, Gantts Task & Bonus Wage Plans.

UNIT-2

DETERMINING EXTERNAL COMPETITIVENESS AND BENEFITS MANAGEMENT

Definition of Competitiveness, Pay Policy Alternatives, Wage Surveys, Interpreting Survey Results, Pay Policy Line, Pay Grades Benefits: Benefits Determination Process, Value of Benefits, Legally Required Benefits, Retirement, Medical, & Other Benefits

PRACTICES:

- Prepare questionnaire for conducting wage survey and carry out wage survey for any selected sector and prepare a report for the same.
- Calculate the bonus amount eligible to an employee working as a HR Executive for the past 10 years in manufacturing organization.
- Compare compensation practices of different countries.
- Compare compensation practices of MSME's.

SKILLS

- Knowledge of all federal, state and local regulations and compliance requirements related to employee compensation.
- Strong analytical skills and ability to interpret and communicate data.
- Computer proficiency and technical aptitude with the ability to use Microsoft products, including Excel.

COURSE OUTCOMES:

Upon successful completion of this course, the student has the ability to

CO's No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Illustrate the various conceptual aspects of Compensation and Benefits to achieve organizational goals.	Apply	1	4
2	Conclude the internal and external factors that influence compensation design.	Apply	1	4
3	Sketch the Legal & Administrative Issues in global compensation to prepare compensation plan, CTC, wage survey and calculate various bonuses.	Apply	1, 2	2
4	Designing the compensation strategies for attraction, motivation and retaining high quality workforce.	Create	2	1
5	Determine the performance based compensation system for business excellence and solve various cases.	Create	2	6

TEXT BOOKS:
1. Milkovich& Newman, "Compensation", Mc Graw Hill, 9th Edition, 2017.
2. BD Singh, "Compensation & Reward Management", Excel books, 5th Edition, 2015.

REFERENCE BOOKS:
1. Bashker D. Biswas, "Compensation and Benefit Design", FT Press, 2nd Edition, 2012.
2. Joseph J. Martocchio, "Strategic Compensation", Prentice Hall, 3rd Edition, 2004.
3. Richard I. Anderson, "Compensation Management in Knowledge based world", Pearson Education, 10th Edition, 2010.

24MS836-HR METRICS

Hours per week:

L	T	P	C
2	2	0	3

PREREQUISITE KNOWLEDGE: Knowledge on MS Excel.

COURSE DESCRIPTION AND OBJECTIVES:
To enable the students, realize the challenges of acquisition and retention of talents for the competitive advantage of the organization and to make them ready to develop a diagnostic and practical perspective of management of talent in organizations.

MODULE-1

16L+16T+0P=32 Hours

UNIT-1

HR ANALYTICS-INTRODUCTION
What is HR Analytics – Evolution of HR Analytics, Importance and Scope of HR Analytics, Types and scales of data, HR Analytics and Changing Role of HR Professionals, HR Analytics impact on business outcomes, Levels of Analysis, Key Influencers of HR Analytics Process, Measuring HR Programs Impact

UNIT-2

HR Analytics for Key HR Practices
HR ANALYTICS – MEASURES 1: (PRACTICE USING MS EXCEL) HR Analytics for Recruitment & Selection, Talent Acquisition measures: Traditional measures, effectiveness measures, emerging measures – Organizational Demographics and Succession planning – Measuring ROI on Talent Development – Metrics and measures for Strategic alignment.
HR ANALYTICS – MEASURES 2: (PRACTICE USING MS EXCEL) Traditional Measures of employee engagement – Measuring attrition – Predictive modeling for employee attrition analysis – Measuring and Managing competencies – Competency Base lining – Traditional measures of compensation – Valuing Benefits using CTC statement – Portfolio management of benefits.

PRACTICES:
- Asses the demographic distribution of employees in a company.
- Present the calculation of important HR metrics.
- Predict attrition levels of HR in any organization.
- Fit HR data of an organization to an advanced analytic model.

16L+16T+0P=32 Hours

UNIT-1

PREDICTIVE HR ANALYTICS & ADVANCED ANALYTICS AND VISUALIZATION

Predictive HR Analytics: (Practice using IBM-SPSS / MS Excel) Predictive HR Analytics – Need, Applications of Predictive HR Analytics, predicting requirement of Manpower, Predicting Employee Turnover, Predicting Employee Performance, Recruitment, Training Effectiveness, Employee Attitude Surveys

UNIT-2

DESCRIPTIVE ANALYTICS AND VISUALIZATION:

Descriptive Analytics in HR: HR Dashboards using MS Excel, Slicing and Dicing of HR Data using MS Excel Pivot Table Applications, Data Visualization for Key HR processes - Creating charts and Graphs, Moderation and Interaction analysis – Multi-level linear modeling – Curvilinear relationships.

PRACTICES:

- Identify the quantitative analyses suitable for the analysis of employee data.
- Interpret statistical output involving HR data.
- Calculate absenteeism costs, turnover costs, and return-on-investment.
- Create a HR dashboard for any one organization.

SKILLS:

- Develop recommendations for workforce planning (e.g., staffing needs) based on the results of a Markov Analysis.
- Develop effective surveys for use in an organizational setting.
- Translate research findings into practical conclusions and recommendations.

COURSE OUTCOMES:

Upon successful completion of this course, students will have the ability to

COs No	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Illustrate the importance of HR Analytics and Utilize HR analytics for business advantage.	Apply	1	2
2	Apply the HR Analytics and measure HR functions using software's such as MS Excel/ IBM-SPSS.	Apply	1, 2	4
3	Assess the effectiveness of HR functions by applying data analysis techniques.	Evaluate	1, 2	2

4	Develop predictive models to forecast HR trends in organizations.	Create	1, 2	4
5	Create visualization tools for effective presentation of HR analytics.	Create	1, 2	5

TEXT BOOKS:
1. Ramesh Soundararajan, Kuldeep Singh, "Winning on HR Analytics: Leveraging Data for Competitive Advantage", Sage Publications, 3rd Edition, 2017.
2. Dr Martin R. Edwards, Kirsten Edwards, "Predictive HR Analytics: Mastering the HR Metric", Kogan Page Publishers, 4th Edition, 2016.

REFERENCE BOOKS:
1. Jac Fitz-enz, John Mattox, II, "Predictive Analytics for Human Resources", John Wiley & Sons, 4th Edition, 2014.
2. Bernard Marr, "Data-Driven HR: How to Use Analytics and Metrics to Drive Performance", Kogan Page Publishers, 2nd Edition, 2018.

24MS837-ORGANIZATION DEVELOPMENT AND CHANGE

Hours per week:

L	T	P	C
2	2	0	3

PREREQUISITE KNOWLEDGE: Functions of Human Resources Management.

COURSE DESCRIPTION AND OBJECTIVE:
To learn OD process that applies a broad range of behavioral science knowledge and practices to help organizations build their capacity to change and to achieve greater effectiveness, including increased financial performance, customer satisfaction, and organization member engagement.

MODULE-1

16L+16T+0P=32 Hours

ORGANIZATION DEVELOPMENT AND CHANGE PROCESS

UNIT-1
Introduction to Organization Development - Organization Development -Definition, Growth and Relevance, History and Evolution of OD – Theories of Planned Change– Types of Planned Change-OD Practitioner-Role & Competencies, Values, Ethics, Personal Views of the Internal and External Consulting Positions.
.
UNIT-2
General Models of Planned Change - Entering and Contracting, Diagnosing - Open systems model, Organizational level diagnosis, Group level diagnosis, Individual level diagnosis, feeding back the diagnostic Data, Planning and Implementing Change -Leading and managing change, Evaluating OD interventions- Institutionalizing organizational change.

PRACTICES:
- Identify any one of your personal change process from Lewin's change model.
- Assume as an OD Practitioner and prepare a proposal for solving any problem of Human Resource Management in an education Institute.
- Argue different Values and ethics need for the OD Practitioner in an organization.
- Talk about how Organizational level diagnosis is different from Group level diagnosis.
- Recognize different approaches to evaluation of an OD interventions.

MODULE-2
UNIT-1   **16L+16T+0P=32 Hours**

TYPES OF INTERVENTIONS
Human Process Interventions - Process consultation, Third-Party peace-making, Team building, Organization confrontation meeting, Intergroup, and Large-group interventions.

Techno structural Interventions - Restructuring organizations, Employee involvement, and work design.

Human Resource Interventions – Performance management, Talent management, Workforce diversity and wellness.

UNIT-2

Strategic Change Interventions- Transformational change, Characteristics, Integrated strategic change, Organization design, Culture change, Continuous change, Self-Designing organizations and learning organizations Future Directions of Organization Development – Trends within OD and Trends in the context of ODC.

PRACTICES:
- Identify different issues developed by Intergroup, and Large-group interventions.
- Argue how Techno structural intervention has impacting the decisions of the organization development.
- Give a short presentation on Human Resource Interventions with its implementations.
- Prepare a case analysis for the Techno Structural Interventions.
- Draft out short presentation on how future directions of Organization development.

SKILLS:
- Outline different OD process for any organization.
- Apply the different decisions of diagnostic models for a manufacturing company.
- Developing Case Analysis for Strategic Change Interventions.
- Identify any issue and Design OD Interventions for those issues in any two organizations of your choice.
- Design how to implement change management programme in organization.

COURSE OUTCOMES:

Upon successful completion of this course, the student has the ability to

CO No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Develop a model by understanding an organizational development process.	Create	1	2, 4
2	Executive OD process and profession.	Apply	1	4,6
3	Analyze the diagnostic models to various organizational scenarios.	Analyze	2	2,5
4	Implement OD Interventions and their effectiveness in organizations	Apply	2	2,6

TEXT BOOKS:

1. Thomas G. Cummings and Christopher G. Worley, "Organization Development & Change", 10th edition, Cengage Learning, 2nd Edition, 2018.
2. Dipak Kumar Bhattacharyya, "Organizational Change & Development", Oxford University Press, 2nd Edition, 2015,

REFERENCE BOOKS:

1. Palmer, Dunford, Akin, "Managing Organizational Change - A multiple perspective Approach", McGraw-Hill Education, 2nd Edition, 2018.
2. Patrick Dawson, Constantine Andriopoulos, "Managing Change, Creativity and Innovation", SAGE Publications, 4th Edition, 2021.

24MS838-INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY

Hours per week:

L	T	P	C
2	2	-	3

PREREQUISITE KNOWLEDGE: Psychology and Human Resources Management.

COURSE DESCRIPTION OBJECTIVE:

To enable the students to understand individual, group behaviours in the organizations provide various performance evaluation systems of employees in the organization and give an understanding about factors influencing job satisfaction get them exposure to various assessment tests and the students to understand types leadership styles, and motivation of employees.

MODULE-1

16L+16T+0P=32 Hours

UNIT-1

INTRODUCTION TO INDUSTRIAL & ORGANIZATIONAL PSYCHOLOGY:

Industrial and organizational Psychology: Meaning, Subject matter and functions of Industrial and organizational psychology, Development of industrial and organizational psychology, Industrial and organizational psychology Future, Industrial and organizational psychology in the Indian context.

UNIT-2

PERSONNEL SELECTION: DETERMINING JOB REQUIREMENTS:

Uses and types of job information and job analysis, recruiting job applicants, Recruitment techniques, Standard application blanks, Assessment of current behaviour, Interviews, Psychological testing and assessment centres, Uses of performance evaluation, Downsizing, Fair employment, Employment-at-will and seniority.

PRACTICES:
- Identify different psychological aspects of Industrial and organizational.
- Prepare a presentation on Future aspects of industrial and organizational psychology.
- Draft out different Recruitment techniques in the context of organization.
- Developing Case Analysis on HRM Practices with reference to Organizational Psychology.

MODULE-2

16L+16T+0P=32 Hours

UNIT-1

JOB SATISFACTION:

Job satisfaction as a job attitude, Components of job satisfaction, Satisfaction with work, with pay and with supervision, measuring job satisfaction, Job Descriptive Index, Minnesota Satisfaction,

Questionnaire, need satisfaction questionnaire, Faces scale, Relationship of job satisfaction to productivity and withdrawal behaviour.

UNIT-2

MOTIVATION & LEADERSHIP:
Motivation, Work motivation, need theories: McClelland, Herzberg, Cognitive theories: Goal setting theory, Self-efficacy theory, Using motivation theory at work. LEADERSHIP: Meaning, Nature and styles, Approaches to leadership: Human relations, Theory X & Theory Y, Fiedler's contingency model, Specific leader skills, Leadership through power, Leadership through vision, Transactional and transformational, Leadership through persuasion.

PRACTICES:
▪ Identify different components of job satisfaction with reference to pay and the supervision.
▪ Developing Case Analysis with reference to leadership concepts.
▪ Draft out a presentation on different approaches to leadership with reference to human relation.
▪ Identify different motivation factors in your classroom by using reference as a Herzberg two factors theory.

SKILLS:
➢ Identify the leadership styles of any four different organizations.
➢ Interpret different approaches to motivation of employees.
➢ Study the different motivational factors of any two banks.
➢ Analyze the Industrial Psychological influencing factors of Indian & foreign organizations.

COURSE OUTCOMES:

Upon successful completion of this course, the student has the ability to

CO No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Draft historical background and future prospects of industrial and organizational psychology.	Apply	1	4
2	Develop the process and apply the methods of personnel selection.	Apply	1	4,6
3	Interpret different approaches to motivation of employees.	Analyze	2	2,6
4	Contrast the different leadership styles.	Apply	2	5,6

TEXT BOOKS:
1. Berry, L.M, Psychology at work, "An introduction to Industrial and Organizational Psychology", N.Y. McGraw-Hill International editions, 10th Edition, 2020.
2. Aamodt, M.G., "Industrial and organizational psychology", An applied approach. US: Thomson & Wadsworth, 4th Edition, 2014.

REFERENCE BOOKS
1. McShane, "Organizational behaviour", Tata McGraw-Hill , 1st Edition, 2016.
2. Miner, J.B., "Industrial-Organizational Psychology", N.Y.: McGraw-Hill, 2nd Edition, 2000.

24MS839-LEADERSHIP & PEOPLE MANAGEMENT

Hours per week:

L	T	P	C
2	2	0	3

PREREQUISITE KNOWLEDGE: Leadership and Human Resources Management.

COURSE DESCRIPTION AND OBJECTIVE:

To enable the students for examine individuals' personality and behaviors to resulting in better management of people.

MODULE-1

16L+16T+0P=32 Hours

UNIT-1

Introduction to Leadership
Definition of Leadership, Role and Functions of a Leader in the context of Modern Organization, Leader vs. Manager, Lewin's Styles of Leadership, Theories of Effective Leadership – Trait Approach, Ohio State Leadership Study, The University of Michigan Study, Modern Approaches to Leadership - Situational Leadership Theory. Transactional Leadership and Transformational Leadership Approaches, Charismatic Leadership, Authentic Leadership, Servant Leadership

UNIT-2

Factors influencing Leadership Behavior:
Personality, types, theories, Perception - factors – Learning Styles – theories. Attitudes, Values and Emotions, Factors influencing Emotional Intelligence – skills for Emotional intelligence – Cultural – formation – changing culture, Organizational and Situational Factors.

PRACTICES:
- Presentation on Case Analysis of different styles of Leadership.
- Identification of different behaviors of Personality and Emotional intelligence from your friends and family members.
- Draft out the short presentation on Organizational and Situational Factors in leadership.
- Take different leaders who inspire you and identify Attributes of those Leaders.

MODULE-2

16L+16T+0P=32 Hours

UNIT-1

PEOPLE MANAGEMENT
People Management: Features, Significance, Difference between People Management and Human Resource Management; impact of individual and organizational factors on people management.
Getting Work Done Through Others: Challenges of getting work done; significance of prioritization and assigning work to team members.

UNIT-2

PEER NETWORKS: Understanding the importance of peer networks in an organization; being able to influence those on whom you have authority; challenges in peer networking

MANAGING SELF: Building a personal development plan for oneself, Stress - identifying the causes of stress for oneself, Methods to overcome stress, Work-life balance – Importance of work-life balance, factors influencing work-life balance

PRACTICES:
- Presentation on Case Analysis of individual and organizational factors on people management.
- Identify different problems of Counseling and also tell how to turnaround problem of employees and employees with problems.
- Prepare a presentation on how Mentor as a role model for the development of the organization.
- Conduct discussion on different between People Management and Human Resource Management with the impact of individual and organizational factors.

SKILLS:
- Identify different approaches for managers to lead organizations.
- Designing different Factors that influencing Leadership Behavior in managers.
- Categorize different individual and organizational factors on people management.
- Make a Presentation on career counselor for one of the student who have completed MBA Course.

COURSE OUTCOMES:

Upon successful completion of this course, the student has the ability to

CO No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	To empower the students with the concepts, theories and approaches to lead organizations.	Apply	1	4
2	Designing different Factors influencing Leadership Behavior.	Analyze	1	4,6
3	To have a deeper perceptive of the different aspects of people management.	Apply	2	2,6
4	Develop effective people manager through Mentoring and Counseling.	Analyze	2	2,5

TEXT BOOKS:

1. Uday Kumar Haldar, "Leadership and Team Building", Oxford Publications, 2nd Edition, 2019.
2. Florence M. Stone, "Coaching, Counseling & Mentoring: How to Choose & Use the Right Technique to Boost Employee Performance", Mc Graw Hill, 2nd Edition, 2014.

REFERENCE BOOKS:

1. Dungy, Tony, "The Mentor Leader: Secrets to Building People and Teams That Win Consistently", Tyndale Momentum publishers, 3rd Edition, 2017.
2. Peter. G. Northouse, "Leadership: Theory & Practice", Pearson, 6th Edition, 2018.

24MS840-INNOVATION AND NEW PRODUCT DEVELOPMENT

Hours per week:

L	T	P	C
2	2	0	3

PREREQUISITE KNOWLEDGE: Basic concepts of management process in service and manufacturing organizations.

COURSE DESCRIPTION AND OBJECTIVES:
The objective of this course is to enable the students to gain knowledge about the Innovation and new product development. This course will develop skills of the students in the area of innovation Management and Design of Innovation Process, Strategic alliances, new product and package development. To acquaint the students about various issues of new service innovation, market research and its influence on new product development.

MODULE-1

16L+16T+0P= 32 Hours

UNIT - 1

INNOVATION MANAGEMENT AND MANAGING INNOVATION WITH IN FIRMS:
Introduction, importance and need of innovation, popular view of innovation, models of innovation, innovation as a management process, the role of state in innovation and the market, innovation diffusion theories.
Managing innovation with in firms: Managing uncertainty, organizational characteristics that facilitate the innovation process, Management tools for innovation, Innovation audit

UNIT – 2

INNOVATION AND OPERATIONS MANAGEMENT, STRATEGIC ALLIANCES AND NETWORKS:
Design of innovation, innovation in the management of operations process, triggers for innovation, Business process re-engineering, technology trajectories knowledge base of an organization, Developing innovation strategies, technology strategy.
Strategic alliances and networks: forms of strategic alliances, the role of trust in strategic alliances, technology transfer and models of technology transfer.

PRACTICES:
▪ Discussion of a case study on innovation as a management process of a selected firm.
▪ Discussion of a case study role of individual in the innovation process.
▪ Presentation by students about the role of state in innovation.
▪ Ask the students to find out impact of IT systems and their impact on innovation.
▪ Instruct students to track on open innovation.

UNIT-1

MARKET RESEARCH, NEW PRODUCT DEVELOPMENT AND NEW SERVICE INNOVATION:
Market research and new product development, Techniques used in consumer testing of new products, Market research and discontinuous new products, Technology-intensive products, breaking with convention and winning new markets
New service innovation, different types of services, characteristics of a service, classification of service innovations, new service development models, service innovation and the consumer.

UNIT–2

NEW PRODUCT DEVELOPMENT PROCESS:
New product plan, product strategy, considerations when developing a new product development (NPD) strategy, NPD strategy for growth, over view of NPD theories. Models of new product development, the key activities that need to be managed, NPD across different industries, The marketing/R&D interface.

PRACTICES:
- Preparing a report on the Individual/organizational innovative characteristics that made it is a successful.
- Identification of innovative operational management practices, Strategic alliances and networks of a successful innovative organizations in India.
- Preparationof new product plan, product development strategy for an identified idea.
- Selection/design of new service innovation for a service organization.

SKILLS
- Management of innovation with in firm.
- Formation of astrategic alliances for innovation.
- Analyse the new service development models.

COURSE OUTCOMES:

Upon successful completion of this course, the student has the ability to

COs	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Developing skills in the area of innovation management.	Apply	1	1,5
2	Developing strategic alliances and networks for innovation.	Evaluate	1	3,4
3	Abilities for development of new products and packaging.	Apply	2	6
4	Abilities for the development of new services.	Apply	2	2

TEXT BOOK:
1. Paul Trout "Innovation and New Product Development", Pearson Pub, 6th Edition, 2017.
2. DariunRafinejod "Innovation, Product Development and Commercialization", Cengage, 2nd Edition, 2006.

REFERENCE BOOKS:
1. Karl Ulrich, Steven and AnithaGoel "Product Design and Development", MHE, 4th Edition, 2015.
2. CK Prahalad and MS Kisan "The New Age of Innovation", MHE, 1st Edition, 2015.

24MS841-COMPETITIVE MANUFACTURING MANAGEMENT

Hours per week:

L	T	P	C
2	2	0	3

PREREQUISITE KNOWLEDGE: Basics of Production and operations management.

COURSE DESCRIPTION AND OBJECTIVES:
To enable the students to learn the modern concepts of Manufacturing like JIT, TQM, Continues improvement, Waste Elimination, Improvement of quality of products and processes and lean manufacturing. By adapting the concepts, students will be able to achieve the competitive advantages over their competitors in manufacturing sector.

MODULE-1

16L+16T+0P= 32 Hours

UNIT-1

CONTINUOUS IMPROVEMENT, WASTE ELIMINATION, CUSTOMER FOCUS:
Fundamentals of Continuous Improvement, Continuous Improvement Strategy, Kaizen, Innovation Improvement, Making the Leap, Improvement as Strategy Finding and Implementing Improvements, PDCA Cycle, Five-Why Process, Value Analysis, Value Engineering, Process Reengineering, Reengineering Fundamentals, Role of Systems Analysis.

UNIT–2

JUST IN TIME (JIT), TOTAL QUALITY MANAGEMENT (TQM) AND PRODUCTION PLANNING:
Value-Added and Waste Elimination, Value –Added Focus, Source of waste, JIT Principles, the concept of JIT, TQM: Customer-Focused Quality, Framework for Managing TQM, Employee Involvement, Benchmarking, Implementing TQM.

PRACTICES:
- Discussion of a case on Kaizen followed by any manufacturing organization.
- Discussion of a case on Process Reengineering followed by any manufacturing organization.
- Students are expected to conduct a study on Five-Why Process.
- Ask the students to find out, Process Reengineering different companies.
- Presentation by students about the TQM implementation.

MODULE-2

UNIT-1 **16L+16T+0P= 32 Hours**

QUALITY PRODUCTS AND QUALITY PROCESS:
Quality Function Deployment, Design for Manufacture, Taguchi Methods, Quality Inspection and Statistical Sampling, Role of Inspection, Acceptance Sampling, Statistical Process Control, Control Charts, Process, Capability, Statistical Process Control in Practice, Systems for Eliminating Defects. A lean transformation, planning and goals, constraint management, cellular

manufacturing

UNIT–2
ELEMENTS OF LEAN PRODUCTION AND LEAN MANUFACTURING:
Small-Lot Production, Lot-Sizing, Lot-Size Reduction, Facilitating Small Lot Sizes, Setup-Time Reduction, Improve Setups, Setup-Reduction Methodology, Techniques for Setup Reduction, Setup-Reduction Projects, Maintaining and Improvement Equipment, Equipment Maintenance, Equipment Effectiveness, Preventive Maintenance Program, Total Productive Maintenance, Implementing TPM Implementation of Lean Manufacturing, Toyota Production System, Inventory and Variation. Lean manufacturing simplified, Significance of lead time, five strategies to becoming lean, sustaining the gains.

PRACTICES:
- Preparation of Statistical Process Control chart.
- Discussion on identifying systems for eliminating defects followed by any local manufacturer.
- Preparation of a report on Equipment Maintenance followed by a local manufacturing firm.
- Discussion of a case on Toyota Production System followed by any manufacturing organization.
- Prepare a report on process quality.

- Prepare a report on lean manufacturing practices followed by the Indian companies.
- Presentation by students about the TPM implementation.

SKILLS:
- Visit any local manufacturer and make the list of variousFive-Why Process methods by the firm.
- TQM implementation process for selected organization.
- Analysis ofSystems for Eliminating Defects.

COURSE OUTCOMES:
Upon successful completion of this course, students will have the ability to

Cos No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Knowledge about modern concepts of Manufacturing, continuous improvement, waste elimination and focusing on customer requirements.	Apply	1	1,4
2	Able to apply JIT and TQM in day to day operations of the organization.	Evaluate	1	2,3
3	To practice quality improvement in products and process.	Apply	2	5
4	Able to develop skills in the lean production and manufacturing area.	Apply	2	6

TEXT BOOK:
1. John M. Nicholas, "Competitive Manufacturing Management", TMH, 12th Edition, 2014.
2. Jay Heizer, Barry Render and Chuck Munson, "Operations Management: Sustainability and Supply Chain Management", Pearson, 13th Edition, 2016.

REFERENCE BOOKS:
1. Lonnie Wilson, "How to Implementing Lean Manufacturing", MC Graw Hill, 4th Edition, 2015.
2. Eliyahu M.Goldrattt and Jeff Cox, "The Goal: A Process of Ongoing Improvement", North River Press, 3rd Edition, 2014.

24MS842-TECHNOLOGY MANAGEMENT

Hours per week

L	T	P	C
2	2	0	3

PRERQUISITE KNOWLEDGE: Technology Management.

COURSE DESCRIPTION AND OBJECTIVE:
To understand the technology growth, changes, forecasting techniques, Assessment and competitiveness.

MODULE-1

16L+16T+0P=32 Hours

UNIT-1

Introduction to Technology Management: Concept and Meaning of Technology and Technology Management- Technology; Technology management, Evolution and Growth of Technology, Role and Significance of Technology Management, Impact of Technology on Society and Business- Technology and competition; Relevant cases studies, Key issues in managing technological innovation, Forms of Technology- Process technology; Product technology.

UNIT-2

Technology Acquisition: Technology Acquisition, Alternatives for Acquiring New Technologies, Reasons Compelling a Company for Obtaining a New Technology, Management of Acquired Technology, Measures of Scale and Mechanisms for Acquiring Technologies- Economy of scale or Scale economy; Levels of scale; The measurement of scale; Factors affecting the choice of scale. Relevant case studies.

PRACTICES:
- Case study on technological innovation.
- Case study on Technology Acquisition.
- Case study on Process technology.

MODULE-2

16L+16T+0P=32 Hours

UNIT-1

Technology Forecasting: Concept of Technology Forecasting- Characteristics of technology forecasting; Technology forecast method; Principles of technology forecasting, Technology Forecasting Process, Need and Role of Technology Forecasting, Forecasting Methods and Techniques, Planning and Forecasting.

Technology Strategy and Competitiveness: Technology Strategy-Technology strategy and management; Elements of an accessible technology strategy, Innovation Management,

Competitive Advantage- Components of competitive advantage; Creating competitive advantage using value chain, Technology Management Evaluation or Assessment.

UNIT-2

Product Technology: Product Development, Role of Government in Technology Management, Technology Development and Competition, Managing Research & Development (R & D), Intellectual Property Management.

PRACTICES:
- Case study on Technology Forecasting Process.
- Case study on Innovation Management.
- Case study on intellectual property management.

SKILLS:
- Visit any company and identify the Key issues in managing technological innovation.
- Prepare a report on Technology acquisition methods followed by a company that you have visited recently.

COURSE OUTCOMES:

At the end of the course students should be able to

CO No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	To adopt recent technological changes, to know the forms of technology and issues in technological innovation.	Apply	1	3,2,1
2	Able to develop methods for Technology acquisition.	Analyze	1	2,1,3
3	Hone their abilities for Technology forecasting.	Apply	1	3,2,1
4	Hone their abilities to build the skills for Technology strategies and competitiveness.	Apply	2	2,1,3
5	Able to develop skills for product technology.	Analyze	2	3,2,1

TEXT BOOKS:
1. White/Bruton, The Management of Technology and Innovation: A strategic approach", Cengage learning,1st Edition 2010.
2. Tarek M. Khalil, "Management of Technology", McGraw Hill, 2nd Edition, 2015.

REFERENCE BOOKS:
1. Robert Szakonyl, "Handbook of Technology Management", Viva Books Private Limited, 2nd Edition, 2015.
2. Gerard H. Gaynor, "Handbook of Technology Management", McGraw Hill,2nd Edition, 2015.

24MS843-TOTAL QUALITY MANAGEMENT

Hours per week

L	T	P	C
2	2	0	3

PREREQUISITE KNOWLEDGE: Basic knowledge on total quality management.

COURSE DESCRIPTION AND OBJECTIVES:

Course Objectives: The overall purpose of the course is to provide an understanding of the process of managing quality and managing services.

The principles of Quality, Quality Assurance, and Total Quality Management will provide an insight into the concepts of Excellence and Best Value and the contribution of quality to strategic management.

This course aims to show how all the fundamental disciplines of business are intrinsically linked with the concepts of service excellence and quality. Because these concepts are so interrelated they can be shown to have a strategic importance to the culture and success of any organization:

MODULE-1

16L+16T+0P=32 Hours

UNIT-1

Introduction - Need for quality - Evolution of quality - Definitions of quality and competitiveness in business- Zero defects and continuous improvement- Dimensions of product and service quality - Basic concepts of TQM - TQM Framework - Contributions of Deming, Juran and Crosby.

UNIT-2

Customer Value Evaluation, Kaizen, Problem Solving and Quality Management Tools of TQM: Measurement Tools: Check Sheets, Histograms, Run Charts, Scatter Diagrams, Cause and Effect Diagrams, Pareto's Chart, Process Capability Measurement. Analytical Tools: Process Mapping, Regression Analysis, Resource Utilization and Customer Service Analysis.

PRACTICES:
- Visit any factory and list out the dimensions of product and service quality.
- prepare a report on the TQM Framework.
- List out measurement tools of TQM.

MODULE-2

16L+16T+0P=32 Hours

UNIT-1

Elementary concepts of 7 old and 7 new tools for quality assurance- TQM Tools and techniques I: The seven traditional tools of quality - New management tools - Six sigma: Concepts, Methodology, applications to manufacturing, service sector including IT - Bench marking -

Reason to bench mark, Bench marking process - FMEA - Stages, Types**.**

UNIT-2
Quality Management Systems, ISO 9000, TQM Tools and techniques II: Quality Circles - Cost of Quality - Quality Function Deployment (QFD) - Taguchi quality loss function - TPM - Concepts, improvement needs - Performance measures.

PRACTICES:
1. Case study on six sigma.
2. Case study on TPM.

SKILLS:
- Identify dimensions of product and service quality.
- Identify types of measurement tools of TQM.
- Identify quality circles in a manufacturing organization.

COURSE OUTCOMES:

Upon successful completion of this course, the student has the ability to

CO No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	To apply the fundamental principles of Total Quality Management.	Apply	1	3,2,1
2	To analyze appropriate statistical techniques for improving processes.	Analyze	1	2,1,3
3	To apply skills that will allow them to keep abreast of changes in the field of Total Quality Management.	Apply	2	3,2,1
4	To evaluate the application of TQM tools and techniques to the service sector as well as manufacturing firms.	Evaluate	2	2,1,3
5	To illustrate the quality improvement and maintenance aspects of TQM.	interpret	2	3,2,1

TEXT BOOK:

1. Dale H.Besterfiled, Carol B.Michna,Glen H. Besterfield,Mary B.Sacre,Hemant Urdhwareshe and Rashmi Urdhwareshe, "Total Quality Management", Pearson, 6th Edition, 2013.

REFERENCES:
1. James R. Evans and William M. Lindsay, "The Management and Control of Quality", Cengage Learning, 8th Edition, 2012.
2. Janakiraman. B and Gopal.R.K., "Total Quality Management - Text and Cases", Prentice Hall (India) Pvt. Ltd., 2nd Edition, 2006.
3. Suganthi.L and Anand Samuel, "Total Quality Management", Prentice Hall (India) Pvt. Ltd., 3rd Edition, 2006.

24MS844-MARKETING ANALYTICS

Hours per week:

L	T	P	C
2	2	0	3

PREREQUISITE KNOWLEDGE: Basics marketing management and R programming.

COURSE DESCRIPTION AND OBJECTIVES:
To enlighten the students with the Concepts and Practical application of Marketing theories and strategies through analytics.

MODULE-1

16L+16T+0P=32 Hours

UNIT-1

INTRODUCTION TO MARKETING ANALYTICS: Concepts of Marketing: Marketing Fundamentals: What customers want? Marketing Mix, Market Segmentation and Product Positioning, Market Targeting, Target Market Strategies, Product Positioning and Differentiation strategy.

Marketing Analytics: Customer value, Conjoint Analysis, Analytics for customer segmentation, targeting and positioning.

UNIT-2

MARKET DEMAND AND PRICING: Demand Forecasting & Pricing, Marketing Mix Models and Advertising Models. Recommendation Engine and Retail Analytics.

PRACTICES:
- Enquire customer want.
- Develop Marketing Mix.
- Market Segmentation.
- Product Positioning.
- Develop conjoint analysis.

MODULE-2

16L+16T+0P=32 Hours

UNIT-1

MARKETING ANALYTICS: Recency Frequency and Monetary (RFM) and Market Basket Analysis, Customer Churn and Customer Lifetime Value, Text Mining and Sentiment Analytics.

UNIT-2

DATA MINING: Introduction, Data Preprocessing, Association Rule Mining, Classification Basics, Decision Tree, Bayes Classifier, K nearest neighbor, Support Vector Machine, Kernel Machine, Clustering, Outlier detection, Sequence mining, Evaluation, Visualization, business case studies.

PRACTICES:
- Develop Recency Frequency and Monetary (RFM).
- Market Basket Analysis.
- Develop recommendation engine.
- Mining Association rules
- Application of data mining algorithms.

SKILLS:
- Analyzing business sales data.
- Build a business model for analytical analysis.
- Forecasting and developing a trendline.
- Qualitative and Judgmental Forecasting.
- Analyzing customer sales data.
- Build a model from marketing

COURSE OUTCOMES:

Upon successful completion of this course, students will have the ability to:

CO No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Apply linear optimization for sensitivity analysis and simulation	Apply	2	1, 2, 12
2	Analyze the implications of marketing analytics and customer wants and value.	Analyze	1	1, 2, 12
3	Analyze demand and pricing models.	Analyze	1	1, 2, 5, 12
4	Analyze Recency Frequency and Monetary (RFM) and Market Basket Analysis, Customer Lifetime Value.	Analyze	1	1, 2, 3, 5, 12
5	Analyze data mining and association methods	Apply	2	1, 2, 5, 12

TEXT BOOKS:
1. Seema Gupta, Avadhoot Jathar, "Marketing Analytics", Wiley, 1st Edition, 2021.
2. James Evans, "Business Analytics" Pearson, 2nd Edition, 2017.

REFERENCES:
1. Sweeney and Williams, "Essentials of Business Analytics", Cengage Learning Publishers, 4th Edition, 2018.
2. Malhotra, N. K., & Birks, D. F. "Marketing research: An applied approach". Pearson Education. 6th edition, 2015.

24MS845-PREDICTIVE ANALYTICS

Hours per week:

L	T	P	C
2	2	0	3

PREREQUISITE KNOWLEDGE: Basics of Research Methodology.

COURSE DESCRIPTION AND OBJECTIVES:

Predictive analytics is a growing field within business and becoming more and more important as the amount of data available to researchers and managers grows. In this course students will be exposed to basic concepts related to Predictive analytics, some analysis techniques, and the practice and use of data analytics in several areas.

MODULE-1

16L+16T+0P=32 Hours

UNIT-1

INTRODUCTION TO PREDICTIVE ANALYTICS: Business applications of predictive analytics, the data analytics life cycle, Types of data and data sources, Introduction to supervised vs. unsupervised learning, Ethical considerations in using data for prediction, Data Preparation and Exploration: Data cleaning and preprocessing techniques, Exploratory data analysis (EDA) methods, Feature engineering and selection, Introduction to data visualization for storytelling

UNIT-2

REGRESSION AND TIME SERIES ANALYSIS:

Multiple Regression: Developing Multiple Regression Model, Residual analysis for the multiple regression model, Logistic Regression. The importance of Business Forecasting, Component factors of time series models, smoothing an annual time series: Moving Averages, Exponential smoothing, least squares trend fitting and forecasting: The linear trend model, the quadratic trend model, exponential trend model, the exponential trend model. Time series forecasting of seasonal data, analyzing time series analysis using excel.

PRACTICES:
- By a survey enquire customer want / satisfaction.
- Develop a regression model.
- Develop a multiple regression model.
- Apply time series analysis on the stock market data.

UNIT-1

DISCRIMINANT AND CONJOINT ANALYSIS:

Discriminant analysis: introduction, objectives of discriminant analysis, discriminant analysis model, steps in conducting discriminant analysis. Conjoint analysis: introduction, concept of performing conjoint analysis, assumptions and limitations of conjoint analysis, analyzing discriminant and conjoint analysis by applying SPSS.

UNIT-2

FACTOR AND CLUSTER ANALYSIS:

Factor analysis and cluster analysis: Factor analysis: Introduction, basic concepts using factor analysis, factor analysis model, some basic terms used in factor analysis, process of conducting the factor analysis. Cluster analysis: introduction, basic terms used in the cluster analysis, process of conducting the cluster analysis, conducting factor and conjoint analysis by applying SPPS.

PRACTICES:
- Develop a discriminant analysis customer want / satisfaction.
- Apply conjoint analysis on the segmentation data.
- Derive factors using factor analysis on the survey data.
- Apply cluster analysis on the survey data or secondary data.

SKILLS:
- Analyzing business sales data.
- Build a business model for analytical analysis.
- Forecasting and developing a trendline.
- Qualitative and Judgmental Forecasting.
- Analyzing customer sales data.
- Build a model from marketing experiments.

COURSE OUTCOMES:

Upon successful completion of this course, students will have the ability to:

CO No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Develop a multiple regression model, and determine which independent variables are most important in predicting a dependent variable.	Apply	6	1, 6, 3
2	Apply the time series forecasting models.	Apply	6	1, 3, 5
3	Explain the concept and application of discriminate analysis and interpret the results of discriminate analysis.	Apply	6	2, 1
4	Predict the value of a dependent variable based on the value of an independent variable and evaluation of assumptions of regression analysis.	Analyze	1	1, 4, 5
5	Analyzing the concept and applications of factor analysis and interpret the output of factor analysis.	Analyze	7	5, 7

TEXT BOOKS:
1. David M. Levine, David.F. Stephan, Kathryan A. Szabat, "Statistics for Managers Using Microsoft Excel", PHI, 7th Edition, 2018.
2. Bajpai, Naval, "Business statistics", Pearson Education India, 3rd Edition, 2009.

REFERENCE BOOKS:
1. Aczel, Amir D., "Complete business statistics". Chicago: Irwin, 4th Edition, 2012.
2. Anderson, Dennis J. Sweeney, Thomas A. Williams, "Statistics for Business and Economics" 11/e, Cengage Learning, 2011.

24MS846-FINANCIAL ANALYTICS

Hours per week:

L	T	P	C
2	2	0	3

PREREQUISITE KNOWLEDGE: Finance Analytics.

COURSE DESCRIPTION AND OBJECTIVES:

The course will take a hands-on & problem driven approach that will help learners understand and put into day to day business practices. At the end of the course learners will be able to make better decisions at every step of the business processes. We have designed this course to suit dedicated students who are looking for career in Finance and Financial Analyst.

The objective of the course is to impart different aspects of finance that business deals with. This course provides an opportunity to explore methods and techniques available to address challenges in day to day finance of a company.

MODULE-1

16L+16T+0P=32 Hours

UNIT-1

DATA MANAGEMENT USING EXCEL:
Basics of Excel, entering data, editing data, formatting data, cell referencing, copying and filling, logical functions, functions and formulas.

Pivot tables & pivot charts, V-lookup, H-lookup &, Index-match for performance appraisal, Filters, advanced filters, sorting and conditional formatting, Data analytics tool pack in Excel

UNIT-2

Creating Dashboards in Google data studio: Introduction to source data, loading data in google sheets, loading data in data studio from google sheets, introduction to data studio interface, tables, aggregation; pivot table visual, scorecards visual, controls, custom fields; time series chart, more important Visualizations-Pie and Donut charts, Bar and column charts, Bubble maps, filled maps, Filled maps vs geo maps, Combo charts, Tree maps, Area charts.

PRACTICES:
- Hands-on session on data entry, editing, formatting data, cell referencing, and logical functions.
- Case study on data management.

MODULE-2

16L+16T+0P=32 Hours

UNIT-1

EXCEL FOR MODELING:
Basic Functions, Business Functions, Statistical Functions

Financial Modelling: Introduction to different financial statements and relationship among them, Understanding the elements of Financial Statements, Building Revenue Model – Understanding the sources of revenue, Product diversification, building 5-year Projections, calculating growth – Understanding reason for growth, Types of growth.

UNIT-2

CAPITAL BUDGETING:
Significance of Capital Budgeting, Methods of Capital Budgeting Time value of money – Future Value, Present Value, Reasons for Time Value of money, NPV – Calculation, Interpretation and Significance, IRR- Calculation, Interpretation and Significance. DCF Valuation: DCF Valuation, Importance of DCF, Calculating WACC, calculating future cash flows, estimating terminal value, Estimating Enterprise Value, Calculating Equity Value.

PRACTICES:
- Hand-on session on financial modeling.
- Case study on time value of money.
- Case study on project evaluation techniques.
- Case study on DCF valuation.

SKILLS:
- Take time series data and apply basic excel functions.
- Collect primary data and apply data management tools of excel.
- Gather financial statements and forecast them.
- Calculate compounding factor for bank deposits/ mutual funds' investments.
- Collect financial statements and estimate enterprise value and terminal value.

COURSE OUTCOMES:

Upon successful completion of this course, students will have the ability to:

CO No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Use various excel formulas, basic functions on dataset and interpret the results.	Apply	1	2, 4, 5
2	Apply data Management tools of excel on any dataset for effective decision making.	Apply	1	2, 6, 5
3	Predict financial statements for determining the future prospects of the company.	Apply	2	2, 4, 5
4	Compute the valuation of the business.	Apply	2	4, 2, 5
5	Appraise the worth of the project.	Evaluate	2	2, 5, 6

TEXT BOOKS:

1. Chandan Sengupta, "Financial Analysis and Modeling Using Excel and VBA", Wiley, 2nd Edition, 2009.

REFERENCE BOOKS:

1. Paul Pignataro, "Financial Modeling and Valuation: A Practical Guide to Investment Banking and Private Equity", Wiley, 1st Edition, 2013
2. John Tjia, "Building Financial Models", McGraw-Hill, 2nd Edition, 2009.

Hours per week:

L	T	P	C
2	2	0	3

PREREQUISITE KNOWLEDGE: Introduction to Human Resource Management.

COURSE DESCRIPTION AND OBJECTIVES:

This course will give student a solid base to learn and apply analytics techniques to real world problems of the HR business function how to implement it them in MS Excel.

MODULE-1

16L+16T+0P=32 Hours

UNIT-1

Introduction to HR Analytics: Data Analytics, Importance, Steps of HR analytics, HR Metrics, Types of HR Metrics, Case study: Data & Problem Statement, Solution HR Charts & Dashboards Introduction

Unit-II

Essential Formulas: Basic formula operations, Mathematical Operations, Textual Functions, Logical Functions, Date-time Functions, Lookup Functions (V Lookup, Hlookup, Index-Match, Data Tools.

PRACTICES:

- Asses the demographic distribution of employees in a company.
- Present the calculation of important HR metrics.
- Predict attrition levels of HR in any organization.
- Fit HR data of an organization to an advanced analytic model.

MODULE-2

16L+16T+0P=32 Hours

UNIT-1

Excel Charts: Categories of messages that can be conveyed, Elements of charts, Ways of creating charts, Bar & Column Charts, Formatting Charts, Line & Area Charts, Pie & Doughnut Charts, why should we avoid Pie charts, Scatter Plot of XY Chart, Frequency Distribution & Histograms, Sparklines, Case study: HR Dashboard Introduction, Age Distribution, Hiring source, Gender Distribution, Department distribution.

UNIT-2

Pivot Tables: Pivot charts, formatting data & tables, Named ranges, Indirect Function, Shortcuts, HR Dashboard- Pivot charts & Formatting. Basics of Statistics: Types of data, Types of statistics, Describing data graphically, Measures of centers, Measures of dispersion.

PRACTICES:

- Identify the quantitative analyses suitable for the analysis of employee data.
- Interpret statistical output involving HR data.
- Calculate absenteeism costs, turnover costs, and return-on-investment.
- Create a HR dashboard for any one organization.

SKILLS:

- Develop recommendations for workforce planning (e.g., staffing needs) based on the results of a Markov Analysis.
- Develop effective surveys for use in an organizational setting.
- Translate research findings into practical conclusions and recommendations.

COURSE OUTCOMES:

Upon successful completion of this course, students will have the ability to:

CO No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Create and automate the calculation of HR met-rics& make HR Dashboards.	Apply	1	1
2	Apply predictive ML models such as simple and multiple linear regression to predict outcomes to real world HR problems.	Apply	1, 2	6
3	Analyze the concepts in correlation and develop the regression and multiple linear regression analysis through examples.	Analyze	1, 2	4
4	Apply pivot tables filtering and sorting options in Excel to summarize and derive information out of the HR data.	Evaluate	1, 2	1
5	Create appealing data summaries and dashboards to present the HR story in the most effective way.	Create	1, 2	6

TEXT BOOKS:

1. Ramesh Soundararajan, Kuldeep Singh, "Winning on HR Analytics: Leveraging Data for Competitive Advantage", Sage Publications, 2nd Edition, 2017.
2. Dr Martin R. Edwards, Kirsten Edwards, "Predictive HR Analytics: Mastering the HR Metric", Kogan Page Publishers, 3rd Edition, 2016.

REFERENCE BOOKS:

1. Jac Fitz-enz, John Mattox, II, "Predictive Analytics for Human Resources", John Wiley & Sons, 3rd Edition, 2014.

2. Bernard Marr, "Data-Driven HR: How to Use Analytics and Metrics to Drive Performance", Kogan Page Publishers, 4th Edition, 2018.

24MS848 ARTIFICIAL INTELLIGENCE FOR BUSINESS

L	T	P	C
2	2	0	3

PREREQUISITES: Under Graduate

ABOUT THE COURSE:

To develop an understanding of application of Al in marketing management and familiarize students with changes brought in traditional marketing activities due to AI and ethical concerns raised by Al adoption.

MODULE-1

16L+16T+0P=32 Hours

UNIT-1

Understanding the basics of AI in Marketing, Introduction to AI Algorithms, Designs of AI, Transition process and AI matrix. Customer value and Role of AI in Value Delivery Process, Transforming Marketing Strategy using AI. Using AI for STP, Application of AI in Marketing Mix, Marketing Information Systems and its Components.

UNIT-2

What is Marketing Research, Individual Dynamics and its influence on Consumer Behaviour, Consumer Buying Decision Process, Understanding Customer Journey. Customer Experience: Meaning & Characteristics, Personalization: Going Beyond Segmentation, Avatar marketing. Standardization, Personalization & Renationalization of Brands using AI, Understanding Networks and Brand Network Effect, Understanding the Use of AI for Addressing Competition, AI and Brand Equity, AI and New Brand Realities.

PRACTICES:

- Analyze a real-world marketing campaign and identify potential applications of AI algorithms across the customer value delivery process.
- Develop a marketing strategy for a new product launch, incorporating AI in all four elements of the marketing mix (product, price, place, and promotion).
- Compare and contrast the potential benefits and drawbacks of using AI-powered marketing information systems.
- Create a detailed avatar profile for your ideal customer, leveraging data mining and machine learning.
- Analyze the impact of globalization and cultural differences on brand standardization and personalization strategies.

MODULE-2

16L+16T+0P=32 Hours

UNIT-1

AI for Value Creation and Product Development, Personalization and hyper-personalization Using AI. Implementation of AI by Product Managers, AI in Service, Pricing Strategies Using AI. Role of AI in Advertising.

UNIT-2

AI in Sales promotion and Direct Marketing, AI in PR and Publicity and Social Media Marketing, Personal Selling using AI, Sales management using AI. AI and Marketing Channel Management, Omnichannel Marketing and Retailing, Changing face of Retailing in the age of AI, AI in Logistics Management. Navigating Ethical Challenges in AI, AI and Sustainability.

PRACTICE:
- Analyze a recent product development success story where AI played a crucial role in value creation.
- Develop a hyper-personalization strategy for a specific customer segment using AI-powered tools like recommendation engines and chat-bots.
- Imagine you are a product manager tasked with implementing AI solutions to improve service offerings.
- Develop a data-driven sales promotion campaign for a specific product, leveraging AI techniques for customer segmentation, personalized offers, and real-time engagement.
- Imagine you are tasked with implementing AI-powered solutions to improve the effectiveness of your personal selling team.

SKILLS:
- AI-powered Product Innovation Challenge.
- Personalized Marketing Campaign Simulation.
- Omni channel Customer Journey Mapping Workshop.
- AI-powered Sales Pitch Competition

COURSE OUTCOMES:

Upon successful completion of this course, students will have the ability to:

CO No.	Course Outcomes	Blooms Level	Module No.	Mapping with POs
1	Analyze and apply AI concepts to create value in business strategies.	Apply	1	1
2	Develop data-driven business strategies using AI-powered tools.	Apply	1, 2	6
3	Critically evaluate the implications of AI in business.	Analyze	1, 2	4
4	Communicate effectively about AI in business to diverse audiences.	Analyze	1, 2	1
5	Develop practical skills in implementing AI solutions for business problems.	Create	1, 2	6

TEXT BOOKS:

1. Sterne J., "Artificial intelligence for marketing: practical applications", John Wiley & Sons, 3rd Edition, 2018.
2. Gentsch, Peter., "AI in marketing, sales and service: How marketers without a data science degree can use AI, big data and bots", (eBook) Springer.

REFERENCES BOOKS:

1. King K., "Using Artificial Intelligence in Marketing: How to harness AI and maintain the competitive edge", Kogan Page Publishers, 2nd Edition, 2016.
2. Hosnagar, K, "A human's guide to machine intelligence", Viking, 4th Edition, 2016.