



## **Scheme and Course Structure of Two-Year Full-Time Post Graduate MBA Program Effective for Batch 2023-25 and onwards.**

### **Course Structure:**

#### **Structure of MBA Program**

The MBA courses are divided into following distinct areas, namely:

- **Departmental Core Courses (DCC)**
- **Allied Management Course (AMC)**
- **Departmental Elective Courses (DEC)**
- **Generic Open Elective Courses (GEC)**

#### **A) Nomenclature**

**Departmental Core Courses (DCC):** These are department specific compulsory courses to be studied by the student as a core requirement for the MBA degree. These courses also include “Summer Project/Internship Report and Viva Voice” and “Major Project Report and Viva Voice”.

- **Summer Project/Internship Report and Viva Voice:** At the end of the Second Semester every student shall undergo Summer Training for Eight Weeks in the industry/Research or Academic Institute. After completion of training, they would be required to submit the training report as per the dates decided by the university and they shall also appear for the viva voice. This component will be evaluated during the third semester for 4 credits.
- **Major Project Report and Viva Voice:** In the Fourth semester all the students shall do the project/dissertation of 6 credits. This management project would give them an exposure to the actual business environment, to apply their management knowledge and skills in managing the business. This will prepare them for working in industry and business organizations. At the end of fourth semester as per the dates decided by the university, students would be required to submit their management project report and would also present themselves for viva voice.

#### **Allied Management Course (AMC)**

These courses are allied but compulsory courses. The purpose of these courses is to develop various skills required in management and business environments such as computer applications, mathematical, statistical, ICT knowledge, technical report writing, and business communication skills.

However, if a “Humanities, Social Sciences, Management and Skill Development Course” is

picked from the existing B. Tech scheme then the course would be identified by **HMC** code from B. Tech scheme.

### **Departmental Elective Courses (DEC)**

These courses are specific or advanced or supportive to the discipline/subject/specialization of study or which provides an extended scope. The Management Department would offer a wide range of elective courses pertaining to the concerned MBA degree.

### **Generic Open Elective Courses (GEC):**

GEC are value-based courses that are aimed at man-making education. GEC courses can be completed in-house (GEC courses offered by IGDTUW various departments or ANVESHAN Foundation) or from any other university in online/offline mode or through MOOC (NPTEL, SWAYAM). Separate guidelines may be prepared for transferring the credits from these MOOC courses. With a rider that these courses will not be similar to the courses done under other categories viz, DCC, AMC, DEC and HMC.

- Variety of these courses may include Creative Art Courses like Dance, Yoga, Music etc.; Social Welfare Courses like NCC, NSS, Unnat Bharat, Swachh Bharat, Fire Fighting etc.; and Women Empowerment Courses like Women Safety, Self Defense, Gender Sensitization etc. However, workshops or sessions on yoga, meditation, ethics etc. can be held from the beginning of the first year for the well-being of the students and students shall not be evaluated for these sessions.
  - Students may also opt for subjects from the Entrepreneurship category where she can enhance/groom her skills to pursue her career as a successful entrepreneur. She will be evaluated based on her business plan, innovation involved in the idea, development and execution for the same. A Student must be able to prove her sincere efforts in implementing her business idea and bringing it to the next level.
  - If a student is interested in pursuing a research career, she may opt for writing research paper and based on the quality of research paper published, she may be suitably awarded the marks/grade. Separate guidelines may be prepared for evaluation of the quality of research paper.
  - Students, who are more inclined towards project development, may work on a live and sufficiently large project under the guidance of a faculty member or industry person. These students may be evaluated based on their performance in the project development. End result should ensure a good quality product development which may be deployed in a real environment.
- B)** If the student opts for a GEC course outside IGDTUW in offline/online mode, all the expenses including registration and certification fee shall be borne by the student. The duration of the GEC course shall be minimum 6 weeks.

**C) Credits of Different Curricular Components in MBA**

<b>Curricular Components</b>	<b>Credits*</b>	<b>Weightage (Approximately)</b>
Departmental Core Courses (DCC) Including, <ul style="list-style-type: none"> <li>● Summer Project Report and Viva Voice</li> <li>● Major Project Report and Viva Voice</li> </ul>	62 04 06	58
Allied Management Course (AMC/HMC)	14	11
Departmental Elective Courses (DEC)	32	26
Generic Open Elective Courses (GEC)	06	05
<b>Grand Total</b>	<b>124</b>	<b>100%</b>

<b>Curricular Components</b>		<b>Credit*</b>
<b>a</b>	Departmental Subjects, <ul style="list-style-type: none"> <li>● Departmental Core Courses (DCC) Including  <ul style="list-style-type: none"> <li>● Summer Project Report and Viva Voice (DCC)</li> <li>● Project Report and Viva Voice (DCC)</li> </ul> </li> <li>● Department Elective Courses (DEC)</li> </ul>	62 04 06 32
	<b>Departmental Subjects Credits (a)</b>	<b>104</b>
<b>b</b>	Allied Management Course (AMC/HMC)	14
<b>c</b>	Generic Open Elective Courses (GEC)	06
<b>Credits (b+c)</b>		<b>20</b>
<b>Grand Total (a+b+c)</b>		<b>124</b>

\*In a semester of approximately 14 weeks of teaching

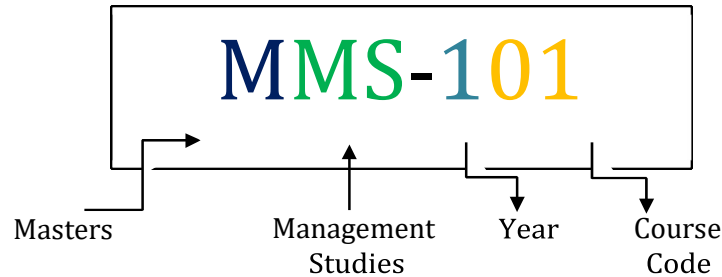
1 credit is equivalent to 1 Theory Hour or 1 Tutorial Hour or 02 Practical hours per week.

**Therefore, Maximum No. of Contact Hours in a Semester for various Course types would be as follows:**

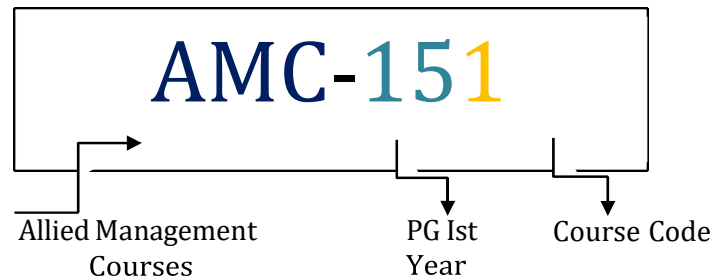
<b>S.No.</b>	<b>Course Type</b>				<b>Maximum of No. of Contact Hours in a Semester</b>			
	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>	<b>Theory</b>	<b>Tutorial one per week per group</b>	<b>Practical one per week per group</b>	<b>Total</b>
1.	3	1	0	04	42	14	nil	56
2.	3	0	2	04	42	Nil	28	70
3.	2	0	0	02	28	Nil	nil	28
4.	0	1	2	02	Nil	14	28	42

## D) Course Coding

MBA courses offered by the management department (Courses under DCC and DEC categories) would be identified by a course code designated by a six-letter long string of alpha-numeric characters, first three letters by characters and last three letters by numbers. The first letter of character string indicates the level (“B” for bachelor’s level courses and “M” for Master’s level courses), next two letters of the string indicating the code of the Academic Department offering the course (“MS” for “Department of Management” under the “Faculty of Business Studies”). The last three letters are numbers designating the particular course number. The first number of the last three digits indicates the level (year) at which the course is being offered. The last two numbers denote the serial number of the course, which is an odd number if the course is offered in the Odd Semester and an even number if the course is offered in the Even Semester. For example, the course, “Managerial Economics”, offered in the first semester of MBA by “Department of Management” would be numbered as **MMS-101**.



Allied Management Courses of (Courses under AMC category) would also be identified by a six-letter long string of alpha-numeric characters but the first three letters in this case are “AMC” acronym of “Allied Management Courses”. For MBA first year courses the coding will start from 151 and onwards and 252 onwards for second year courses for being a PG course and codes lower to it been used for BBA courses.



Generic Open Electives (Courses under GEC category) would also be identified by a six-letter long string of alpha-numeric characters but the first three letters in this “GEC-XXX” taken from “Generic Open Elective Courses”.

## Teaching Engagements and Definition of Credits

Every course maintains a teaching schedule for which weekly contact hours are decided for delivering lectures (L), engaging tutorials (T) and/or performing practical (P) to make learning in a course more effective. In the syllabi, the information regarding number of course credits and contact hours per week is denoted as: Credits (L – T – P); 4 (3-1-0) or 4(3-0-2) or 1(0-0- 2) etc.

1 hour of theory session = 1 credit; 1 hour of tutorial session = 1 credit; 2 hour of lab session = 1 credit

## EVALUATION SCHEME

### Weights for Course Evaluation

Evaluation in every course is based on the weights assigned to various components of the course curriculum. These components are designated as under:

CAT	Continuous Assessment – Theory
CAP	Continuous Assessment - Practical
MTE	Mid Term Evaluation – Theory
ETEP	End Term Evaluation - Practical
ETET	End Term Evaluation – Theory
ETIP	End Term Internal Evaluation -Practical

In general, the relative weights assigned to different components of the entire course are:

S. No	Course Type			Examination		Relative Weights						
	L	T	P	TH	PR	CAT	CAP	MTET	MTE P	ETET	ETIP	ETEP *
1.	3	1	0	Yes	--	10	--	30	--	60	--	--
2.	3	0	2	Yes	Yes	--	10	15	--	60	15	--
3.	2	0	0	Yes	--	10	--	30	--	60	--	--
4.	0	1	2	--	Yes	--	20	--	20	--	60	--

\*ETEP is for Project evaluation only (Internal Evaluation: 40, End Term Evaluation: 60). End Term evaluation will be based on Presentation and Viva Voce and will be conducted by External Examiner/Faculty from other Departments.

There will be only one Minor Examination. If a student fails to appear in any of the minor exams due to any reason, the Department may take appropriate decisions. For details of Evaluation Scheme Examination Ordinances of the University shall be referred.

## Course Scheme

### FIRST YEAR

First Semester							
S. No.	Course Code	Name of the Course	Category	Workload			Total Credits
				L	T	P	
1.	MMS-101	Management Process and Organizational Behavior	DCC	3	1	-	4
2.	MMS-103	Financial Reporting and Analysis	DCC	3	1	-	4
3.	MMS-105	Marketing Management	DCC	3	1	-	4
4.	MMS-107	Decision Sciences	DCC	3	1	-	4
5.	MMS-109	Legal Aspects of Management	DCC	3	1	-	4
6.	AMC-151	Managerial Economics	AMC	3	1	-	4
7.	AMC-153	Business Communication	AMC	3	1	-	4
8.	AMC-155	Data Analysis Lab	AMC	-	-	2	2
Total				21	7	2	30
Second Semester							
S. No.	Course Code	Name of the Course	Category	Workload			Total Credits
				L	T	P	
1.	MMS-102	Human Resource Management	DCC	3	1	-	4
2.	MMS-104	Financial Management	DCC	3	1	-	4
3.	MMS-106	Business Research Methods	DCC	3	1	-	4
4.	MMS-108	Business Environment	DCC	3	1	-	4
5.	MMS -110	Knowledge and Intellectual Capital Management	DCC	3	1	-	4
6.	MMS-112	Operations Management	DCC	3	1	-	4
7.	MMS-114	Management Accounting	DCC	2	-	-	2
8.	AMC -152	Information Technology and Innovation Management	AMC	3	1	-	4
9.	GEC-XXX*		GEC	2	-	-	2
Total				25	7	-	32

**Note:** There will be at least one Industrial Visit in the 1st year either in the First Semester or Second Semester for the Students. The students will be required to submit a report and present the same to their Industrial Visit In-Charge.

Third Semester							
S. No.	Course Code	Name of the Course	Category	Workload			Total Credits
				L	T	P	
1.	MMS-201	Business Analytics	DCC	2	-	-	2
2.	MMS-203	Corporate Governance	DCC	2	-	-	2
3.	MMS-205	Strategic Management	DCC	3	1	-	4
4.		Discipline Elective-I	Two papers each from Two Specializations (DEC)	3	1	-	4
5.		Discipline Elective-II		3	1	-	4
6.		Discipline Elective-III		3	1	-	4
7.		Discipline Elective-IV		3	1	-	4
8.	MMS-207	Summer Internship Report	DCC	-	-	-	4
9.	GEC XXX*		GEC	2	-	-	2
Total				21	5	-	30
Fourth Semester							
S. No	Course Code	Name of the Course	Category	Workload			Total Credits
				L	T	P	
1.	MMS-202	Project Management	DCC	3	1	-	4
2.	MMS-204	Entrepreneurship Development	DCC	2	-	-	2
3.	MMS-206	Business Intelligence	DCC	2	-	-	2
4.		Discipline Elective – I	Two papers each from Two Specializations (DEC)	3	1	-	4
5.		Discipline Elective – II		3	1	-	4
6.		Discipline Elective – III		3	1	-	4
7.		Discipline Elective – IV		3	1	-	4
8.	MMS-208	Research Project Report	DCC	-	-	-	6
9.	GEC-XXX*		GEC	2	-	-	2
Total				21	5	-	32

\*Courses offered by various departments (under the basket of GEC Courses) or Courses offered by ANVESHAN Foundation, IGDTUW or MOOC: NPTEL and SWAYAM. With a rider that these courses will not be similar to the courses done under other categories viz, DCC, AMC, DEC and HMC.

### Rules Regarding Selection of Discipline/Elective courses for deciding Specialization/Specializations:

There are eight main disciplines for Departmental Elective Courses (DEC).

1. Finance – DEC-1
2. Human Resource Management- DEC-2

3. **Marketing- DEC-3**
4. **IT Management- DEC-4**
5. **Knowledge Management- DEC-5**
6. **Operations and Supply Chain Management– DEC-6**
7. **International Business – DEC-7**
8. **Business Analytics– DEC-8**

In total, eight electives are to be chosen in the second year, that is 3<sup>rd</sup> and 4<sup>th</sup> Semesters. In each semester, exactly four electives need to be chosen.

The specialization will be decided as follows:

1. Students can choose either to go for **single or dual specialization** in streams of: Finance, Marketing, HR, IT, KM, OSCM, IB and BA.
2. Minimum four electives from any one discipline leads to “specialization” in that discipline.
3. Choosing at least one specialization is **mandatory** to fulfill the requirements for MBA Degree, that is, choosing minimum four electives from a single discipline is mandatory.
4. Out of the total eight electives, four are required to be chosen from a single discipline for the mandatory specialization in at least one area of the MBA Program. Remaining may be chosen as follows:
  - (i) At least two elective subjects will be chosen from some stream other than mandatory specialization.
  - (ii) Remaining two elective courses may be chosen from any stream including mandatory stream/discipline.
  - (iii) Dual specialization is possible if all four other electives are chosen from a single stream/discipline.

An elective course in a chosen discipline shall be offered only if a minimum of 30% students opts for that elective of that discipline/specialization or a number to be decided by the Competent Authority from time to time.

It may be noted that the degree awarded shall have the nomenclature as Master of Business Administration. If a student is desirous of obtaining a specialization certificate for Major or Minor specialization, a specific request shall be made by the student to the Competent Authority and who shall decide/ issue such certificate as per the examination rules of the University.

## **LIST OF ELECTIVES**

### **Discipline Specific List of Departmental Elective Courses (DEC)**

There are Eight main disciplines for Departmental Elective Courses (DEC). Students will choose any two disciplines in the third semester. The same disciplines shall be applicable to fourth semester and no change in disciplines shall be allowed. In each semester of final year, a student would be free to choose any two papers from the same disciplines. So, there will be



four Discipline Electives in Third semester and four Discipline Electives in Fourth Semester.

**Finance – DEC-1**

**Semester: III**

- MMS-209 Investment Management
- MMS-211 Tax Planning and Management
- MMS-213 Investment Banking and Financial Services
- MMS-215 Financial Markets and Institutions
- MMS-217 International Financial Management

**Semester: IV**

- MMS-210 Corporate Mergers, Acquisitions and Restructuring
- MMS-212 Derivatives and Risk Management
- MMS-214 Financial Modeling and Analysis
- MMS-216 Management Control Systems
- MMS-218 Strategic Cost Management

**Human Resource Management- DEC-2**

**Semester III**

- MMS-219 Industrial Relations & Labour Legislation
- MMS-221 Compensation Management
- MMS-223 Organizational Development
- MMS-225 Strategic Human Resource Management
- MMS-227 Changing Paradigms in Leadership

**Semester IV**

- MMS-220 Cross Cultural and International Human Resource Management
- MMS-222 Performance Management
- MMS-224 Training and Development
- MMS-226 Interpersonal Processes and Counseling Skills for Managers
- MMS-228 Team Building

**Marketing- DEC-3**

**Semester: III**

- MMS-229 Consumer Behavior
- MMS-231 Advertising and Brand Management
- MMS-233 Rural and Social Marketing
- MMS-235 International Marketing
- MMS-237 Sales and Distribution Management
- MMS-239 Marketing Research

**Semester IV**

- MMS-230 Retail Management
- MMS-232 Promotion Management and Business 2 Business Marketing
- MMS-234 Marketing of Services
- MMS-236 Digital Marketing
- MMS-238 Customer Relationship Management
- MMS-240 Entrepreneurial Marketing and Sales

**IT Management- DEC-4**

**Semester: III**

- MMS-241 Business Process Reengineering and Change Management

- MMS-243 Business Systems Analysis and Design
- MMS-245 Database Management System
- MMS-247 Data Warehousing and Online Analytical Process
- MMS-249 E-Business
- MMS-251 Knowledge Management and Big Data (Common with Knowledge Management Specialization)

**Semester: IV**

- MMS-242 E-Governance
- MMS-244 Strategic Telecommunications Management
- MMS-246 Knowledge and Innovation Management
- MMS-248 E-Learning and Knowledge Management (Common with Knowledge Management Specialization)
- MMS-250 KM Tools and E-Businesses (Common with Knowledge Management Specialization)

**Knowledge Management- DEC-5**

**Semester: III**

- MMS-253 Knowledge Creation, Critical Thinking and Innovation
- MMS-255 Knowledge Management and Big Data
- MMS-257 Knowledge Creation and Skill Development
- MMS-259 Business Intelligence and Knowledge Management
- MMS-261 Knowledge System Strategy and Development

**Semester: IV**

- MMS-252 Integrating Knowledge Management with Strategic Initiatives
- MMS-254 Advanced Knowledge Management Concepts
- MMS-256 E Learning and Knowledge Management
- MMS-258 Intellectual Property and Knowledge Capital
- MMS-260 KM Tools and E-Businesses

**Operations and Supply Chain Management– DEC-6**

**Semester: III**

- MMS-263 SCM and E-Commerce
- MMS-265 Operations Analytics
- MMS-267 Logistics Planning and Strategy
- MMS-269 Total Quality Management
- MMS-271 Business Process Management and Change
- MMS-273 Computer Aided Design and Manufacturing

**Semester: IV**

- MMS-262 Supply Chain Strategy and Innovation
- MMS-264 Transportation and Distribution Management
- MMS-266 IT Applications in SCM
- MMS-268 Operations Research and Strategy
- MMS-270 Materials and Store Management

**International Business – DEC-7**

**Semester: III**

- MMS 275: International business environment
- MMS 277: International Trade Theory

New Teaching Scheme and Syllabus MBA from Academic Year 2023-25 onwards

- MMS 279: Foreign Language- I
- MMS 281: Cross Cultural and International Human Resource Management

**Semester: IV**

- MMS 274: International Trade Practices, Laws, Procedures and Documentation
- MMS 276: International Financial Management
- MMS 278: International Supply Chain Management and logistics
- MMS 280: Globalization and Global Strategy
- MMS 282: International Marketing

**Business Analytics– DEC-8**

**Semester: III**

- MMS- 285 Marketing Analytics
- MMS- 287 Pricing Analytics
- MMS- 289 Financial Analytics
- MMS- 291 Operation and Supply Chain Analytics
- MMS- 293 HR Analytics
- MMS- 295 Time Series Analytics

**Semester: IV**

- MMS- 284 Retail Analytics
- MMS- 286 Digital Marketing Analytics
- MMS- 288 Healthcare Analytics
- MMS- 290 social media and web Analytics
- MMS- 292 Security Analytics

An elective course in a chosen discipline shall be offered only if a minimum of 30% students opt for that elective of that discipline/specialization or a number to be decided by the Competent Authority from time to time.

# **SYLLABUS**

## **FIRST SEMESTER**

<b>MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOR</b>	
Course Code: MMS-101 Contact Hours: L-3 T-1 P-0 Course Category: DCC	Credits: 4 Semester: 1

**Introduction:** This course discusses about the basic nature of management and describes the functions of management, the specific roles of contemporary management, different approaches to designing organizational structures. This will help the students to understand the role of personality, learning and emotions at work, discover and understand the concept of motivation, leadership, power and conflict, understand the foundations of group behavior and the framework for organizational change and development.

**Course Objectives:** The objective of the course is to help students develop an understanding of the basic management concepts and behavioral processes in organizations, which are important for them to adapt to the changing corporate environment.

**Pre-requisite:** None

**Course Outcomes:** After completion of the course, the students should be able to:

1. Understanding the concept of organizational behaviours.
2. Strengthening the foundations of individual behaviours with an understanding of human personality, perception, learning and emotions
3. Understanding how managers can use the models to enhance motivational levels of employees
4. Understand the concept of stress and learn to manage it

**Pedagogy:** The teaching pedagogy will be a blend of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

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<b>UNIT-I</b>		10 Hours
Introduction: Meaning and Nature of Management, The evolution of management thought, Functions and skills of a manager. Management Approaches, Processes, Managerial Skills, Tasks and Responsibilities of a Professional Manager.		
<b>UNIT-II</b>		11 Hours
Organizational Structure and Process: Organizational design, six key elements of organizational design, types of organizational design, organizational structure Managerial Ethos. Managing activities: Planning: need for planning, types of planning, and the elements of planning; Managerial decision making- types of managerial decisions, steps in decision- making process. Controlling: Problem Solving Techniques, Controlling: Process and Techniques, Budgetary and Non-Budgetary control techniques, PERT, CPM.		
<b>UNIT-III</b>		10 Hours
Organization Behavior: An Introduction, Behavioral Dynamics, Levels of OB, Foundations of individual behavior, Personality, Perception, Learning, Values, Attitudes, Motivation, Interpersonal Dynamics, Group Dynamics; Leadership theories and styles. Management of conflict and negotiation.		
<b>UNIT IV</b>		11 Hours
Organizational Culture and Change: Organizational culture, Organizational change: nature and forces of change, resistance to change: and management of resistance to change; Work stress: sources and consequences of stress and its management.		
<b>Text Books</b>		
1	Robbins, S.P. Judge, T.A., Vohra, N. (2018), “Organizational behavior”, (18 <sup>th</sup> Ed.), Pearson Education.	
2	Nahavandi, A., Denhardt R. B., Denhardt, J. V., Aristigueta M. P. (2015), “Organizational Behavior”, Sage Publications. Reference Books:	
3	Greenberg, J. and Baron, R.A. (2015), “Behavior in Organization”, Pearson Education.	
<b>Reference Books</b>		
1	George, J. M. & Jones, G.R. , “Understanding and Managing Organizational Behavior”, (6 <sup>th</sup> Ed.) Pearson Education.	
2	Nelson D.L., Quick, J.C. & Khandelwal, P. (2016), “Organizational Behavior”, Cengage Learning.	

<b>FINANCIAL REPORTING AND ANALYSIS</b>	
Course Code: MMS-103 Contact Hours: L-3 T-1 P-0 Course Category: DCC	Credits: 4 Semester: 1

**Introduction:** Introduction: The course will help the students to understand the commonly used accounting terminologies, the users of accounting information and their respective requirements. This course will enable the learners to have an overall understanding of the Financial Statements of a company, understand the financial statements like the Balance Sheet, Income Statement (Statement of Profit and Loss), Cash Flow Statement and their various elements.

**Course Objectives:** This course aims at enabling the students understand the contents of financial statements and its analysis. It also sensitizes the students to understand the element and nature of costs, methods and techniques.

**Pre-requisite:** None

**Course Outcomes:** After completion of the course, the students should be able to:

1. Understanding how accounting decisions affects real company practices.
2. Understand the concepts of Depreciation, Inventory valuation and the methods employed by Indian Companies.
3. Strengthening the foundations of the analytical approach to Managerial decision-making.
4. Understanding the production problem and how managers make input purchase decisions.

**Pedagogy:** The teaching pedagogy will be a blend of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

## Contents

<b>UNIT-I</b>		10 Hours
<p><b>Basics of Financial Reporting:</b> Purpose of financial reporting, Users of Financial reports, Conceptual Framework of financial reporting. Define, understand, and apply accounting concepts, Regulatory Framework of Accounting: Reasons for existence of a regulatory framework; legal provisions relating to accounting; setting Indian accounting standards, convergence of international accounting standards, International Financial Reporting Standards (IFRS).</p>		
<b>UNIT-II</b>		11 Hours
<p><b>Preparation of Financial Reports:</b> Accounting Process- Books of Original Record. Ledger &amp; Trial Balance, Concepts and contents of financial reports and drafting of Financial Reports: statements of Financial Position (Balance Sheet), Statement of Earnings (Profit and Loss Statement).</p>		
<b>UNIT-III</b>		10 Hours
<p><b>Elements of Financial Statements:</b> AS-2 Valuation of inventories AS-9 Revenue Recognition AS-10 Accounting for Fixed Asset AS-22 Accounting for taxes on Income AS-26 Accounting for Intangible Assets.</p>		
<b>UNIT IV</b>		11 Hours
<p><b>Financial Analysis:</b> Financial Ratios used in Annual Reports, Management use of Financial Analysis, Graphing Financial Information, Analysis and interpretation of financial statements: Ratio Analysis; Liquidity, Leverage, Solvency and Profitability ratios–Du Pont Chart - Horizontal Analysis and Vertical Analysis, statement of changes in financial position: Preparation of Cash flow, Working capital changes.</p>		
<b>Text Books</b>		
1	Narayanswamy, R. (2017), “Financial accounting: A Managerial Perspective”, PHI.	
2	Jawahar, Sucheta (2018), “Financial Reporting and Analysis”, Himalaya Publishing House.	
<b>Reference Books</b>		
1	Anthony, R.N. (2013), “Essentials of Financial Accounting”, Prentice Hall.	
2	Banerjee, A., “Financial Accounting”, (3 <sup>rd</sup> Edition), Excel Books, New Delhi.	
3	Vij, M. (2013), <i>Management Accounting</i> (1st ed.). Excel Books.	



<b>MARKETING MANAGEMENT</b>	
Course Code: MMS-105 Contact Hours: L-3 T-1 P-0 Course Category: DCC	Credits: 4 Semester: 1

**Introduction:** This course will build the basic concept of marketing and related concepts. It will provide an in-depth understanding to various elements of marketing mix for effective functioning of an organization. Students will learn some of the tools and techniques of marketing with focus on Indian experiences, approaches and cases.

**Course Objectives:** The basic objective of this course is to develop an understanding of the underlying concepts, strategies and the issues involved in managing the marketing efforts of a firm.

**Pre-requisite:** None

**Course Outcomes:** After completion of the course, the students should be able to:

1. Understanding the nature and scope of marketing
2. Understanding the marketing mix and marketing environment
3. Understanding segmentation, targeting and positioning
4. Develop an understanding of decisions concerning 4 P's – product, price, place and promotion

**Pedagogy:** The teaching pedagogy will be a blend of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

## Contents

<b>UNIT-I</b>		10 Hours
Introduction: Introduction to marketing function; Approaches to marketing, concept of customer value, Marketing Mix concept, classification of goods and services; goods-service continuum. Emerging fields of marketing- green marketing, Digital marketing, Viral marketing, Neuro marketing.		
<b>UNIT-II</b>		11 Hours
Marketing Environment: Analyzing needs and trends Macro Environment -- PEST analysis. Micro Environment – Industry & Competition. Market Segmentation, Targeting and Positioning: Evaluating & Selecting Target Markets, Concept of Target Market and Concept of positioning – Value Proposition & USP.		
<b>UNIT-III</b>		10 Hours
Product and Pricing Decisions: Types of new product, new product development, managing Product Life Cycle, Branding decisions; packaging and labeling; new trends in packaging. Pricing objectives, Factors influencing pricing decision - approaches to pricing. Distribution and Promotion Decisions: Direct Marketing, Impact of technology & Internet on distribution.		
<b>UNIT IV</b>		11 Hours
Promotional Mix - Advertising, Sales Promotion, Personal Selling, Public Relations. Impact of technology & Internet on Promotion, Marketing Organization and Control: Concept, Types - Functional organization, Product Focused organization, Geographic Organization, Customer Based Organization, Matrix organization. Organization structure for a wide customer orientation. Need of marketing control and audit.		
<b>Text Books</b>		
1	Kotler, P., Keller K.L., Koshy A. and Jha, M. (2013), “Marketing Management: A South Asian Perspective” (14 <sup>th</sup> Edition), Pearson Education.	
2	Lamb, C.W., Hair, J.F., Sharma, D. and McDaniel, C. (2016), “MKTG-A South Asian Perspective”, Cengage Publication.	
<b>Reference Books</b>		
1	Stanton, W.J., “Fundamentals of Marketing”, Tata McGraw-Hill.	
2	Ramaswamy., Nama Kumari S., “Marketing Management: Planning, Implementation and Control”, Macmillan.	
3	Etzel, M., Walker, B., Stanton, W. and Pandit, A (2018), “Marketing Management”, Tata McGraw Hill.	
4	William, J., E.J.M. Perreault, “Basic Marketing: A Global Marketing Approach”, Tata McGraw Hill	
5	Saxena, R., “Marketing Management”, 4 <sup>th</sup> Edition, Tata McGraw Hill.	

<b>DECISION SCIENCES</b>	
Course Code: MMS-107 Contact Hours: L-3 T-1 P-0 Course Category: DCC	Credits: 4 Semester: 1

**Introduction:** This course will build the quantitative aptitude in the students and they will learn data presentation and analysis for management decision-making.

**Course Objectives:** To equip students with statistical methods, linear programming, probabilistic methods and network analysis and give an exposure to operations research techniques to support business decisions.

**Pre-requisite:** None

**Course Outcomes:** After completion of the course, the students should be able to:

1. Develop ability to use statistical methods
2. Learn linear programming tools for decision making
3. Develop critical thinking and problem-solving skills.
4. Learn decision theory and network models.

**Pedagogy:** The teaching pedagogy will be a blend of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

## Contents

<b>UNIT-I</b>		10 Hours
<p><b>Statistical Methods:</b> Role of statistics in management, Graphical representation of data, Measures of central tendency and dispersion, Standard Deviation, Simple Correlation, Calculation of correlation coefficient, probable error, Rank Correlation, Regression: Linear Regression, Calculation of regression coefficients.</p>		
<b>UNIT-II</b>		10 Hours
<p><b>Probability Distributions:</b> Introduction to probability theory, Addition and Multiplication Theorem, Conditional Probability, Probability distributions - continuous and discrete (Binomial, Exponential, Poisson and Normal Distributions), Bayes' Rule, Application of Probability theory in decision making, Introduction to Monte Carlo Simulation- concepts and applications in business.</p>		
<b>UNIT-III</b>		11 Hours
<p><b>Linear Programming:</b> Linear Programming: Formulation and applications, solution through graphical method and Simplex methods, sensitivity analysis, Transportation- Initial Basic Feasible Solution and Test for Optimality and assignment problems- Hungarian Method.</p>		
<b>UNIT IV</b>		11 Hours
<p><b>Operations Research (Decision Theory and Network Analysis):</b> Decision under Certainty and Uncertainty and Risk, Decision Tree Analysis, Game Theory-Pure and Mixed Strategies, Principle of Dominance, Solution of Game Theory problems with the help of Graphical, Algebraic and Simplex Methods.</p> <p><b>Network Analysis-</b>Meaning of Networking, Network Analysis with the help of PERT and CPM.</p>		
<b>Text Books</b>		
1	Keller G. (2017), "Statistics for Management and Economics", Cengage Learning.	
2	Aczel A., Sounder Pandian J. and Saravanan P. (2012), "Complete Business Statistics", (7 <sup>th</sup> Ed.), Tata McGraw-Hill Education.	
3	Render B., Stair, R.M., Hanna, M.E., Hale, T.S. (2018), "Quantitative Analysis for Management", (13 <sup>th</sup> Ed.), Pearson.	
4	Vohra N.D., "Quantitative Techniques in Management", (4 <sup>th</sup> Edition), Tata McGraw Hill Publications.	
<b>Reference Books</b>		
1	Levine D.M. (2016), "Statistics for Managers using Microsoft Excel", (8 <sup>th</sup> Ed.), Pearson Education India.	
2	Hiller F.S., Lieberman G.J., Nag B. and Basu P. (2017), "Introduction to Operations Research", Tata McGraw Hill Education.	

LEGAL ASPECTS OF BUSINESS	
Course Code: MMS-109 Contact Hours: L-3 T-1 P-0 Course Category: DCC	Credits: 4 Semester: 1

**Introduction:** This is very important to be familiar with the legal environment for your business. This paper focuses on legal aspects of business.

**Course Objectives:** This course is to develop an understanding about the legal framework by exposing the students regarding the legal structure and its principles under which a business has to operate.

**Course Outcomes:**

1. Understand legal issue in various business settings and transactions.
2. Strengthen the critical thinking and problem solving regarding legal issues by reviewing factual situations and applying sound legal reasoning to reach a conclusion.
3. Understand knowledge of basic legal terminologies.
4. Understand the consumer rights

**Pedagogy:** The teaching pedagogy will be a blend of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents**

<b>UNIT-I</b>	10 Hours
<p><b>Business Legislation:</b> Meaning and Nature of Law, Sources of Indian Law, Legal Environment of Business, Mercantile Law, Some Basic Legal Concepts, Essentials of Law, Indian legal System, An introduction of the various legislations under the Indian Legal Framework. <b>Indian Contract Act, 1872 and Negotiable Instruments Act, 1881:</b> Concept of Agreement, Contract, Formation of a Contract, Essentials of a Valid Contract, Offer and Acceptance, Consideration, Discharge of Contract, Remedies for Breach of Contract, Special Contracts, Cases on Indian Contract Act, 1872. Negotiable Instruments Act, 1881: Meaning and Essential Features, Types, Discharge and Liabilities, Dishonor of Negotiable Instruments.</p>	
<b>UNIT-II</b>	11 Hours
<p><b>Companies Act 2013:</b> Meaning and Essential Features of Company, Types of Companies, Formation of Company, Memorandum and Articles of Association, Prospectus; Company Meetings; Company Management: Directors and Independent Directors, Responsibilities, Appointment and Liabilities of Directors; One Person Company.</p>	
<b>UNIT-III</b>	10 Hours
<p><b>Sales of Goods Act and Competition Law:</b> Sales of Goods Act, 1930-Meaning and Essential Elements of Contract of Sale, Meaning of Goods, Conditions and Warranties, Implied Conditions and Warranties, Rights of unpaid seller. Competition Act 2002: Objective, Anti-Competitive Agreements, Abuse of Dominant Position, Regulation of Combinations, Competition Commission of India.</p>	
<b>UNIT IV</b>	11 Hours
<p><b>Consumer Protection Act, 1986 and Information Technology Act, 2000:</b> The Consumer Protection Act, 1986, Definitions of Consumer, Complainant, Goods, Service Meaning of Consumer Dispute, Complaint Unfair Trade Practices - Restrictive Trade Practices, Rights of Consumers, Consumer Disputes Redressal Agencies, The Information Technology Act, 2000, Digital Signature, Digital Signature Certificate, Electronic Governance, Electronic Records, Certifying Authorities, Penalty &amp; Adjudication.</p>	
<b>Text Books</b>	
1	Khuchhal, M.C., Khuchhal, V. (2018). "Business and Corporate Law", Vikas Publishing.
2	Kapoor N.D. (2015), "Business Laws", Sultan Chand and Sons.
<b>Reference Books</b>	
1	Thomas-Mobley, L., (2014). "Legal Concepts for Facility Managers", Wiley Publications.
2	Lippman, M., (2017). "Law and Society", Sage Publishing.
3	Pathak, A. (2017). <i>Legal Aspects of Business</i> . Tata McGraw Hill
4	Gulshan, S. S., (2020). <i>Business Law Including Company</i> . Excel Books

5	Tulsian, P.C., &Tulsian, B. (2017). <i>Business Law</i> . Tata McGraw Hill.
6	Taxmann's Students Guide to Economics Laws, Taxman Allied Services Pvt. Ltd, New Delhi.





<b>MANAGERIAL ECONOMICS</b>	
Course Code: AMC-151 Contact Hours: L-3 T-1 P-0 Course Category: AMC	Credits: 4 Semester: 1

**Introduction:** This course will build the basic concept of Economics and its application in managerial decision-making. Students will learn the tools and techniques of economic analysis.

**Course Objectives:** The main objective of this course is to familiarize students with the fundamental theories and concepts of Managerial economics and their relevance in business decision-making.

**Pre-requisite:** None

**Course Outcomes:** After completion of the course, the students should be able to:

1. Strengthening the foundations of the analytical approach to Managerial decision-making
2. Understanding consumer behaviours
3. Understanding the production problem and how managers make input purchase decisions
4. Understanding the various market structure and how supply is determined in each.

**Pedagogy:** The teaching pedagogy will be a blend of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents**

<b>UNIT-I</b>		10 Hours
<b>Introduction:</b> Introduction to Managerial Economics: meaning, significance, Micro versus Macroeconomics; Demand Analysis: Individual and market demand, Factors affecting demand, demand elasticity, demand forecasting; Theory of consumer behavior and Utility analysis: Cardinal and ordinal approaches, Revealed Preference Theory.		
<b>UNIT-II</b>		11 Hours
<b>Production Function and Cost Function:</b> Production functions: Law of variable proportions, Laws of return to scale, Economies and diseconomies of scale, Equilibrium of the firm; Cost function: Theory of costs, Short Run and long run costs; Revenue Functions: Total, Average and marginal revenue, Break-even Analysis.		
<b>UNIT-III</b>		10 Hours
<b>Theory of Pricing:</b> Product Markets: Perfect competition, Monopoly, Monopolistic competition, Oligopoly; Equilibrium determination and pricing under different market structures. <b>Pricing Practices and Strategies:</b> Cost-based Pricing: Cost-Plus/Mark-up pricing, Break-even Pricing, Marginal Pricing; Value-based pricing; Competition-based pricing; Demand based Pricing; Pricing Strategies: Price Skimming, Penetration Pricing, Differential Pricing, Promotional Pricing, etc., Use of Excel and Analytics in Decision Making.		
<b>UNIT IV</b>		11 Hours
<b>National Indicators:</b> National Income Aggregates and their measurement; Inflation: Nature and Causes; Fiscal policy: Taxes and Transfer payments, Role of Fiscal Policy; Monetary Policy: Role of Monetary Policy in India, Instruments of monetary control; Liberalization, Privatization and Globalization; FDI, Balance of Payments.		
<b>Text Books</b>		
1	Ahuja H.L. (2017), “Managerial Economics: Analysis of Managerial Decision Making”, S. Chand.	
<b>Reference Books</b>		
1	Baye M. (2013), “Managerial Economics and Business Strategy”, Tata Mc Graw Hill.	
2	Png I. and Lehman D., “Managerial Economics”, (3 <sup>rd</sup> Edition), Wiley-Blackell.	
3	Trivedi M.L., “Managerial Economics Theory and Application”, Tata McGraw Hill.	
4	Damodaran S., “Managerial Economics”, Oxford University Press.	
5	Allen, W. B., Doherty N. A., Weigelt, K., & Mansfield E., <i>Managerial Economics: Theory, Applications and Cases</i> , (7 <sup>th</sup> Edition), W. W. Norton & Company.	
6	Salvatore, D. (2016). <i>Managerial Economics</i> (8 <sup>th</sup> ed.). Oxford University Press	

<b>BUSINESS COMMUNICATION</b>	
Course Code: AMC-153 Contact Hours: L-3 T-1 P-0 Course Category: AMC	Credits: 4 Semester: 1

**Introduction:** An effective communication is essential for the success of any manager. Modern day communication ways are diverse as well as numerous and understanding them will bring better coordination in teamwork and achieve organizational goals.

**Course Objectives:** The objective of the course is to develop skills and competencies in students to be able to communicate effectively through the written and oral medium. Students will develop familiarity with global business etiquettes and protocol

**Course Outcomes:**

1. Understanding the role of communication in the organizational and Global Context
2. Understanding the basics of effective written and verbal communication
3. Understanding the theoretical models of communication and development in communication research
4. Understanding technical writing, responsibilities of a communicator, Ethical Issues and Legal Issues

**Pedagogy:** The teaching pedagogy will be a blend of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents**

<b>UNIT-I</b>		10 Hours
<b>Introduction:</b> Conceptual Issues in communication, Model of Communication; Barriers and Facilitators in Communication, Aspects of Verbal and Written Communication, Principles of Effective Communication. 7 Cs of communication, role of communication in business.		
<b>UNIT-II</b>		11 Hours
<b>Formal Communication:</b> Making effective presentations, Meeting, Interview, Listening Negotiating for Business: Strategy & Tactics, Legal Aspects of Business Communication, Corporate Communication, Global Business Etiquette & Cross-Cultural communication.		
<b>UNIT-III</b>		10 Hours
<b>Business Writing:</b> The importance of skillful writing, Deductive, Inductive & AIDA approach to writing business letters writing for Inquiries, Claims, Invitations, Reservations and Orders, Refusal & Collection Letters. Sales Letters; Inter-office Memos; Resume Writing & Recommendation, Essentials of good reports, classification of reports, Report writing.		
<b>UNIT IV</b>		11 Hours
<b>Non-Verbal Communication:</b> Importance of non-verbal communication: Kinesics, Proxemics, Haptics, Chronemics, Paralanguage, Artifacts, Corporate Communication.		
<b>Text Books</b>		
1	Lesikar, R. V., & Petit, J. D. "Business communication". London (7th ed.). Oxford Publishing.	
2	Murphy, H. A., & Hildebrandt, W., "Effective Business Communications". (7 <sup>th</sup> ed) New Delhi: McGraw Hill.	
3	Post, P., & Collins, P.P. "The etiquette advantage in business" (2 <sup>nd</sup> ed.). New York: Harper Resource.	
4	Thill., & Bovee, C.L. (2020). "Excellence in business communication" (13th ed.). Pearson	
<b>Reference Books</b>		
1	Dent, F.O., & Brent, M. "Influencing India", Palgrave Macmillan.	
2	Hogan, K. "The secret language of business: how to read anyone in 3 seconds or less". New Jersey: John Wiley & Sons.	
3	Weeks, H. "Failure to communicate". Boston: Harvard Business Press	
4	Ludlow, R. & Panton, F; "The Essence of Effective Communications". Prentice Hall.	
5	Bowman, J.P. & Branchaw, P.P. "Business Communications: From Process to Product"; Dryden Press, Chicago. Communication to Inspire: A guide to leaders by Kevin Murray, Kogan Page.	

<b>DATA ANALYSIS LAB</b>	
Course Code: AMC-155 Contact Hours: L-0 T-1 P-2 Course Category: AMC	Credits: 2 Semester: 1

**Introduction:** This course will give a hand on to the students of the basic tools while making business presentations and research work.

**Course Objectives:** The course aims to equip the students with an understanding of the research process, tools like Excel, SPSS, etc. to facilitate managerial decision-making.

**Course Outcome:**

1. It is expected that after this course the students should build spreadsheet for modeling for complexities.
2. To exhibit basic understanding of the statistical tools and hence enabling various business decisions based on the data analysis.

**Pedagogy:** The teaching pedagogy will be a blend of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
0	1	2	NO	YES	--	20	--	20	--	60	--

**Contents**

<b>UNIT-I</b>		14 Hours
<p><b>Basics of Excel:</b> Essential shortcuts, Paste Special (Value, Transpose), Absolute &amp; Relative referencing. Data Analytics using Excel: Sort &amp; Filter, SUBTOTAL, SUMIFS, COUNTIFS, Pivot Table for multivariable analysis, Computations Sum, Max, Min, Average, Count, Generating multiple reports, VLOOKUP, HLOOKUP, IF, Nested IFs, AND, OR etc. Data Cleaning and MIS reporting: LEFT, RIGHT, MID, UPPER, PROPER, LOWER, TRIM, Find &amp; Replace, Go to Etc. MIS reporting: Automatic row-wise Subtotal, Conditional Formatting, File Password Select Dashboard Techniques, Grouping, Hide- Unhide Columns &amp; Rows etc.</p>		
<b>UNIT-II</b>		14 Hours
<p><b>SPSS:</b> Basics of SPSS course: Defining variables and entering data, missing data, importing an Excel file, Sort Cases and Select Cases, recoding variables, computing variables, Creating and saving output. Advance Topics in SPSS: Frequencies command, Descriptive command, Cross-tabulations. Data Analytics using SPSS: Parametric and Non-Parametric Tests, T Tests, Correlation, Regression, Chi Square, ANOVA etc.</p>		
<b>Text Books</b>		
1	Field, A., (2013). "Discovering Statistics Using IBM SPSS Statistics", (4 <sup>th</sup> Ed.); Sage Publications.	
2	Walkenbach, J., "Excel 2016 Bible"; Wiley Publications.	
<b>Reference Books</b>		
1	MacInnes, J. (2016), "An Introduction to Secondary Data Analysis with IBM SPSS Statistics", Sage Publishing.	
2	Maheshwari, A. (2017), "Data Analytics", McGraw Hill Education.	

# **SECOND SEMESTER**

<b>HUMAN RESOURCE MANAGEMENT</b>	
Course Code: MMS-102 Contact Hours: L-3 T-1 P-0 Course Category: DCC	Credits: 4 Semester: 2

**Introduction:** This course will introduce the practices of managing Human resources in any Organization.

**Course Objective:** Upon successful completion of this course the student should be able to explain the understanding of the human side of organization, which is central to their performance and effectiveness. This course considers how people, processes and structures interrelate. It focuses to develop an appreciation of the central importance of human resource strategies for all organizations.

**Course Outcome:** Students will be able to

1. Understand the importance of managing human resources professionally, in view of the constantly changing aspirations of individuals, the business context, and organizational dynamics in the health sector;
2. Understand the foundations of managing human resources in organizations, in terms of systems, strategies and practices;
3. Appreciate the need for well-designed HR policies that enhance employee motivation and performance;
4. Understand the dynamics of managing people from real-world examples.

**Pre-requisite:** None

**Pedagogy:** The teaching pedagogy will be a blend of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--



## Contents

<b>UNIT-I</b>		10 Hours
<p><b>Introduction:</b> Human Resources Systems- Historical Evolution of the field; Role of Human Resource management in a competitive business environment; Factors influencing Human Resource Management; Strategic Human Resource Management. <b>Manpower planning:</b> Objectives, Importance &amp; Problems of HR Planning Job analysis, Determining Human Resource Requirements; Hiring and Developing Human Resources, The process offorecasting, Definition, uses, Techniques of Job Analysis, Job Description &amp; Job evaluation Competency mapping; Talent Management.</p>		
<b>UNIT-II</b>		11 Hours
<p><b>Recruitment and Selection:</b> Concept Management Development, Evaluation of Training &amp; development, identifying job recruitments, recruitment resources and efficacy. Selection, process and methods, Psychometric tests &amp; its relevance, interview Technique, induction &amp; placement. <b>Training and Development:</b> T&amp;D concept, need, strategy, Identification of needs, designing &amp; implementing training programs.</p>		
<b>UNIT-III</b>		10 Hours
<p><b>Compensation and Performance Management:</b> Performance Management – Concept and Practices Principle and objectives of Performance Appraisal and potential Evaluation, Feedback. Career planning, Succession Planning &amp; Retention – Scope, concept Principles &amp; Practices The problems in managing &amp; advantages. Compensation Management, Transfer, Promotion and Reward Policies;</p>		
<b>UNIT IV</b>		11 Hours
<p><b>Industrial Relations:</b> Definition, concept, context of Industrial Relation, Discipline (Red hot stove principle of discipline, counseling, collective bargaining, Quality of work life; Safety and Health, Employee Welfare, Employee Assistance Programs, Separation, Attrition, Human Resource Auditing, Human Resource Accounting, International Human Resources Management.</p>		
<b>Text Books</b>		
1	Dessler, G. & Varkkey B., (2015), “Human Resource Management”, (14 <sup>th</sup> Ed.), Pearson Education.	
2	Denisi, A., Griffin, R. and Sarkar, A. (2014), “Human Resource Management”, Cengage Learning (India Edition).	
3	DeCenzo, D. A. and Robbins, S. P. “Fundamentals of Human Resource Management”, (10 <sup>th</sup> Edition), John Wiley.	
4	Torrington, D. (2014), “Human Resource Management”, (9 <sup>th</sup> ed.), Pearson Education.	
<b>Reference Books</b>		
1	Lepak, D. & Gowan M., “Human Resource Management”, Pearson Education.	

2	Ivancevich, J.M. (2014), "Human Resource Management", (10 <sup>th</sup> Ed.), Tata McGraw Hill.
4	Byars, L.L. & Rue, L.W. (2014), "Human Resource Management", (10 <sup>th</sup> Ed.), Tata McGraw Hill.

FINANCIAL MANAGEMENT	
Course Code: MMS-104 Contact Hours: L-3 T-1 P-0 Course Category: DCC	Credits: 4 Semester: 2

**Introduction:** This course will build the basic understanding of finance functions in any organization.

**Course Objective:** The objective of the course is to help in developing Skills in arranging Finance, making Investment decisions and Managing Working capital, besides examining the contemporary issues in the context of managing corporate finance.

**Course Outcome:**

1. Understanding the evolution and growth of the finance function. The objective of the firm – Shareholder wealth maximization.
2. Make Strategic Investment decisions with the help of NPV, IRR and PI techniques. Calculating and interpreting the cost of capital for companies.
3. Financing options available to firms, Trade-off between debt and equity, Criteria for deciding the optimal financing mix.
4. Understand the concept of working capital and the working capital policies to manage cash and account receivable for a company.

**Pre-requisite:** None

**Pedagogy:** The teaching pedagogy will be a blend of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

## Contents

<b>UNIT-I</b>		10 Hours
<p><b>Overview of Finance Functions:</b> Financial management: Functions, scope and objectives, Environment of Financial Management; Time Value of Money – Annuity and present value of different types of cash flows, concept of Risk and Return, Valuation of Securities –Bonds and Equity.</p>		
<b>UNIT-II</b>		11 Hours
<p><b>Financing Decision:</b> Capital Structure; The concept of Operating, Financial and Combined Leverage; Designing the capital structure- Net Income Approach; Net Operating Income Approach; Traditional Approach and MM Hypothesis with and without Corporate Taxes; Concepts and estimation of Cost of Capital.</p>		
<b>UNIT-III</b>		10 Hours
<p><b>Investment Decision:</b> Need for Investment Decision; Estimation of Cash Flows, Discounting Methods, Factoring Risk and Price change; Risk Analysis in Investment Decisions-Certainty Equivalent; Risk Adjusted Discount Rate; Decision Tree Approach. <b>Working Capital Decision:</b> Concept of Working Capital - Fixed and Fluctuating, Gross vs Net, Factors affecting Working Capital Management; Working Capital gap, Management of Cash, Inventories, Receivables and Trade Liabilities.</p>		
<b>UNIT IV</b>		11 Hours
<p><b>Dividend Decision:</b> Retained Earnings and Dividend Decision; Gordon Model; Walter Model; MM Approach; Lintner Model; Dividend Policy Decision, ESOP and Bonus Shares. <b>Emerging Issues in Finance:</b> An Overview Leasing &amp; Hire-Purchase, Corporate Restructuring, LBO.</p>		
<b>Text Books</b>		
1	Brealey, R. R., Myers. S., Allen, F., & Mohanty, P. “Principles of corporate finance, (8 <sup>th</sup> Edition), New Delhi: Tata Mc- Graw Hill.	
2	Pandey, I.M. (2015), “Financial Management”, (11 <sup>th</sup> Ed.), Vikas Publishing House.	
3	Damodaran, A. (2014), "Applied Corporate Finance", Wiley Publications.	
<b>Reference Books</b>		
1	Brigham, E.F. (2017), “Financial Management: Theory and Practice”, Cengage Publication.	
2	Van Horne, J.C., “Financial Management and Policy”, (12 <sup>th</sup> Edition), Pearson Publication.	

3	Damodaran, A., “Corporate Finance Theory and Practice”, (2 <sup>nd</sup> Edition) Wiley Publication.
4	Higgins, Wiley for Financial Management”, (10 <sup>th</sup> Edition) McGraw Hill/ Irwin Series.
5	Ross, S.A., Wester field, R.W., Jaffe, J. (2013), “Principles of Corporate Finance”, McGraw Hill Education.
6	Brigham, E.F., & Daves, P.R. (2016). <i>Intermediate Financial Management</i> (12th ed.). South Western.
7	Chandra, P. (2015). <i>Financial Management</i> (9th ed.). McGraw Hill.

<b>BUSINESS RESEARCH METHODS</b>	
Course Code: MMS-106 Contact Hours: L-3 T-1 P-0 Course Category: DCC	Credits: 4 Semester: 2

**Introduction:** To understand the business in better way for making more accurate decisions an understanding of business research methods is required. This course will train the students for business research.

**Course Objective:** This course aims to make student conversant with the techniques, tools and procedure to conduct research to facilitate decision-making.

#### **Course Outcomes**

1. Ability to summarize and present data to a diverse audience
2. Understand and use sampling and inferential statistics
3. Ability to use spreadsheet software for data analysis and statistical model building
4. Develop critical thinking and problem-solving skills.

**Pre-requisite:** None

**Pedagogy:** The teaching pedagogy will be a blend of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions.

#### **Evaluation Scheme:**

<b>Course Type</b>			<b>Examination</b>		<b>Relative Weights</b>						
<b>L</b>	<b>T</b>	<b>P</b>	<b>TH</b>	<b>PR</b>	<b>CAT</b>	<b>CAP</b>	<b>MTET</b>	<b>MTEP</b>	<b>ETET</b>	<b>ETIP</b>	<b>ETEP*</b>
3	1	0	Yes	--	10	--	30	--	60	--	--

## Contents

<b>UNIT-I</b>		10 Hours
<b>Introduction:</b> Definition, Importance, types of research, Process of research, Formulation of the research problem, development of the research hypotheses, Types of Hypotheses.		
<b>UNIT-II</b>		11 Hours
<p><b>Research Design:</b> Definition, Classification: Exploratory, Descriptive, Causal;  Exploratory research design: Primary, Secondary, Qualitative. Descriptive research design: Survey and observation. Causal Research design: experimental designs.</p> <p><b>Measurement and Scaling:</b> Comparative and noncomparative scaling techniques.  Questionnaire and Form Design (Field data collection)</p>		
<b>UNIT-III</b>		10 Hours
<p><b>Sampling and Data Analysis:</b> Concept, designs; Types of sampling designs-probability, non-probability, mixed sampling designs; sampling frame; Sample size determination; Data processing- editing, coding and tabulating; Hypothesis testing- concept, types of errors, steps in Hypothesis Testing.</p> <p><b>Data analysis-</b> Correlation and Regression- univariate, bivariate, multivariate; Parametric and Non-parametric Tests</p>		
<b>UNIT IV</b>		11 Hours
<b>Advanced analytical techniques:</b> Analysis of Variance and Covariance, Discriminant and Logit Analysis, Factor analysis, Cluster Analysis, Multidimensional scaling and Conjoint Analysis.		
<b>Text Books</b>		
1	Donald, C. Schindler P., Sharma, J. K. (2014), “Business Research Methods”, (12 <sup>th</sup> Ed.), McGraw Hill Education.	
2	Chawala and Sondhi (2016) “Research Methodology: Concepts and Cases”.	
3	N. Malhotra (2019) “Marketing Research: An Applied Orientation”, 7e	
<b>Reference Books</b>		
1	Bryman Alan, BellEmma (2015), “Business Research Methods”, (4 <sup>th</sup> Ed.), Oxford University Press.	
2	Malhotra, K. N., Satya Bhushan, D. (2015), “Marketing Research”, (7 <sup>th</sup> Edition) Pearson Education.	
3	Mark, S., Philip, L., Adrian, T., “Research Method for Business Student”, (5 <sup>th</sup> Edition), Pearson Education.	
4	Joseph, H.F., William, B.C., Babin, B. J., Rolph, A. E. (2015), “Multivariate Data Analysis”, (7 <sup>th</sup> Ed.), Pearson Education.	

BUSINESS ENVIRONMENT	
Course Code: MMS-108 Contact Hours: L-3 T-1 P-0 Course Category: DCC	Credits: 4 Semester: 2

**Introduction:** Analyzing the business environment is necessary for survival and growth of any business organization. This paper helps students to understand and analyze the business environment.

**Course Objective:** to acquaint the students with concepts of business environment; political, legal, economic, social, cultural and technological and their influence on business decision-making.

**Course outcomes:** Students shall be able to

1. Understand the factors affecting a business.
2. Learn the tools to scan the business environment.
3. Understand the economic environment of India and how the policies and reforms strengthen the same.
4. Understand and analyze the complexities of the global market.

**Pre-requisite:** None

**Pedagogy:** The teaching pedagogy will be a blend of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--



## Contents

<b>UNIT-I</b>		10 Hours
<p><b>Introduction:</b> Business Environment; Importance, Types- Internal and External, Micro and Macro. Environment Analysis and Scanning: Environment Analysis: Techniques of environment analysis, PESTLE Analysis and SWOT, Environment Scanning: Identification of Relevant Variables, Data Collection Mechanism, summarizing and reporting Environmental Trends.</p> <p>Major environment issues and challenges: Inflation, Unemployment, Business Cycle-phases, management of cyclical fluctuations.</p>		
<b>UNIT-II</b>		11 Hours
<p><b>Business Environment in India:</b> Political environment and Business: Types of Political Systems, Political Risks Socio-cultural environment of Business: Elements of Culture, Doing Business in India- A cultural Perspective, Demographic Environmental Factors, Legal Environment and Business: Indian Legal System, Legal Protection for Business in India.</p>		
<b>UNIT-III</b>		10 Hours
<p><b>Economic Environment and Reforms:</b> Economic Environment: Analysis of Sectors, Economic Planning in India; Structural adjustment and Economic reforms: Industrial policy, Sectoral reforms, Agriculture Sector and Land Reforms; Service Sector, Service-led growth in India. Foreign Trade Policy and Liberalization, Labor Market and Reforms.</p>		
<b>UNIT IV</b>		11 Hours
<p><b>Business Environment in Global Context: Globalization vs Protectionism, Its impact;</b> International Institutions/Organizations: GATT, WTO, IMF; Multinationals and their Economic Impact; Flow of foreign capital; FDI, FII, FEMA, etc. Industry 4.0 and its impact on growth. Contemporary issues in Indian Business Environment.</p>		
<b>Text Books</b>		
1	K. Aswathappa, (2017), “Essentials of Business Environment” Himalaya Publishing House.	
2	Madhur M. Mahajan (2020) “Indian Economy”, Pearson.	
<b>Reference Books</b>		
1	Paul J., “Business Environment-Text and Cases”, Tata McGraw Hill.	
2	Baron D.P., “Business and Its Environment”, (7 <sup>th</sup> Ed.), Pearson Prentice- Hall.	
3	Paul J. and Gupta P., “Economic Environment and Policies for Business” TMH	

<b>KNOWLEDGE AND INTELLECTUAL CAPITAL MANAGEMENT</b>	
Course Code: MMS-110 Contact Hours: L-3 T-1 P-0 Course Category: DCC	Credits: 4 Semester: 2

**Introduction:** This course will build the basic understanding of knowledge and intellectual capital management.

**Course Objective:** This course is to prepare students to manage knowledge and understand the different views of knowledge. It will educate them to examine the contemporary practices, tools of knowledge management (KM) in the context of an organization. It will help the students to examine the ways to utilize explicit knowledge, tacit knowledge and intellectual capital for the competitive advantage keeping ethical, managerial and legal issues.

**Course Outcomes:**

1. Knowing the history of innovation and its connection to the present
2. Understanding the models of innovation
3. Analyzing the role of Intellectual Property Rights and the role of Institutions
4. Understanding the theories and practices of management of innovation

**Pre-requisite:** None

**Pedagogy:** The teaching pedagogy will be a blend of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents**

<b>UNIT-I</b>		10 Hours
<p><b>Fundamentals of KM:</b> Data, Information and Knowledge; Knowledge Management, Evolution of KM; Knowledge Management’s Value Proposition, Life cycles for Knowledge Management Systems, Knowledge Engineering, Knowledge Acquisition, Knowledge Economy, Knowledge Assets, Users Vs. Knowledge Workers, Aligning KM and Business Strategy, Cases in the area of KM.</p>		
<b>UNIT-II</b>		11 Hours
<p><b>Types of Knowledge and KM Models:</b> Multidisciplinary Nature of KM, Types of knowledge and its implications for KM, Explicit Knowledge, Tacit Knowledge, Knowledge creation, Models for Knowledge Creation, SECI Model of Knowledge Creation, Ba Model of Knowledge Creation, Capturing Tacit Knowledge, Best Practices and Knowledge Management, Internet of Things, Actionable Intelligence, Business Strategy on Knowledge Strategic Advantage.</p>		
<b>UNIT-III</b>		10 Hours
<p><b>Strategic Knowledge Management and KM Tools:</b> Organizational Perspectives on Knowledge Management, generating a KM- specific vision, integrating organizational and business goals with KM, Choosing the right KM techniques, Knowledge Management Strategies: Codification and Personalization, Document Registry, Expert Directory, Communities of Practice, After Action Review, Knowledge Audit, Knowledge/Peer Assist, Knowledge Mapping, Knowledge Management System Life Cycle (KMSLC), Challenges and Barriers to Knowledge Management Systems.</p>		
<b>UNIT IV</b>		11 Hours
<p><b>Intellectual Capital:</b> Intellectual Capital, Knowledge as Asset &amp; Intellectual Property, Relational Capital, Structural Capital, Balanced Scorecard, Intellectual Capital versus Physical Assets, Valuation of the Organization, Components of the Intellectual Capital, Intellectual Capital Navigator, Intellectual Capital and Balanced Scorecard, Case study for Intellectual Capital.</p>		
<b>Text Books</b>		
1	Machado, C., & David, J.P. (2014), Transfer and Management of Knowledge, Wiley Publications.	
2	Hislop, D. (2013), Knowledge Management in Organizations: A Critical Introduction, Oxford University Press.	
<b>Reference Books</b>		
1	Bartholomew, D., “Building on Knowledge: Developing Expertise, Creativity and Intellectual Capital in the Construction Professions”, Wiley Publications.	
2	Takeuchi, H., Nonaka, I., “Hitotsubashion Knowledge Management”, Wiley&Sons.	

<b>OPERATIONS MANAGEMENT</b>	
Course Code: MMS-112 Contact Hours: L-3 T-1 P-0 Course Category: DCC	Credits: 4 Semester: 2

**Introduction:** This paper will build the basic understanding of operations and supply chain management of any organization.

**Course Objective:** To develop an understanding of the strategic importance of Operations & SCM and how it can provide a competitive advantage in the market place. To understand the relationship between Operations and SCM and other business functions, such as Marketing, Finance, Accounting and Human Resource.

**Course Outcomes:**

1. Understand the role of operations in both manufacturing and service organizations and the significance of operations strategy in the overall business.
2. Understand the importance of facilities location decision in the whole supply chain in globalized operations and learn the tools relating to facilities location.
3. Understand different types of production processes and facility layout suitable for manufacturing different categories of products and how different processes could be analysed with the help of process flow charts.
4. Understand the concept of working capital and the working capital policies to manage cash and account receivable for a company.

**Pre-requisite:** None

**Pedagogy:** The teaching pedagogy will be a blend of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

## Contents

<b>UNIT-I</b>		10 Hours
<p><b>Introduction:</b> Introduction to Production Management- role, scope and interface with marketing, finance, strategy; Introduction to Supply Chain Management, Types of production systems, Concepts of productivity. Demand forecasting, Time Series, Regression Analysis and Qualitative techniques, Concept of Strategic fit, Classification of SCs</p>		
<b>UNIT-II</b>		11 Hours
<p><b>Design and Selection: Product Design and Process Selection, Service Design, Outsourcing, Value Engineering, QFD, Concurrent Engineering, Facility Planning- location, layout</b>  <b>Inventory Management:</b> Inventory management in Deterministic and uncertain environment, Classification of Inventory, Material Requirements Planning (MRP)</p>		
<b>UNIT-III</b>		10 Hours
<p><b>Supply Management:</b> Vendor selection, rating, Supply management, Inbound logistics, Warehouse management, JIT, Distribution requirements planning (DRP). <b>Quality:</b> Total Quality Management (TQM), Six-sigma, ISO 9000, MIS, Distribution management, Outbound logistics, Channels of distribution.</p>		
<b>UNIT IV</b>		11 Hours
<p><b>Supply Chain:</b> Flexibility and Agility in SC, Mass Customization, Supply Chain restructuring, Smart Pricing, IT in SCM, Performance measurement of Supply Chains.</p>		
<b>Text Books</b>		
1	Charry, S.N (2019). “Production and Operation Management-Concepts, Methods & Strategy”, John Willy & Sons Asia Pvt. Limited.	
2	Wisner, J.D. (2016), “Operations Management: A Supply Chain Process Approach”, Sage Publications.	
<b>Reference Books</b>		
1	Adam Jr., E. and Ebert, R. “Production and Operation Management”, Prentice Hall of India.	
2	Coyle, J.J., Bardi, E.J., Langley, C.J., “The management of Business Logistics–A supply Chain Perspective”, Thomson Press.	
3	Wisner, J.D., Tan, K-C, Keong Leong, G. (2012), “Principles of Supply Chain Management: A Balanced Approach”, Cengage Learning.	

<b>MANAGEMENT ACCOUNTING</b>	
Course Code: MMS-114	Credits: 2
Contact Hours: L-2 T-0 P-0	Semester: 2
Course Category: DCC	

**Introduction:** This course will help enabling students to understand accounting information and use it for managerial decision making.

**Course Objective:** To impart skills in using cost concepts for strategic, tactical and managerial decisions so as to facilitate managerial decision-making.

**Course Outcomes:**

1. Strengthening the foundations of the analytical approach to Managerial decision-making
2. Understanding cost behavior
3. Understanding the relevance of budgeting and computing variances to undertake performance evaluation
4. Understanding Activity Based Cost Management vs. Traditional Cost Management

**Pre-requisite:** None

**Pedagogy:** The teaching pedagogy will be a blend of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
2	0	0	Yes	--	10	--	30	--	60	--	--

## Contents

<b>UNIT-I</b>		07 Hours
<b>Introduction to Management Accounting:</b> Concepts, uses and changing scenario, Foundations of Management Accounting, Role of Management Accountant – controllership function.		
<b>UNIT-II</b>		07 Hours
<b>Cost analysis</b> – Variable vs. Absorption Costing, Marginal Costing and its application in Decision-Making, Cost-Volume-Profit Analysis - Break- Even Analysis, Profit Volume graph, multi product BEP.		
<b>UNIT-III</b>		07 Hours
<b>Approaches to Cost Management:</b> Activity based approaches to management, Analysis of common costs in manufacturing and service industry, Life cycle costing, back flush costing, Quality Costing.		
<b>UNIT IV</b>		07 Hours
<b>Budgetary Control &amp; Performance measurement:</b> Fixed vs. Flexible Budget, Performance Budgets, Zero based Budgets; Responsibility accounting - Cost, Expense and Profit centers. Standard Costing and Variance Analysis.		
<b>Alternative choice decisions:</b> Cost concepts for decision making – Sunk cost, Relevant vs. Irrelevant cost, non-cost factors in decision making, Make or Buy, shut down decision		
<b>Text Books</b>		
1	Khan, M.Y., Jain, P.K. (2018), “Management Accounting”, Tata McGraw Hill Education	
2	Horngren, T. C., Data, S. M., Foster, G., Rajan, M. V., &Ittner, C. (2015), “Cost Accounting: A Managerial Emphasis”, (13th ed.), Prentice Hall of India	
<b>Reference Books</b>		
1	Atkinson, A. A., Kaplan, R.S., Mark, S, Young, S. (2012), “Management Accounting”, (4 <sup>th</sup> ed.). New Delhi: Pearson Education.	
2	Arora, M.N. (2012), “Cost Accounting”, Vikas Publishing House.	
3	Pandey, I.M. (2015), “Financial Management” (11 <sup>th</sup> Ed.), Vikas Publishing House.	

INFORMATION TECHNOLOGY AND INNOVATION MANAGEMENT											
Course Code: AMC-152						Credits: 4					
Contact Hours: L-3 T-1 P-0						Semester: 2					
Course Category: DCC											

**Introduction:** This course will build the basic understanding of Information Technology and Innovation Management.

**Course Objective:** This course is designed to help students to understand the importance of information technology & innovation in the business arena.

**Course Outcomes:**

1. Developing an understanding of transacting electronically and emerging technology for the same.
2. Familiarizing the students with the concepts of EDI and Knowledge Management for e-Commerce.
3. Introduce the students to the government initiatives for e-business.
4. Develop an appreciation of strategies for e-Business.

**Pre-requisite:** None

**Pedagogy:** The teaching pedagogy will be a blend of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--



## Contents

<b>UNIT-I</b>		10 Hours
<b>Introduction:</b> Data Organization issues, Exposure to Database Management System and SQL, Fundamentals of Data Warehouse and Data Mining for Decision Support.		
<b>UNIT-II</b>		11 Hours
<b>E-Services:</b> Business Process Re-engineering and IT, Overview of Digital India Program, E-Commerce, E-Governance: Issues and Challenges.		
<b>UNIT-III</b>		10 Hours
<b>Innovations Management:</b> difference between Invention & Innovation; Creativity, Innovation Strategies and Models; Concurrent Engineering; Process Innovation, Product Innovation, Innovation Management.		
<b>UNIT IV</b>		11 Hours
<b>Creative and Lateral Thinking Management:</b> Thinking, Creative Thinking and Lateral Thinking.		
<b>Text Books</b>		
1	Suri P.K. and Sushil (2017), “Strategic Planning and Implementation of E-governance”, Springer: Singapore.	
2	Fredrick, B. “Managing Technological Innovation, Competitive Advantage from change”, John Wiley & Sons, Inc., USA.	
<b>Reference Books</b>		
1	Szakonyi Robert, “Handbook of Technology Management”, Viva Book Pvt Ltd. CRC Press.	
2	Carnall, C. “Change Management Tool Kit”, Thomson Learning Process.	
3	Amidon, Carnal Strategy for the Knowledge Economy: The Ken Awakening”, Butter work-Heinemann, New Delhi.	
4	Westermann, G., Bonnet, McCafé, A. (2014), “Leading Digital: Turning Technology into Business”, Harvard	



# **THIRD SEMESTER**

<b>BUSINESS ANALYTICS</b>	
Course Code: MMS-201 Contact Hours: L-2 T- 0 P-0 Course Category: DCC	Credits: 2 Semester: 3

**Introduction:** With today's growing technology, companies are able to collect huge data however it's useless if it is not analyzed properly. This course will enable the students to analyze the data and unearth the hidden information for taking correct managerial decisions.

**Course Objectives:** To expose students to techniques of data analytics for decision support

**Pre-requisite:** Knowledge of MS Excel

**Course Outcomes:** Having successfully completed this course, the student will be able to  
1. Understand data types and do analysis for taking decisions in business.  
2. Analyze the data

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
2	0	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		14 Hours
<b>Introduction:</b> Introduction to Analytics and data mining, Organization/sources of data, Data quality issues, dealing with incomplete or missing data, data classification.		
<b>UNIT-II</b>		14 Hours
<b>Analytics:</b> Data Analytics, Descriptive analytics, Prescriptive analytics and Predictive analytics for decision support.		
<b>Text Books</b>		
1	Albright S.C. and Winston W.L. (2020), "Business Analytics: Data Analysis and Decision Making", (7th Ed.), South western College Publishing.	
2	Halaby, P. (2013), "Business Analytics: An Application Focus", PHI Learning.	
3	Sanjiv Jaggia, Alison Kelly Lertwatchara and Leida Chen, "Analytics", McGraw-Hill Business	
4	James R. Evans, 2e, "Business analytics", Pearson	

<b>CORPORATE GOVERNANCE</b>	
Course Code: MMS-203 Contact Hours: L-2 T-0 P-0 Course Category: DCC	Credits: 2 Semester: 3

**Introduction:** In the past two decades, corporate governance has become a central issue globally. With corporations growing larger and larger the need for capital has given rise to new challenges of governing business.

**Course Objectives:** This course is designed to develop student's understanding of corporate governance and the role of new age leaders in creating socially responsible organizations. The course will help them to study and examine the conceptual, contextual and ethical issues in organizational decision making. It will equip them to understand the subsistence marketplaces and identify opportunities at the Bottom of the Pyramid.

**Pre-requisite: None**

**Course Outcomes:** Having successfully completed this course, the student will be able to:

- Understand conceptual and theoretical foundations of corporate governance
- Develop an awareness of the practical problems associated with the interaction of the board, CEO and other layers of management, shareholders and various stakeholders of a corporation
- Develop the technical skills required to evaluate the governance of a company from the perspective of an investor (individual or organizational capacity)
- Prepare for leadership positions in organizations such as entrepreneurs, senior managers, future directors and CEOs.

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
2	0	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		7 Hours
<b>Introduction to Ethics and Corporate Social Responsibility:</b> Business Ethics; Framing and Evaluating Business Ethics, Decision making with Business Ethics, Corporate Social responsibility (CSR), Historical Perspective and emerging theories of CSR, CSR – A New Paradigm, Companies Act 2013 and CSR, Comprehensive Case Studies.		
<b>UNIT-II</b>		7 Hours
<b>Corporate Governance and Business Challenges:</b> Theoretical Roots of Governance, Concept of Corporate Governance, Shareholders vs Stakeholder’s approach, Regulatory Framework under various Legislations, Global Corporate Governance, Governance and Corporate Fraud, Contemporary Board Structure/Practice, Corporate Governance and the Financial Crisis, Archie Carroll Model.		
<b>UNIT-III</b>		7 Hours
<b>Globalization and Multinationals:</b> Global Citizenship, Board Demography: Serving the Company’s Board, Board of Directors: Structure and Process, Executive and Managerial Compensation, Introduction to Sarbanes Oxley Act and Foreign Corrupt Practices Act, Compassionate Capitalism and Third world countries, Role of State and Corporate Profit.		
<b>UNIT IV</b>		7 Hours
<b>Subsistence Marketplaces and Opportunities at the Bottom of the Pyramid</b> Introduction to Subsistence Marketplaces, Impact Investing, Bottom-Up Immersion, Characteristics of Subsistence Marketplaces, Patterns of interactions between buyers and sellers.		
<b>Text Books</b>		
1	Fisher, C. and Lovell, A. (2012). “Business Ethics and Values: Individual, Corporate and International Perspectives”, Prentice Hall/Pearson	
2	Sarkar, J. (2013). “Corporate Governance in India”, Sage Publication Ltd.	
<b>Reference Books</b>		
1	Zinkin, J. (2013); “Challenges in Implementing Corporate Governance: Whose Business is it Anyway?”, Wiley Publications.	
2	Nordberg, D. (2011), “Corporate Governance: Principles and Issues”, Sage Publishing.	
3	Sandeep Goel, “Corporate Governance”, McGraw-Hill	
4	Lacker and Tayan, “Corporate Governance Maters”, 3rd Ed., Pearson	

<b>STRATEGIC MANAGEMENT</b>	
Course Code: MMS-205 Contact Hours: L-3 T-1 P-0 Course Category: DCC	Credits: 4 Semester: 3

**Introduction:** Strategy is arguably the most important concept in management studies. Shaping the future of business and making the best use of its resources in the given environment gives cutting edge for the organization. A manager has to learn formulating strategies and play a key role in developing and shaping the organization.

**Course Objectives:** This course aims to equip students with the core concepts, frameworks, and tools for planning and controlling strategy at the organization and sub-unit levels, as well as experience in case analysis and practical application of planning and control skills. Topics include evaluating the strategic environment, industry and competitive analysis, formulating mission and setting objectives, strategy selection and implementation, and strategic control.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to:

1. Understand the relationship between strategic analysis and strategic implementation
2. Comprehend the nature of Strategic Management
3. Apply strategy principles to learn strategy formulation and strategy implementation
4. Understand the international dimensions of strategic management

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		10 Hours
<p><b>Nature of Strategic Management:</b> Concept of Strategy; Mintzberg’s 5Ps of Strategy; Strategic Decision Making. Strategic Management Process; Strategists and their roles. Competitive advantage, internal context, organization design.</p>		
<b>UNIT-II</b>		11 Hours
<p><b>Strategy Identification:</b> Vision Mission, Goals and Objectives. External Environmental Analysis; Analyzing Companies Resource in Competitive Position; RBV model, IO model, SWOT Analysis. Competitive &amp; competitor analysis, PESTEL analysis. Strategies for competing in Global Markets; Strategic Analysis and Choice – BCG, GE, Directional Policy and Hofer’s Matrices; Industry and Competitive Analysis.</p>		
<b>UNIT-III</b>		10 Hours
<p><b>Strategic Formulation:</b> Porter’s Generic Strategies, Grand Strategies. Strategic Alliances, external context, the spectrum of competition and Niche market. Value chain analysis- Competition in concentrated market, entry and the advantage of incumbency, creating and capturing value in the chain.</p> <p><b>Globalization and Strategy:</b> Multi Domestic, Global, Transnational Strategies. Business Level and corporate level, International Cooperative Strategy, Network cooperative strategy. Blue and red ocean strategies.</p>		
<b>UNIT IV</b>		11 Hours
<p><b>Strategy Implementation:</b> Resource Allocation; Structural Considerations and Organisational Design. Leadership and Corporate Culture. Fundamental and Operational Strategies; Plans and Policies. <b>Strategy Evaluation:</b> Importance and Nature of Strategic Evaluation; Strategic and Operational Control Acquisitions and Mergers, Popularity and reasons for M&amp;A, Problems in achieving acquisition success, Effective acquisition, corporate restructuring, focusing.</p>		
<b>Text Books</b>		
1	Hitt, M.A., Ireland, R.D., Hoskisson, R.E. (2017), “Strategic Management: Concepts: Competitiveness and Globalization”, Cengage Learning.	
2	Hill, W.L, Jones, G.R., Schilling, M.A. (2016), “Strategic Management: Theory: An Integrated Approach”, (11 <sup>th</sup> Ed.), Cengage Learning.	
<b>Reference Books</b>		
1	Bruel, O. (2016). “Strategic Sourcing Management”, Kogan Page.	
2	David, F. (2011). “Strategic Management: Concepts and Cases”, Prentice Hall, New Jersey.	
3	Glueck, W. T. and Lawrence, R. J. (2003), “Business Policy and Strategic Management”, Frank Bros & Company.	
4	Kazmi, A. (2015), “Business Policy and Strategic Management”, Tata McGraw Hill	
5	Fred R David, Forest R. David and Meredith E. David, “Strategic Management: A Competitive Advantage Approach, Concepts”, 17 <sup>th</sup> Ed.	



<b>INVESTMENT MANAGEMENT</b>	
Course Code: MMS-209 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 3

**Introduction:** This paper is providing the different aspects of Investment tools like bonds, commodities, shares along with the risk factor associated with them. The course is providing the conceptual framework for analyzing the investor's perspective of maximizing the return on investment with practical examples.

**Course Objectives:** The objectives of this course are: to provide a theoretical and practical background in the field of investments, enable to design and manage the bond as well as equity portfolios in the real world. It will also help in understanding valuing equity and debt instruments. Students will also learn to manage the mutual funds and be able to measure the portfolio performances.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to:

1. Value financial assets such as stocks and bonds.
2. Measure the risk and return of a stock or portfolio.
3. Diversify the investment in accordance to risk preferences of the customer.
4. Understand the theoretical base of investment analysis and portfolio management.

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		10 Hours
<b>Introduction:</b> Investment: Objectives, investment methods – Vehicles of Investments: Security and non-security forms of investment, Concept and measurement of Risk: Diversifiable and Non-diversifiable.		
<b>UNIT-II</b>		10 Hours
<b>Investment Environment:</b> Types of markets –Commodity markets, Capital Market-Primary and secondary markets, and Currency Markets-major players and instruments, Functioning of stock exchanges, trading and settlement procedures at NSE & BSE. SEBI and Market Regulations, Efficient Market Hypothesis.		
<b>UNIT-III</b>		11 Hours
<b>Security analysis:</b> Fundamental analysis; Concept and measurement of intrinsic value, Company- Economy-Industry Analysis, Technical analysis – Charting the price behavior, identification of indicators and oscillators, outliers, Share price and trading volume; trend analysis, sentiment indicators.		
<b>Analysis and valuation of bonds:</b> Types of bonds, Term structure of interest rate, Bond yields, pricing theorems, default risk analysis, determination of yield curves, YTM – Concept of Duration and immunization strategies, Valuation of preference and equity shares.		
<b>UNIT IV</b>		11 Hours
<b>Portfolio Management:</b> Portfolio design: Asset allocation decision, risky & risk-free assets-Utility analysis, Traditional and Modern Portfolio theory, Markowitz diversification model, selecting an optimal portfolio – concept and evaluation techniques, Portfolio performance evaluation and revision: Sharpe & Treynor Jensen’s measure & Tobin’s Q, Active and passive strategies, International Diversification.		
<b>Text Books</b>		
1	Jordan, R.J., Fischer, D.E. (2018), “Investment Analysis and Portfolio Management”, Pearson.	
2	Bodie, Z., Kane, A. (2019), “Investments”, (11 <sup>th</sup> Ed.), Tata McGraw Hill.	
<b>Reference Books</b>		
1	Pring, M.J. (2010), “Martin Pring’s Complete Guide to Technical Analysis an Indian Perspective”, Shroff.	
2	Haughen, R.A. (2001), “Modern Investment Theory”, (5 <sup>th</sup> Ed.), Pearson.	
3	Reilly, F.K., Brown, K.C. (2019), “Investment Analysis and Portfolio Management”, (11 <sup>th</sup> Ed.), Thomson.	
4	Damodaran, A. (2006), “Damodaran on Valuation”, (2nd Ed.), Wiley.	
5	Geoffrey Hirt and Stanley Block, “Fundamentals of Investment Management”, 10th Ed., McGraw-Hill	

<b>TAX PLANNING AND MANAGEMENT</b>	
Course Code: MMS-211 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 3

**Introduction:** With the basic knowledge of Indian Tax Laws, students will get a glimpse of latest provisions related to the individual and corporate tax system. Students must be aware of basic terminologies in Indian taxation laws.

**Course Objectives:** The objective of this course is to familiarize the student with major latest provisions of the Indian tax laws and related judicial pronouncements pertaining to corporate enterprises having implications for various aspects of corporate planning with a view to derive maximum possible tax benefits admissible under the law. To update the participants on current topics/debatable issues involving direct and indirect taxes.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to:

1. Understand Indian Taxation Laws.
2. Tax calculation under different heads.
3. Understanding the corporate provision and tax planning
4. Understanding double taxation and the international taxation system.

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		10 Hours
<b>Introduction:</b> Definitions: Income, assesses, person, Assessment and Previous year, Residential status, Heads of Income, Computation of Taxable Income under different Heads/Sources.		
<b>UNIT-II</b>		10 Hours
<b>Taxation of Companies:</b> Special Provisions in Computation of Profits from Business, Deductions from Gross Total Income, Amalgamations of Companies and fiscal Incentives, Minimum Alternate Tax on Companies, Special Provisions relating to Tax on Distributed Profits of Domestic Companies.		
<b>UNIT-III</b>		11 Hours
<b>Tax Planning:</b> Concepts relating to Tax Avoidance and Tax Evasion, Tax Planning with reference to: Location of Undertaking, Type of Activity, Ownership Pattern, Dividend Policy, Issue of Bonus Shares, Inter Corporate Dividends and Transfers, Tax Planning relating to: Amalgamations and Mergers of Companies. Tax considerations in respect of specific managerial decisions like Make or Buy, Own or Lease, Close or Continue, Sale in Domestic Markets or Exports, Capital Budgeting Decisions, Managerial Remuneration, Foreign Collaboration and Joint Ventures.		
<b>UNIT IV</b>		11 Hours
<b>Tax Administration:</b> Filing of Returns and Assessments, Penalties and Prosecutions, Appeals and Revisions, Advance Tax, TDS, Advance Rulings, Double Taxation Avoidance Agreements.		
<b>Indian Laws and Regulations Governing International Transactions:</b> FEMA; Taxation of foreign income; foreign investments; Setting up offices and branches abroad; Restrictions on trade in endangered species and other commodities. Code and common laws and their implications to International Business		
<b>Text Books</b>		
1	E.A. Srinivas (1999), “Corporate Tax Planning”, Tata McGraw Hill.	
2	Singhania, M., & Singhania, V.K. (2020), “Student’s Guide to Income Tax”, Taxman.	
<b>Reference Books</b>		
1	Ahuja, G. K. & Gupta, R. (2021), “Systematic Approach to Income Tax”, Allahabad, Bharat Law House.	
2	Singhania, V. K., & Singhania. M. (2021). “Direct taxes planning and management”, Delhi: Taxman.	

<b>INVESTMENT BANKING AND FINANCIAL SERVICES</b>	
Course Code: MMS-213 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 3

**Introduction:** The objective of this paper is to know the different aspects of Investment banking and financial services such as Issue Management, Leasing, Hire Purchase, Factoring and Forfeiting, Insurance, Credit Rating, Valuation of bond market, yield management and financial control and reporting.

**Course Objectives:** This course delves into the structure, management and practices of investment banking (IB) from larger more universal players to boutique operations. It covers the creation of value through financial advisory services, and looks into the business practices of private equity, hedge funds, and trading operations; and the role of each in facilitating investment, the deployment of capital and the changing face of risk-taking activities.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to:

1. Understand the importance and relevance of Investment Bankers in any Financial System.
2. Understand the entire process of raising funds from primary markets along with the concerned regulations applicable in India.
3. Understand the various financial services available in financial markets particularly in India along with the latest innovations and technological integration in the field of finance.
4. Understand the functioning of Mutual Funds and

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		11 Hours
<p><b>Essentials of the Equity/Stock Market:</b> An overview of Indian Financial system, The new issue market/Initial Public Offerings (IPOs), Secondary market: stock exchange functions, market indices. Overview of Debt Market in India, Investment Banking in India, SEBI Guidelines and Merchant Bankers.</p>		
<b>UNIT-II</b>		11 Hours
<p><b>Investment Banking Functions:</b> Issue Management, Issue pricing, Underwriting, Initial Public Offers, Rights Issues and Secondary Public Offers, Public Offers of Debt Securities, Overseas Capital Market Issues. Exit Offers.</p>		
<b>UNIT-III</b>		10 Hours
<p><b>Financial Services: NBFCs – Introduction, Asset/Fund Based Services:</b> Leasing, Hire-purchase, Consumer finance, Housing Finance, <b>Insurance Services and Products:</b> Insurance Act, IRDA regulations, Corporate Governance Guidelines, Insurance Products/Services.</p>		
<b>UNIT IV</b>		10 Hours
<p><b>Mutual Funds:</b> Services and Products, Operations of Mutual Fund, Regulatory Mechanism, Mutual Fund Schemes/Products.  <b>Credit Rating:</b> Introduction, Regulatory Framework, Credit Rating Agencies, Rating process and methodology, Rating Symbols/Grades.</p>		
<b>Text Books</b>		
1	Subramanyam, P. (2005), “Investment Banking”, Tata McGraw-Hill.	
2	Khan, M.Y. (2020), “Financial Services”, Mc-Graw Hill.	
<b>Reference Books</b>		
1	Fleuriet, M. (2008), “Investment Banking Explained: An Insider’s Guide to the Industry (Professional Finance & Investment)”, McGraw-Hill Education.	
2	Kantz, M. and Johnson, R.R. (2014), “Investment Banking for Dummies”, John Wiley and Sons.	
3	Damodaran, A. (2012), “Investment Valuation: Tools and Techniques for Determining the Value of any Asset”, (3rd Ed.) Paperback, Wiley.	
4	Dun and Bradstreet (2009), Wealth Management, Tata Mc. Graw Hill.	

<b>FINANCIAL MARKETS AND INSTITUTIONS</b>	
Course Code: MMS-215 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 3

**Introduction:** The paper is going to introduce students to the role and functioning of financial markets, financial products that are traded in such financial markets and institutions associated with financial markets. It explains the role of the financial system in the economic development of the country. The paper highlights the various conceptual issues related to risk and return, the role of regulatory bodies, mechanism of commercial banking, operations of insurance companies and mutual funds are discussed elaborately. This will enable them to make rational decisions in the financial environment.

**Course Objectives:** The purpose of the course is to provide sound information and knowledge of the broad framework of the Financial System and its constituents. The course will provide the students an understanding of the inter linkages and regulatory framework within which the system operates in India.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to understand:

1. Financial architecture of an economy and its key players.
2. The working of Indian Financial markets.
3. Working of Capital market, debt market, money market in India
4. The regulatory framework of financial institutions and markets.

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		10 Hours
<b>Introduction:</b> Nature and Role of Financial System: Financial System and Financial Markets, Overview of Financial System, Markets, Institutions and Instruments; features, participants and functions of Capital Market and Money Market; Stock exchanges and SEBI, Global Currency Markets, Financial Sector Reforms.		
<b>UNIT-II</b>		10 Hours
<b>Financial Institutions and Economic Development:</b> Financial sector reforms, Recommendation of Raghuram Rajan Committee. <b>Intermediaries and their role (Banking and Non-Banking):</b> Banking Institutions: Growth and Structure; Central Bank, Private Banks, Public Sector Banks, Provident funds and pension funds, Mutual Funds, Insurance Companies, Asset Reconstruction Companies, Micro/ Macro finance institutions and their role.		
<b>UNIT-III</b>		11 Hours
<b>Financial Markets:</b> T-Bill Market, Call Money market, commercial bills market, Market for Commercial paper and Certificate of Deposits, G-Sec Market. <b>Depositories and Custodial Services:</b> Constituents of Depository system; Functions of Depository; Dematerialization and Rematerialization process, Depositories in India.		
<b>UNIT IV</b>		11 Hours
<b>Financial Services:</b> Meaning, nature and types of Financial Services; Importance of Financial Services; Insurance Services, Ban assurance, Reinsurances, Venture Capital –Private Equity – strategic secrets of private equity, Investment strategies, Hedge funds, E banking, Securitization – Indian Banking and the Financial crisis, Merchant Banking services, Issue management, Merchant Banking in India, Regulatory framework.		
<b>Text Books</b>		
1	Bhole, L.M. (2017). “Financial Institutions & Markets: Structure, Growth and Innovations”, Tata McGraw Hill.	
2	Pathak, B.V. (2011). “The Indian Financial System (Markets, Institutions and Services)”, (2nd Ed.), Pearson Education.	
<b>Reference Books</b>		
1	Saunders, A., Cornett, M. (2021), “Financial Institutions Management”, (6th Ed.), Tata McGraw Hill.	
2	Gomez, C. (2013), “Financial Markets”, Institutions and Financial Services, PHI Learning.	
3	Machiraju, H.R. (2019), “Indian Financial System”, (4th Ed.), Vikas Publishing House.	
4	Kohn, M. (2003), Financial Institutions and Markets, custom edition	
5	Fereferic S. Mishkin and Stanley G. Eakins, “Financial Markets and Institutions”, Pearson	
6	Anthony Saunders and Marcia Cornett, “Financial Markets and Institutions”, McGraw-Hill	



INTERNATIONAL FINANCIAL MANAGEMENT	
Course Code: MMS-217 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 3

**Introduction:** The course has been designed to familiarize the students with International financial risk management System and working of international Financial Institutions. Functioning of the Foreign Exchange Markets and Financial Management of a multinational firm will be the essential component of this course.

**Course Objectives:** The objectives are to introduce the environment of international finance and its implications on international business, to analyze the nature and functioning of foreign exchange markets, determination of exchange rates and interest rates and their forecasting, to define and measure foreign exchange risks and to identify risk management strategies.

**Pre-requisite:** Financial Management

**Course Outcomes:** Having successfully completed this course, the student will be able to:

1. Have a fair understanding of the MNCs operations with respect to finance.
2. Understand the functioning of Multilateral Agencies and their role in global economic development.
3. Get acquainted with the different aspects of the foreign exchange markets.
4. Understand international capital budgeting and its implications on international operations.

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		10 Hours
<b>Introduction:</b> International financial Environment- Importance, rewards & risk of international finance- Goals of MNC- International Business methods–Exposure to international risk- International Monetary system- Multilateral financial institution- Government influence on exchange rate.		
<b>UNIT-II</b>		11 Hours
<b>International flows of funds:</b> Balance of payments (determination of current account, capital account & ORA)-International Trade Flows-International Capital Flows-Agencies that facilitate international flows – Equilibrium, disequilibrium & adjustment of Balance of payment & Trade deficits.		
<b>International Financial Markets:</b> Foreign exchange markets-foreign exchange trading-Cash & Spot exchange markets-foreign exchange rates & quotation- forward markets-Exchange rate Behavior-Cross Rates-Foreign exchange market participants-arbitrage profit in foreign exchange markets, Swift Mechanism.		
<b>UNIT-III</b>		11 Hours
<b>Foreign Exchange exposure and foreign exchange risk Management:</b> Measuring exchange rate movements-Exchange rate equilibrium – Factors effecting foreign exchange rate forecasting exchange rates- international parity relationship: interest rate parity, purchasing power parity & fisher effects. Management of Transaction exposure- Management of Translation exposure-Management of Economic Exposure-Management of political Exposure- Management of Interest rate exposure. Hedging against foreign exchange exposure – Forward market- Futures Market- options Market-Currency Swaps-Interest rate Swap- Cross currency Swaps.		
<b>UNIT IV</b>		10 Hours
<b>International Investment decision:</b> International Capital Budgeting: Concept, Problems associated, Evaluation of a project, Risk Evaluation, and Impact on Value. Foreign Direct investment –Foreign portfolio investment-International Financial instruments, International Bond & Equity market, sovereign risk.		
<b>Text Books</b>		
1	Apte, P.G. (2020), “International Finance Management”, Tata McGraw Hill.	
2	Maurice, D.L. (2009), “International Finance”, (5th Ed.), New York, McGraw Hill Inc.	
<b>Reference Books</b>		
1	Eun, C.S., Resnick, B.G. (2021), “International Finance Management”, (4th Ed.), Tata McGraw Hill.	
2	Madura, J. (2018), “International Finance Management”, (7th Ed.), Thompson.	
3	Vyuptkesh, S. (2012), “International Financial Management”, (6th Edition), PHI.	
4	Siddaiah, T. (2010), “International Financial Management”, Pearson Education India.	
5	PG Apte, “International Financial Management”, 8th Ed., McGraw-Hill	
6	Geert J Bekaert and Robert J. Hodrick, “International Financial Management”, Pearson	

<b>INDUSTRIAL RELATIONS &amp; LABOUR LEGISLATION</b>	
Course Code: MMS-219 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 3

**Introduction:**

This course on Industrial Relations and Labor Laws will ensure that students develop a clear understanding about the complex interrelationships between employers and employees, labor unions and state.

**Course Objectives:** Industrial Relations play an important role in organizations. Organizational efficiency and performance are intricately interlinked with industrial relations. This course will expose students to the conceptual and practical aspects of industrial relations at the macro and micro levels.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to:

1. Understand the nature and importance of industrial relations in the backdrop of history of trade unions in India
2. Understanding the constitution, laws and issues related to Trade Unions in India
3. Develop an understanding about importance of participation in Industrial Relations

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		10 Hours
<b>Industrial Relation Management:</b> Concept-Evaluation – Background of industrial Relations in India- Influencing factors of IR in enterprise and the consequences. Economic, Social and Political environments: Employment Structure– Social Partnership – Wider approaches to industrial relation – Labour Market.		
<b>UNIT-II</b>		11 Hours
<b>Trade Union:</b> Introduction – Definition and objective – growth of Trade Union in India-trade Unions Act, 1926 and Legal framework-Union recognition-Union Problems-Employees Association-introduction, Objective Membership, Financial Status. <b>Quality of Work Life:</b> Workers’ Participation in Management – Worker’s Participation in India, shop floor, Plant Level, Board Level – Workers’ Welfare in India scenario- Collective bargaining concepts & Characteristics – Promoting peace.		
<b>UNIT-III</b>		10 Hours
<b>Industrial Disputes:</b> Meaning, nature and scope of industrial disputes – Cases and Consequences of Industrial Disputes – Prevention and Settlement of industrial disputes in India. The Industrial Disputes Act 1947, Employee Grievances: Causes of grievances – Conciliation, Arbitration and Adjudication procedural aspects for Settlement of Grievances – Standing Orders – Code Discipline.		
<b>UNIT IV</b>		11 Hours
<b>Legal Framework of Industrial Relations:</b> Settlement Machinery for Industrial Disputes: Conciliation, Arbitration & Adjudication, Legislation: The Trade Unions Act 1926, The Industrial Dispute Act 1947, The Factories Act 1948, The Contract Labour Act 1970, The Payment of Bonus Act, 1965, The Industrial Employment (Standing Orders) Act 1972, The Minimum Wages Act 1948, The Payment of Wages Act 1936, The Workmen’s Compensation Act 1923, The ESI Act 1948, The Employees’ Provident Fund and Miscellaneous Provisions Act 1952 and The Maternity Benefits Act 1961, Overview of these Acts Only.		
<b>Text books</b>		
1	Gosh, P. Nandan, S. (2015), “Industrial Relations and Labour Laws Paperback”, McGraw Hill Education.	
2	Srivastava, S.C., (2020), “Industrial Relations and Labour Laws Paperback”, Vikas Publishing House.	
<b>Reference Books</b>		
1	Padhi, P.K. (2019), “Labor and Industrial Laws”, Prentice Hall of India.	
2	Srivastava S.C (2020), “Industrial Relations and Labour Laws”, (6th Ed.), Vikas Publishing House.	
3	PRN Sinha, Sinha Indu Bala and Shekhar Seema Priyadashini, “Industrial Relations, Trade Unions and Labour Legislation”, 3rd Ed., Pearson	
4	Arun Monappa, Ranjeet Nambudhiri and Patturaja Selvaraj, “Industrial Relation and Labour Laws”, McGraw Hill	

<b>COMPENSATION MANAGEMENT</b>	
Course Code: MMS-221 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 3

**Introduction:** Compensation is a vital factor for attracting, motivating and retaining best employees for an organization. HR managers must be well versed in understanding the dynamics of determining and designing a competitive compensation package.

**Course Objectives:** The objective of the course is to develop, amongst students, an understanding on various issues, approaches and practices of compensation management and ability to design, analyze and restructure reward management policies, systems and practices.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to:

1. Understand key concepts related to labour market dynamics in determining employee wages, bases of their pay, and executive compensation, that are equitable and competitive as well as cost-effective in attracting and retaining employees
2. Determine various components of a compensation package, how to structure them, and how to develop a company's compensation policy
3. Understand recent trends in executive compensation, rewards and recognition programs, and employee benefits.

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		11 Hours
<p><b>Introduction:</b> Compensation: meaning, objectives, nature of compensation. Nature &amp; Significance of wage, salary administration, essentials-Minimum wage – Fair wage, Real wage, Issues and Constraints in Wage Determination in India.</p> <p><b>Compensation system design issues:</b> Compensation Philosophies, compensation approaches, decision about compensation, compensation- base to pay, individual Vs team rewards, Perceptions of pay Fairness, legal constraints on pay systems.</p>		
<b>UNIT-II</b>		10 Hours
<p><b>Managing Compensation:</b> Strategic Compensation planning, determining compensation-the wage mix, Development of a Base Pay System: Job evaluation systems, the compensation structure- Wage and salary surveys, the wage curve, pay grades and rate ranges, preparing salary matrix, government regulation on compensation, fixing pay, significant compensation issues, Compensation as a retention strategy.</p>		
<b>UNIT III</b>		11 Hours
<p><b>Variable Pay and Executive Compensation:</b> Strategic reasons for Incentive plans, administering incentive plans, Individual incentive plans-Piecework, Standard hour plan, Bonuses, Merit Pay, Group incentive plans-Team compensation, Gain sharing incentive Plans, Enterprise incentive plans- Profit Sharing plans, Stock Options, ESOPs, EVA. Executive compensation, elements of executive compensation and its management, international compensation Management.</p>		
<b>UNIT IV</b>		10 Hours
<p><b>Managing Employee Benefits:</b> Benefits-meaning, strategic perspectives on benefits-goals for benefits, benefits need analysis, funding benefits, benchmarking benefit schemes, nature and types of benefits, Employee benefits programs- security benefits, retirement security benefits, health care benefits, time-off benefits, benefits administration, employee benefits required by law, discretionary major employee benefits, creating a work life setting, employee services- designing a benefits package.</p>		
<b>Text Books</b>		
1	Martocchio, J. (2020), “Strategic Compensation: A Human Resource Perspective Approach”, Pearson Education.	
2	Henderson, R.I. (2009), “Compensation Management in a Knowledge-based world”, (10thed.) Pearson Education.	
<b>Reference Books</b>		
1	Singh, B.D. (2007), “Compensation and Reward Management”, Excel Books.	
2	Gerhart, B. & Rynes, S.L. (2012), “Compensation, Evidence, and Strategic Implications”, Sage Publication.	
3	Milkovich, G. & Newman, J.M. (2020). “Compensations”, New Delhi: Mc-Graw Hill Publishing Company.	
4	Berger, L.A. & Berger, L.A. (2015), “The Compensation Handbook: A State-of –the – Art Guide to Compensation Strategy and Design”, Tata McGraw Hill.	
5	Joseph j. Martocchio, “Strategic Management: A Human Resource Management Approach”, 10th Ed., Pearson	

<b>ORGANIZATIONAL DEVELOPMENT</b>	
Course Code: MMS-223 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 3

**Introduction:** The course aims to discuss and build the background of organizational development and understand its managerial perspective.

**Course Objectives:** For the organization to survive and remain effective with the changing environment, it must develop effective strategies for renewal. The course aims at acquainting the students with theory and practice of planned change, organizational renewal and development.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to

1. Understand Nature and Characteristics of Organization Development
2. Recognize the Diagnostic Process and Introduction to OD Interventions
3. Learn about Employee Empowerment, Performance Management Systems
4. Restructure Organization

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		11 Hours
<b>Organizational Development as a Profession and Field of Practice:</b> Nature and Characteristics of Organization Development, Organization Development as an evolving field of Practice. Managing the Organization Development Process, Organizational Change Theories and Models, Organizational Change process, Values, Ethics and assumptions of OD, Role and Competencies of the OD practitioner.		
<b>UNIT-II</b>		10 Hours
<b>The Diagnostic Process and Introduction to OD Interventions:</b> Diagnosis: At the Organization, Group and Individual Level. Data Collection Process, Diagnostic Methods, Challenges in Diagnosis, Diagnostic Information Feedback: Survey Feedback. Designing Interventions, Characteristics of Effective Interventions, The Intervention Process.		
<b>UNIT-III</b>		11 Hours
<b>Organizational Development Interventions:</b> Sensitivity Training, Process Consultation, Third-Party Interventions, Team Building, Organization Confrontation Meeting, Intergroup Relations Interventions, Large Group Interventions: Grid OD; System 4 Management; Role Playing, Employee Empowerment, Performance Management Systems, Employee Wellness Interventions, Career Planning, MBO.		
<b>UNIT IV</b>		10 Hours
<b>Techno Structural and Strategic Interventions:</b> Restructuring Organizations, Job Enrichment, Socio-technical Systems, TQM and Quality Circles, Culture Change, Self – Designing Organizations, Learning Organizations, OD practitioners as Agents of Social Change, Future of OD in a VUCA World (Volatility, Uncertainty, Complexity, Ambiguity).		
<b>Text books</b>		
1	Cummings, T. G. & Worley C. G., (2015), “Organisational development and Change”, (10th Ed.) Cengage Learning.	
2	Brown, D.R. & Harvey, D. (2013), “An Experiential Approach to Organization Development” Pearson Education.	
<b>Reference Books</b>		
1	French, W., Cecil, H. Bell & Jr. (2005). “Organizational Development”, Prentice Hall of India Pvt. Ltd.	
2	Jones, B.B. & Brazzel, M (2014), “The NTL Handbook of Organizational Development and Change: Principles, Practices and Perspectives”, (2nd Edition), Wiley.	
3	Burnes B. (2014). “Managing Change: A Strategic Approach to Organizational Dynamics. London”, Pitman.	
4	Boss, R.W., & McConkie, M.L. (2008). “Team building. In T. G. Cummings, Handbook of organization development”. Thousand Oaks, CA: Sage.	
5	Burke and Noumair, “Organizational Development”, Pearson	



<b>STRATEGIC HUMAN RESOURCE MANAGEMENT</b>	
Course Code: MMS-225 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 3

**Introduction:** Focus has now shifted on how HR function can add value to the overall business effectiveness. HR plays a pivotal role in helping organizations in attaining their strategic goals.

**Course Objectives:** The objective of the course is to develop the perspective of strategic human resource management. Course would enable students to distinguish between the strategic approach to human resources and the traditional functional approach and understanding the relationship of HR strategy with overall corporate strategy.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to:

1. Understand the role of HR in strategic planning and management of organizational goals
2. Learn how to develop HR strategy for optimum utilization of workforce and their effective training and development

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		10 Hours
<p><b>Understanding Strategic HRM:</b> Traditional Vs strategic HR, Typology of HR activities, ‘Best fit’ approach Vs ‘Best practice’ approach, HR strategy and the role of national context, sectoral context and organizational context on HR strategy and practices, Investment perspective of human resources. HR Strategy Formulation HR Strategy in Multinational, Global and Transnational companies, Corporate Ethics, Values and SHRM</p>		
<b>UNIT-II</b>		11 Hours
<p><b>Aligning HR Systems with business strategy</b> Sustained competitive advantage – how HR adds value to the firm • HR as scarce resource• inimitable resource •non-substitutable resource, HRM leading strategy formulation, Alternative HR systems universalistic contingency configurational, Congruence and Integrated HR systems, Designing congruent HR systems.</p> <p><b>HR Strategy in workforce utilization:</b> Efficient utilization of Human resource • cross training and flexible work assignment •work teams •non-unionization, Strategies for employee shortages, Strategies for employee surpluses.</p>		
<b>UNIT-III</b>		11 Hours
<p><b>HR strategy for training and development:</b> Benefits, Strategic HR Planning Acquisition and Development planning and strategizing training, integrated learning with performance management system and compensation.</p> <p><b>High Performance Work Practices:</b> Individual high-performance practices, limitations of individual HPWP, Systems of HPWP skill system •motivating system, Individual practice Vs systems of practices, Universal practices Vs contingency perspectives.</p>		
<b>UNIT IV</b>		10 Hours
<p><b>Strategic HRM in emerging HR:</b> HR Strategy in workforce diversity • virtual teams’ flexitime and telecommuting HR Issue outsourcing •contingent and temporary workers• Global sourcing of labor, Expatriation and repatriation management in global HRM, Gender discrimination and Glass ceiling effect, Employee engagement strategies, Talent management and retention. Global Environment of HR: Change &amp; Diversity</p>		
<b>Text Books</b>		
1	Darwish., T.K. (2013), “Strategic HRM Power, Influence and Organizational Politics. And Performance: Theory and Practice”, Intrapersonal, Interpersonal, Intergroup and Cambridge Scholars Publishing.	
2	Truss, C., Mankind, D., Kelliher, C. (2014), Strategic Human Resource Management Oxford	
<b>Reference Books</b>		
1	Rees, C. & Edwards, T. (2010), “International Human Resource Management”, (2nd Ed.), Pearson Education.	
2	Dowling, P.J. & Welch, D.E. (2010), “International Human Resource Management: Managing People in a Multinational Context”, Cengage Learning India Pvt. Ltd.	
3	Greer, C. (2008), “Strategic Human Resource Management”, Pearson Education	
4	Kandula S. R. (2009), “Strategic Human Resource Development”, Prentice Hall India.	
5	Evans, P., Pucik, V. & Barsoux, J.L. (2010), “The Global Challenge: Frameworks for International Human Resource Management”, Tata McGraw Hill, Delhi.	
6	Mark N.K. Saunders, Philip Lewis, Mike Milmore, Adrian Thornhill and Trevor Morrow, “Strategic Human Resource Management: Contemporary Issues”, 1st Ed., Pearson	

<b>CHANGING PARADIGMS IN LEADERSHIP</b>	
Course Code: MMS-227 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 3

**Introduction:** Power and politics are an integral part of organizational dynamics and thus it is pertinent for navigating through the political jungle to wield influence. As an astute head and strategist, a leader should be able to diagnose the negative forces, anticipate moves and handle resistance to the initiatives that he wants to take.

**Course Objectives:**

The course aims to develop an orientation for implementing complex and long-range decisions through effective leadership, power and influence. The objective of this course is to help students develop their skills in effective use of different forms of influence in the decision-making process, preparing them for leadership positions. The syllabus is intended to facilitate an understanding of the structure and dynamics of negotiation and the appropriate application of persuasion strategies and influence at work and other settings.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to:

1. Gain insights on how to develop their leadership skills and behaviors.
2. Develop perspectives on how to adapt and lead teams more effectively whilst creating a top-line perspective on strategy and implementation

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		10 Hours
Introduction: Understanding Dynamics of Influence and Organizational Politics. and Performance: Intrapersonal, Interpersonal, Intergroup and Cambridge Scholars Publishing. Institutional power		
<b>UNIT-II</b>		10 Hours
<b>Power and Its Distribution:</b> Bases of Power and Development of Multiple Sources of Power. Impact of ideological factors, structural issues, dependency and scarcity on distribution of power. Learnings from Chanakya, Kautilya		
<b>UNIT-III</b>		11 Hours
<b>Spiritual Leadership:</b> Integrate scriptures and theological tradition with diverse contemporary cultural contexts, Spiritual Leaders: lessons from Swami Vivekananda’s Teachings. Aspects of personal power and leadership as propounded by Hinduism and Buddhism <b>Power and Social Influences:</b> Leaders and use of power. Misuse and loss of power. Introduction: Social Influence processes- Persuasion and Negotiation; principles of influence; influence tactics		
<b>UNIT IV</b>		11 Hours
<b>Servant Leadership:</b> Listening, Empathy, Awareness, Stewardship, Conceptualization, Foresight. <b>Disruptive Leadership:</b> The scale of the challenges and the accelerating speed of innovation, innovation leadership—a new way of fostering counterintuitive ideas, forcing improbable insights. Opening minds to uncomfortable solutions. Disruptive Leadership - fostering a culture of game-changing innovation, framework and motivation to generate ideas and execute solutions.		
<b>Text Books:</b>		
1	Zaleznick. A. (2006), “Learning Leadership: The Abuse of Power in Organizations”, London: Sage.	
2	Cialdini, R. B. (2021), “Influence: Science and practice”, New York: Allyn and Bacon.	
<b>Reference Books:</b>		
1	Bocankova, M. (2010). “Intercultural communication: typical features of the Czech, British, American, Japanese, Chinese and Arab cultures”. Praha: Oeconomica.	
2	Brett, J. M. (2014), “Negotiating globally: How to negotiate deals, resolve disputes, and make decisions across cultural boundaries”, San Francisco: Jossey Bass.	

CONSUMER BEHAVIOUR	
Course Code: MMS-229 Contact Hours: L-3 T- 1 P-0 Course Category: DEC	Credits: 4 Semester: 3

**Introduction:** This course will help the students take a comprehensive view of the buyer by understanding the behavioral models and concepts designed to comprehend, evaluate, and predict consumer behavior. Emphasis will be on how consumer psychology and consumer behavior is shaped by internal and external influences. The students will be able to answer; what motivates the consumer to make a purchase.

**Course Objectives:** The objective of this paper is to learn the conceptual and theoretical concepts of buyer behavior and apply them to real-life marketing situations and practices. The course analyses the behavioral dimension of marketing and enables students to understand how cultural, social, psychological, and personal factors influence the consumer decision making. It will help students understand buyer behavior and align the knowledge with the formulation of suitable marketing strategies.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to:

1. Explain and put to use the key terms, definitions, and concepts used in the study of consumer behavior.
2. Ascertain and understand how consumers take decisions, process information, make preferences and select.
3. Explore how marketing tactics are used to influence consumer behavior and take marketing management decisions.
4. Understand the changing factors in our society and how social classes have a profound effect on consumer behavior.

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		10 Hours
<b>Introduction to consumer behavior:</b> Definition of consumer behavior, applications of consumer behavior -Consumer behavior and marketing strategy, Consumer Research-Primary and secondary methods-tools used-survey, focus groups, personal interviews, projective techniques, Consumer segmentation-bases of segmentation-demographic, behavioral benefit.		
<b>UNIT-II</b>		10 Hours
<b>Influence of social class:</b> Definition and meaning of social stratification-factors responsible for social stratification-characteristic features of social classes- social influence on consumer behavior. Group Dynamics and consumer reference groups- definition and meaning of group – reasons for formation of group- types of groups relevant to consumer behavior information.		
<b>UNIT-III</b>		11 Hours
<b>Individual Determinants:</b> Perception-factors interception- meaning of perception- perceptual process-factors responsible for perceptual distortion, Learning- Weber’s Law-Classical conditioning-operant conditioning-marketing implications- Components of learning process, Personality and emotion, Personality –meaning and nature – characteristics of personality- stages in the development of personality- personality influences and consumer behavior		
<b>UNIT IV</b>		11 Hours
<b>Motivation – needs – goals:</b> Dynamic characteristics of motivation – consumer imagery and perceived risk, hard core behavioral perspective-social learning perspective-cognitive approach-biological approach-rational expectations psychoanalytical perspective-Maslow’s hierarchy of needs- Properties of motivation- Three main types of conflicts-Attitudes-definition beliefs-affect- behavioral intention-attitude changing strategies		
<b>Consumption and post purchase Behavior:</b> Consumer satisfaction concept, cognitive dissonance, consumer delight, Consumer Value, Consumer Value Delivery Strategies, Competitive advantage through customer value Information – Customer value determination process - Measuring customer satisfaction.		
<b>Text Books</b>		
1	Schiffman L.G. and Kanuk L.L. (2014), “Consumer Behavior”, (11th Ed.), Prentice Hall of India, New Delhi.	
2	Solomon, Michael R. (2016), “Consumer Behavior: Buying, Having and Being”, (11th Ed.), Pearson Education	
<b>Reference Books</b>		
1	Seth, J. N. & Mittal, B. (2003). “Customer Behavior-A Managerial Perspective”, (2nd Ed.) Thomson South-Western.	
2	Hawkins, D. I. & Roger, J. B. and Kenneth, A.C. (2001). “Consumer Behavior-Building Marketing Strategy”, Irwin McGraw-Hill, New York.	
3	Solomon, “Consumer behavior: Buying, Having, Being”, 13th Ed., Pearson	
4	David Mothersbaugh, Delbert Hawkins, Susan Bardi Kleiser and Roger Best, “ Consumer Behaviours: Building Marketing Strategy”, 14th Ed., McGraw Hills	

<b>ADVERTISING AND BRAND MANAGEMENT</b>	
Course Code: MMS-231 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 3

**Introduction:**

The course aims at imparting the candidates with basic knowledge of the advertising sale along with detailed aspects of brand management promotion. It will guide students through various approaches to understand the complexities and processes of marketing decision making and the role of advertising and brand management. Especial emphasis is laid on students' understanding of the association between effective advertising and brand success that will improve managerial decision-making with respect to brands. The courses coach the students in digital and new media and its connection with advertising and marketing strategy.

**Course Objectives:** The basic objective of this courses to:

1. Inculcate in students a comprehensive understanding of the theories, models, and processes of Advertising and Branding.
2. Gain expertise in applying the analytical concepts and tools of marketing and develop skills in formulating and implementing marketing strategies for brands and businesses.
3. Enable students to understand concepts and theories underlying marketing decision making and provide them with a set of approaches to consider when faced with a decision involving understanding customer responses to marketing actions.
4. Train students to use statistical techniques to understand empirical data and draw inferences.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to:

- Understand how brand value is a good predictor of brand performance.
- Study advertising and its functions in relation to brand success;
- Critically evaluate how innovative ideas and executions will contribute to brand success;
- Analyze advertising and branding techniques and apply them to a wide range of issues;
- Identify important issues related to planning and implementing brand strategies for a diverse group of marketing offerings (e.g., products, services, industrial goods, etc.).

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		10 Hours
<b>Introduction to Advertisement:</b> Concept and definition of advertisement – Social, Economic and Legal Implications of Advertisement, Advertisement planning and strategy, Setting advertisement objective – DAGMAR and other models, Advertisement budgets		
<b>UNIT-II</b>		10 Hours
<b>Advertisement Media:</b> Media plan – type and choice criteria – reach and frequency of advertisements- cost of advertisements related to sales – media strategy and scheduling.		
<b>UNIT-III</b>		11 Hours
<b>Design and Execution of Advertisement:</b> Message development – different types of advertisement – layout – design appeal – copy structure – advertisement production – print– Radio. T.V. and web advertising – Media Research – testing validity and reliability of ads– measuring impact of advertisements.		
<b>Brand-concept:</b> Nature and Importance of Brand; Brand vs. Generics, Brand Life Cycle, Brand Name and Brand Management.		
<b>UNIT IV</b>		11 Hours
<b>Brand Identity:</b> Conceiving, Planning and Executing (Aaker Model), Brand Loyalty, Measures of Loyalty; Brand Equity: Concepts and Measures of Brand Equity-Cost, Price and Consumer Based Methods; Sustaining Brand Equity; Brand Personality.		
<b>Brand Positioning:</b> Concepts and Definitions, Repositioning, Celebrity Endorsement, Brand Extension; Differential Advantage: Strategies for Competitive Advantage, Brand Pyramid; Branding in different sectors; Role of e-communities in Brand Management.		
<b>Text Books</b>		
1	Aaker, D. A., Batra, R. and Myers, J. G. (1995), “Advertising Management”, Prentice Hall.	
2	Keller K. L. (2015), “Strategic Brand Management”, (4th Ed.), Pearson Education	
<b>Reference Books</b>		
1	Belch, G. E. & Belch, M. A. (2001), “Advertising and Promotion”, Tata McGraw Hill, Delhi.	
2	Arnold, D. (2002), “The Handbook of Brand Management, Random Century House”, London.	
3	O’Guinn, T., Allen, C. (2019), “Advertising Management with Integrated Brand Promotion”, (1st Ed.), Cengage Learning India Pvt. Ltd, New Delhi.	
4	Hard, N. (2005), “The Practice of Advertising”, Butter worth Heinemann, Oxford.	
5	William Arens, Michael Weigold and Christian Arens, Contemporary Advertising”, 16th Ed., McGraw Hill	



<b>RURAL AND SOCIAL MARKETING</b>	
Course Code: MMS-233 Contact Hours: L-3 T-1 P-1 Course Category: DEC	Credits: 4 Semester: 3

**Introduction:** Rural market is an imminent segment and has a distinct identity and a separate strategy is required to understand that.

**Course Objectives:** This paper aims to make students familiar with the uniqueness and differences of rural and social marketing to develop suitable strategic framework for expansion and consolidation in these markets.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to

- Understand rural and social markets.
- Have an idea of Rural Marketing Research
- Understand the application of Strategies in Rural Market and Social Market.

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		10 Hours
<b>Rural Marketing Introduction:</b> Definition; Myths and Reality of Rural Markets; Characteristics of Rural People; Rural market Environment; Rural Infrastructure; Problems of Rural Marketing as regards Product Positioning; Distributions; Language; Media; Transport etc. Challenges for Rural Marketing		
<b>UNIT-II</b>		10 Hours
<b>Rural Marketing Strategies:</b> Rural Market, Segmentation; Product Strategies; Pricing, Strategies; Promotion Strategies; Distribution Strategies.		
<b>UNIT-III</b>		11 Hours
<b>Rural Marketing Research:</b> Role of IT in Rural Marketing (e-Chaupals etc.) with few case studies; Marketing of Rural and Cottage Industry Products. Future of Rural Marketing in India.		
<b>Foundation of Social Marketing:</b> Definition; Nature and Scope; Social Marketing Challenges; Conceptual Framework of Social Marketing; Need for Social Marketing.		
<b>UNIT IV</b>		11 Hours
<b>Social Marketing Strategies and Applications:</b> Social Markets Segmentation; Product Strategies; Marketing Mix; Pricing Strategies		
<b>Promoter Strategies:</b> Role of Govt. and NGOs in Social Marketing; Social Marketing; Applied in Family Planning; Medicare; Small Savings; AIDS Prevention, Swacch Bharat Abhiyan, Ujjwala Yojna, Beti Padhao-Beti Bachao.		
<b>Text Books</b>		
1	Pradeep, K. (2019), “Rural Marketing”, Pearson Education India.	
2	Dogra B. & Ghuman K. (2016), “Rural Marketing Concepts and Practices”, Tata McGraw-Hill.	
3	Lee, N.R., Kotler, P. (2015), “Social Marketing: Changing Behaviour for Goods”, (5th Ed.), Sage Publications Inc.	
<b>Reference Books</b>		
1	Pradeep. K. & Siddhartha, R. (2019), “Rural Marketing”, Biztantra Publishers.	
2	Ramakrishnan, R. (2019), “Rural Marketing”, New Century.	
3	Crishnama Charyulu C.S.G. & Ramakrishnan L. (2011), “Rural Marketing Text & Cases”, Pearson Education.	
4	Rajan, R.V. (2011), “Don’t Flirt with Rural Marketing”, Productivity and Quality, India	

<b>INTERNATIONAL MARKETING</b>	
Course Code: MMS-235	Credits: 4
Contact Hours: L-3 T-1 P-0	Semester: 3
Course Category: DEC	

**Introduction:**

The course is designed bearing in mind the global marketplaces and underlines the importance of cultural diversity for businesses to respond effectively to diverse market conditions. It also studies the macro and micro-environmental factors which help identify and evaluate market entry strategies. Students explore all aspects of marketing from a global perspective to better respond to international opportunities and competitive situations.

**Course Objectives:**

This course aims at understanding the theoretical and conceptual principles of international marketing. The objective is to develop an insight in cross-cultural marketing issues across borders and developing an understanding of marketing implications in design and implementation of successful international marketing programs. The purpose is to understand how to develop and manage a strategic international marketing initiative.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to:

1. Examine the environmental variables that affect international marketing;
2. Define the strategies that can lead to successful international marketing given the macro and micro environmental constraints;
3. Discuss the management decisions and problems, highlighting those specific to the international arena;
4. Understand how managers accomplish the functional tasks that constitute international marketing such as marketing intelligence and “mix” adaptations

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		10 Hours
International Marketing: Meaning, Nature and Importance; International Marketing Orientation: E.P.R.G – Approach: An overview of the International Marketing Management Process; International Marketing Environment.		
<b>UNIT-II</b>		10 Hours
International Market Segmentation and Positioning: Screening and Selection of Markets; International Market Entry Strategies: Exporting, licensing, Contract Manufacturing, Joint Venture, M&A, Setting up Wholly Owned Subsidiaries Abroad, Strategic Alliances.		
<b>UNIT-III</b>		11 Hours
<b>International Product and Pricing Strategies: Product Designing</b> , Product Standardization Vs Adaptation, Managing Product Line, International Trade Product Life Cycle, New Product Development; Pricing for International Markets; Factors affecting International Price Determination.		
<b>UNIT IV</b>		11 Hours
<b>Managing International Distribution and Promotional Distribution Channel Strategies: -</b> International distribution Channels- their roles and functions; Selection and Management of overseas agents, international distribution logistics.		
<b>Text Books</b>		
<b>1</b>	Onkvisit, S. and shaw, J.J. (2009), “International Marketing- Strategy and Theory, 5 <sup>th</sup> Ed., Taylor and Francis.	
<b>2</b>	Keegan, W.J. (2017), Global Marketing, 9 <sup>th</sup> Ed., Pearson Education, New Delhi.	
<b>Reference Books</b>		
<b>1</b>	Cateora, P. R. and Graham J. L. (2013), International Marketing, (16 <sup>th</sup> Ed.), Tata McGraw- Hill, New Delhi.	
<b>2</b>	Czinkota, Michael R., and Ronkainen, Ilkka A. (2010), International Marketing, (19 <sup>th</sup> Ed.), Cengage Learning, New Delhi.	
<b>3</b>	Green and Keegan, “Global Marketing”, 10th Ed., Pearson	
<b>4</b>	Philip Cateora, John Graham, Mary Gilly and Bruce Money, “International Marketing”, 8th Ed., McGraw Hill	

SALES AND DISTRIBUTION MANAGEMENT	
Course Code: MMS-237 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 3

**Introduction:**

With customers at the centre of the economic universe, competition catches up quickly with fast growing corporations. In this era, while we focus on advancing technologies which make it possible to produce and distribute goods and services at speed, human performance remains the most important factor contributing to the effective functioning of a firm with its customers. Hence, a company's sales team and channel partners have a larger role to play in fulfilling organisational objectives. The sales and distribution function of a modern-day corporation must not merely sell products; they must also be actively involved in solving customer problems and building a long-lasting relationship with them.

**Course Objectives:**

This course is designed to impart the necessary knowledge and skills necessary to manage the downstream part of the value chain of an organization i.e., the sales and distribution. This course will make students appreciate that globalization has affected competition, communication, information technology, and customer orientation which in turn have made sales and distribution management extremely important. This course will help the participants to develop critical skills for generating, evaluating and selecting sales and distribution strategies. This subject will cover the concepts, attitudes, techniques and approaches required for effective decision making in the areas of Sales and Distribution.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to:

1. Understand & appreciate the diverse variables affecting the sales & distribution function
2. Apply concepts related to improving performance of Sales Team
3. Analyze roles and responsibilities of a Sales and Marketing Manager
4. Design and implement sales and distribution plans

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		10 Hours
Introduction to Sales Management: Marketing vs Selling, Importance and scope of selling, selling theories, sales function and multi-sales-channel, Personal selling Process, Sales organization structure, sales forecasting, ethical issues in selling.		
<b>UNIT-II</b>		10 Hours
<b>Territory Design and Sales Quota</b>		
Approaches and techniques to design sales territories, Sales quota; procedure, types and methods, sales contests, analysis and controlling of sales personnel, sales analysis, cost and profitability.		
<b>UNIT-III</b>		11 Hours
<b>Distribution Channel Functions and Institutions:</b> Value creation by intermediaries, channel structure in FMCG, Industrial Goods and Services in India, Online Vs Offline, selection, channel power and channel conflict, operational issues in channel management, motivation and evaluation of channel members.		
<b>UNIT IV</b>		11 Hours
<b>Physical Distribution System:</b> Objective and scope; An overview of Logistics Management; Transportation and Warehousing Decisions, application of new age technology in logistics and transportation, developing competitive advantages through physical distribution.		
<b>Text Books</b>		
1	Tanner Jr., J.F., Honeycutt Jr., E.D. and Erffmeyer, R.C. (2009), "Sales Management", Pearson Education, New Delhi.	
2	Havaladar, K K. and Cavale, VM. (2011), "Sales and Distribution Management: Text and Cases", Tata McGraw Hill, New Delhi	
<b>Reference Books</b>		
1	Still, C. and Govoni. N (2009), "Sales Management, Decisions, Strategies and Cases", Prentice Hall of India Pvt. Ltd.	
2	Rosenbloom, B. (2012), "Marketing Channels", South Western Cengage Learning.	
3	Jobber, D. and Lancaster, G. (2013), "Selling and Sales Management", (9th Ed.), Pearson Education.	

MARKETING RESEARCH	
Course Code: MMS-239 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 3

**Introduction:**

The Marketing Research paper aims to improve the students marketing and business decision making skills. This module gives the student a firm foundation of the relationship between Management and Market Research. The issue facing managers is not a shortage of information but how to use the available information to make better decisions. Therefore, the course has been designed to develop familiarity with application of statistical methods in managerial problem solving and decision-making.

**Course Objectives:** The basic objective of this course is to:

1. Develop theoretical and practical understanding of marketing research concepts, tools and techniques in decision making.
2. To empower students to develop data analytics skills for meaningful interpretation of the data sets for solving the business/research problems.
3. To learn different research methods, and when to use them.
4. To master the necessary skills for conducting research, including situation analysis, research design, data collection and analysis, and preparing the research report.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to:

- Outline the basic concepts associated with marketing research.
- Explain the concepts about contemporary marketing research.
- Develop understanding on various kinds of research, objectives of doing research, research process, research designs and sampling.
- Code and analyze the data.
- Interpret and present research reports for the purpose of evaluating the adequacy of the research design, and making managerial decisions based on research reports.
- Apply research in the marketing area.

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		10 Hours
<b>Foundations of Marketing Research:</b> Meaning, objectives, motivation and utility of marketing research. Characteristics of scientific methods. Marketing research process. Defining a research problem and developing a research approach; the need of different types of research; types of marketing problems. Writing a research proposal.		
<b>UNIT-II</b>		10 Hours
<b>Research Design:</b> Concept and Importance in Research - Features of a good research design– Exploratory Research Design – concept, types and uses, Descriptive Research Designs - concept and uses, cross sectional and longitudinal studies. Experimental Design: Causal relationships, Concept of Independent & Dependent variables, extraneous variable, Treatment, Control group.		
<b>UNIT-III</b>		11 Hours
<b>Measurement and Attitude Scaling:</b> Concept, problems in measurement of marketing research variables, levels of measurement: Nominal, Ordinal, Interval, and Ratio. Comparative and non-comparative scaling techniques: Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired Comparison & Forced Ranking. Projective techniques. <b>Data Collection:</b> Sources of data; use and appraisal of existing information, primary and secondary data; Information from respondents, sampling design and questionnaire design, interviewing, various methods of survey/ data collection, email/ internet survey.		
<b>UNIT IV</b>		11 Hours
<b>Data Analysis:</b> Hands on session on tools like SPSS for data analysis techniques like factor analysis, correlation and regression, discriminant analysis for analyzing qualitative as well as quantitative data. <b>Report preparation and Presentation:</b> Research reports; types, layout and structure of research reports, precautions in writing research reports, referencing styles. Ethical issues in marketing research.		
<b>Text Books</b>		
1	Malhotra, N.K, Dash S. (2010), “Marketing Research: An Applied Orientation”, (6th Ed.), Pearson Education, India.	
2	Zikmund, W.G. and Babin, B. J. (2016), “Essence of Marketing Research”, (11th Ed.), Cengage Learning.	
<b>Reference Books</b>		
1	Boyd, X. & Westfall, R. (1989), “Marketing Research”, All India Traveler Book Seller.	
2	Nargundkar, R. (2008), “Marketing Research”, (2nd Ed.), Tata McGraw Hill.	
3	Beri, G.C. (2013), “Marketing Research”, (5th Ed.), Tata McGraw Hill.	
4	Green, P. E., Tull, D. S. and Albaum, G., “Research for Marketing Decisions”, Prentice Hall of India.	
5	Burns and Veeck, “Marketing Research”, 9th Ed., Pearson	
6	Joseph Hair, David Ortinau, Dana E. Harrison, Mary Celsi and Robert Bush, “Essentials of Marketing Research”, 5th Ed., Mc Graw Hill	



## BUSINESS PROCESS REENGINEERING AND CHANGE MANAGEMENT

Course Code: MMS-241 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 3
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**Introduction:** Business Process Reengineering implementation often leads to fundamental changes within an organization's structure and management process. BPR is a tool for significant change in organization performance. Adjusting the thinking which has led to the present scenario is the greater priority. Change management is people-oriented as it studies the effects brought by the change.

**Course Objectives:** This course introduces the students to the issues and opportunities provided by Business Process Reengineering. The course stresses how change management helps to ease the process of BPR.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to

1. Understanding various BPR methodologies and their applications
2. Appreciate various alternative techniques of BPR – TQM, Work Study, Benchmarking and their applications
3. Develop a draft change management policy
4. Support staff and help them understand the change process

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		10 Hours
<b>Introduction to Business Process Reengineering:</b> Concept of Business Process Reengineering, Definition, Nature, Significance and rationale of Business Process Reengineering, Reengineering scenario in Indian Organization in comparison to global level, Problems issues, scope and trends in BPR.		
<b>UNIT-II</b>		11 Hours
<b>Strategic aspects of Business Process Reengineering:</b> Implementing BPR, Methodology and steps, IT enabled reengineering, Strategic aspects of BPR, BPR and Total Quality Management, the paradigm of Mass customization, managing organizational change, Lean manufacturing and Total Quality Management, Principles of Total Quality Management, Just in Time philosophy.		
<b>UNIT-III</b>		10 Hours
<b>Process Mapping:</b> Types of process maps, Flow Charts, Swim Lanes Diagram, SIPOC, Value Stream Mapping, Transforming/ Reinventing the enterprise, Team building, Measurement issues in BPR, Assess Business Processes using established Performance Metrics, Case studies of success as well as failure.		
<b>UNIT IV</b>		11 Hours
<b>Change Management:</b> People view, empowering people, reengineering management. Issues of purpose, culture, process and performance, Change and Management of BPR, Process of Change, Stages in Change, Different change agents in an organization.		
<b>Text Books:</b>		
<b>1</b>	Hammer, M.M. & Chamby, J. J. (2006), "Reengineering the Corporation", Harper Collins.	
<b>2</b>	Radhakrishnan, R. and Balasubramanian, S. (2008), "Business Process Reengineering: Text Cases", PHI	
<b>3</b>	Harriott, P. (1964), "Process Control", McGraw Hill Education.	
<b>4</b>	Sethi. V. & King, W.R. (1998), "Organizational transformation through business process Reengineering", Pearson education.	

<b>BUSINESS SYSTEMS ANALYSIS AND DESIGN</b>	
Course Code: MMS-243 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 3

**Introduction:** This course will introduce the basic concepts underlying systems analysis and design, focusing on contextual inquiry/design and data modelling, as well as the application of those analytical techniques in the analysis and design of organizational information systems.

**Course Objectives:** To equip students with techniques for undertaking requirement analysis and designing IT based systems.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to

1. Apply object-oriented concepts to capture business requirements.
2. Design and Develop of Information Systems in a real-world business environment.
3. Students would be able to design and manage projects, analyze and document systems, design new systems and implement their plans.
4. Gain in depth knowledge of software systems engineering, data modelling to business intelligence, project management and business engineering with ERP solutions.

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		10 Hours
<b>Introduction:</b> Business and technology drivers of information systems, Information systems building blocks, stakeholders' perspectives, Issues related to planning, implementation and maintenance of IT based Systems.		
<b>UNIT-II</b>		11 Hours
<b>Requirement Analysis:</b> Systems development life cycle, Software development process models, software requirement specification, Fact finding techniques for requirement analysis.		
<b>UNIT-III</b>		10 Hours
<b>Requirement Modelling:</b> Modelling system requirements with Use Cases, Sequence diagrams, Data modelling, Process modelling, Object oriented analysis		
<b>UNIT IV</b>		11 Hours
<b>Systems Design:</b> Design of input, process and output subsystems including user interface design, database design and object-oriented design, software application architecture		
<b>Text Books</b>		
1	Sommerville, I. (2016), "Software Engineering", (10th Ed.), Pearson's.	
2	Dannis A., Haley B., Tegarden D. (2021), "Systems Analysis and Design: An Object-oriented Approach with UML", John Wiley & Sons.	
<b>Reference Books</b>		
1	Pressman, R.S. (2020), "Software Engineering – A Practitioner's Approach", McGraw-Hill.	
2	Whitten J.L. and Bentley L.D. (2007), "System Analysis and Design Methods", (7 <sup>th</sup> Ed.), McGraw-Hill.	

DATABASE MANAGEMENT SYSTEM	
Course Code: MMS-245 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 3

**Introduction:** Database Management System (DBMS) is a Software for data storage & retrieval, for creating user interface (forms), reports, and for administering a DB system (security, access, etc.). An implementation of a DBMS product to support various information needs in a company includes one or more databases, logic (business rules), backend code and user interface. An information system that is built from “applying” a DBMS or a database to a specific domain, supports specific information needs.

**Course Objectives:** To equip students with techniques for undertaking requirement analysis and designing IT based systems.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to

1. Use the basics of SQL and construct queries using SQL in database creation and interaction.
2. Analyze a problem, and identify and define the computing requirements appropriate to its solution.
3. Design, implement, and evaluate a computer-based system, process, component, or program to meet desired needs.
4. Recognize major software architectural styles, design patterns, and frameworks.

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		11 Hours
<b>Introduction:</b> File Systems and Database; Components of Database Management Systems, Advantages of DBMS; Database Management Models: Relational, Network, Hierarchical, Object Oriented.		
<b>UNIT-II</b>		10 Hours
<b>Logical Data Modelling:</b> Entity-Relationship Data Model, Normalization and its significance and different levels of normalization		
<b>UNIT-III</b>		10 Hours
<b>Relational Database Design:</b> Physical Database Design, Integrity Constraints, database security and disaster recovery strategies.		
<b>UNIT IV</b>		11 Hours
<b>Querying RDBMS:</b> Structured Query Language (Data Definition, Data Manipulation, Data Control), Aggregate Functions, Nested Sub Queries, Views. <b>NOSQL Database</b> Features of NoSQL, Datatypes, Benefits of NoSQL.		
<b>Text Books</b>		
1.	Ramakrishnan R. and Gehrke J. (2014), “Database Management Systems”, McGraw Hill.	
2.	Connolly T. and Begg C. (2008), “Database Systems: A Practical Approach to Design”, Implementation and Management, (6th Ed.), Pearson.	
<b>Reference Books</b>		
1.	Sumathi S. and Esakkirajan S. (2008), “Fundamentals of Relational Database Management Systems”, Springer.	

<b>DATA WAREHOUSING AND ONLINE ANALYTICAL PROCESS</b>	
Course Code: MMS-247 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 3

**Introduction:** This course discusses the basics of database and DBMS along with the procedure of constructing and using a data warehouse. It also aims at imparting knowledge about how to perform complex analytical calculations and data discovery.

**Course Objectives:** To equip students with techniques of maintaining organizational data in structured form for easy retrieval and decision making

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to:

1. Create, modify, store and retrieve data.
2. Define the structure of data elements and to set relationships between them.
3. Design an efficient and normalized relational database schema, create indexes and implement views.
4. Analyze information from data at high efficiency and store huge amount of data structured or unstructured.

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		11 Hours
<b>Concept of Data Warehouse:</b> Differences between operational database systems and data warehouse, Uses of Data warehouse, Justifying a Data warehouse, Contents of Data warehouse.		
<b>UNIT-II</b>		10 Hours
<b>Data Warehouse Modelling:</b> Data Cube: A Multidimensional data model, Schemas: Stars, Snowflakes and fact constellations, Data warehouse design process, Data Mart.		
<b>UNIT-III</b>		10 Hours
<b>Populating a Data Warehouse:</b> ETL: Data extraction, Transformation, Cleansing, Loading, Data Warehouse Information flows.		
<b>UNIT IV</b>		11 Hours
<b>Analyzing the contents of a data warehouse:</b> Online analytical processing (OLAP), OLAP operations: Roll-up, Drill-down, drill-across, drill-through, Slice and dice, Pivot, Concept of data mining, using data warehouse for business intelligence. Data Analytics: Descriptive analytics, Prescriptive analytics and Predictive analytics.		
<b>Text Books</b>		
1.	Kimball R. and Ross M. (2013) The Data Warehouse Toolkit, Wiley.	
2.	Inmon W.H. (2005) Building the Data Warehouse, 4/e, Wiley India.	
<b>Reference Books</b>		
1.	Specific URL to be shared by Instructor	



<b>E-BUSINESS</b>	
Course Code: MMS-249 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 3

**Introduction:** This course aims to provide knowledge about the basics of e-commerce and e-business and the various security threats and protocols associated with it along with the various ways of Electronic Payment System (EPS). Besides, how to launch and run your own e-commerce business.

**Course Objectives:** The course aims to enlighten students with various components of e-business, technological and non-technological challenges, strategies of e-business, security and payment systems, and issues related to launching of e-business.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to:

1. Understand consumer needs
2. Detects various security threats and how to prevent them.
3. Get aware about various electronic payment systems and their functionalities.

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		11 Hours
<b>Introduction to E-business:</b> Electronic Business, Electronic Commerce – Types, Benefits, Limitations and Barriers, Value Chains in Electronic Commerce, E-commerce opportunities in Digital India, Intranet, Composition of Intranet, Business Applications of Intranet, Extranets, Electronic Data Interchange.		
<b>UNIT-II</b>		10 Hours
<b>Security Issues in E-business:</b> Electronic Commerce Threats, Securing E-commerce, Encryption, Cryptography, Public Key Infrastructure, Overview of security protocols, Firewalls, Personal Firewalls, IDS, VPNs.		
<b>UNIT-III</b>		10 Hours
<b>Electronic Payment System:</b> Concept of Money, Electronic Payment Systems, Credit and Debit cards, E-Wallets, Infrastructure related Issues, Electronic Fund Transfer.		
<b>UNIT IV</b>		11 Hours
<b>Launching Your E business:</b> Marketing and E-Business, Models of Internet advertising, Search Engines and Directories, CRM in E-commerce, Building a Corporate Website: Practical issues on servers and Application Software, Corporate Web Site Management issues, Mobile Commerce, E-commerce ethical and legal issues and Cyber laws, E-commerce and WTO.		
<b>Text Books</b>		
1	Turban E., Whiteside J., King D. and Outland J. (2017), “Introduction to Electronic Commerce and Social Commerce”, Springer International Publishing.	
2	Schneider, G. P. (2017), “Electronic Commerce”, Cengage Learning.	
<b>Reference Books</b>		
1	Joseph P.T., S.J. (2015), “E-Commerce – An Indian Perspective”, (5 <sup>th</sup> Ed.) Prentice Hall of India.	
2	Chaffey D. (2011), “E-Business and E-Commerce Management- Strategy, Implementation and Practice”, Pearson Education.	
3	PC magazine, “E-Business Essential: Successful E-Business Practice”, Pearson	

<b>KNOWLEDGE MANAGEMENT AND BIG DATA</b> (Common with Knowledge Management Specialization)	
Course Code: MMS-251 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 3

**Introduction:** Modern management education is incomplete without Big Data. This paper introduces the relation between Big Data and Knowledge Management.

**Course Objectives:** This course introduces the students to issues and opportunities in the area of Big Data and Knowledge Management. The course stresses the use of Big Data in business growth with special emphasis on Knowledge Management.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to

1. Understand the role of big data in knowledge management
2. Understand the role of big data in the larger business context
3. Understand the symbiotic relationship between big data and knowledge management

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		Hours
<b>Introduction:</b> History of KM, KM Processes and Frameworks, KM Tools and Practices, Technical KM Tools, Soft KM Tools, Introduction to Big Data, Characterization of Big Data: Volume, Velocity, Variety (V3), Classic Data Vs Big Data.		
<b>UNIT-II</b>		Hours
<b>Big Data Value Chain:</b> Big Data Tools, Techniques, Application, Data Sources and Capture, Value of Data, Data Quality Management, Management of Big Data, Basic Database Architecture, Design of Data base, Data Base Management Systems, The Stack Ecosystem.		
<b>UNIT-III</b>		Hours
<b>Cloud Computing:</b> Introduction to Cloud Computing, Cloud Services and Cloud Based KM Systems, The Knowledge Cloud, Managing Knowledge in the Age of Digitalization, Principles of Data Governance, Data Warehousing and Data Mining, Open Structured and Un Structured Information.		
<b>UNIT IV</b>		Hours
<b>Business Intelligence:</b> Introduction to Business Intelligence System Thinking for the Use of Information, Internet of Things, social media, Sentiment Analysis, Semantic Technology, Business Innovation Using Big Data Analytics and Case Studies, Predictive Analysis, Relationship Between KM and Big Data.		
<b>Text Books</b>		
<b>1</b>	Holmes, D.E. (2017), “Big Data: A Very Short Introduction”, Oxford University Press.	
<b>2</b>	Zikopoulos, P.C., Eaton, C., Zikopoulos, P. (2020), “Understanding Big Data: Analytics for Enterprise Class Hadoop and Streaming Data”, (1st Ed.), McGraw Hill Education.	
<b>Reference Books</b>		
<b>1</b>	Davenport, T.H. (2014), “Big Data at Work: Dispelling the Myths, Uncovering the Opportunities”, Harvard Business Review Press.	
<b>2</b>	Girard, J. (2015), “Strategic Data- Based Wisdom in The Big Data Era”, IGI Global	
<b>3</b>	Ma, Z. (2016), “Managing Big Data in Cloud Computing Environment”, IGI Global.	
<b>4</b>	William Heitman, “The knowledge Work Factory: Turning the Productive Paradox into value for your Business”, 1st Ed., McGraw Hill	

KNOWLEDGE CREATION, CRITICAL THINKING AND INNOVATION	
Course Code: MMS-253 Contact Hours: L-3 T- 1 P-0 Course Category: DEC	Credits: 4 Semester: 3

**Introduction:** The course discusses the relationship between knowledge frameworks in an organization for innovation. This course will help students understand the role of critical thinking for Innovation.

**Course Objectives:** The course is to recognize that knowledge is the most important resource and it holds the key to generating continuous innovation. The students after studying this course will be able to manage and understand the relationship amongst Knowledge Creation, Critical Thinking and Innovation.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to

1. Understand the relationship between knowledge frameworks in an organization for innovation.
2. Understand the role of critical thinking for innovation
3. Understand the innovation process in an organization.

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		10 Hours
<b>Introduction to Knowledge and Knowledge Management:</b> Types of Knowledge and Implication for Knowledge Management, Knowledge Creation, Models of Knowledge Creation, Nonaka’s Model of Knowledge Creation and Transformation.		
<b>UNIT-II</b>		11 Hours
<b>Knowledge Creation and Critical Thinking:</b> Knowledge Creation at the Level of the Individual, Group and Organization, The Nature of Technical Problem Solving, Formulating Knowledge, Explicit and Codifying Knowledge, Tacit, Implicit and Sticky Knowledge, Knowledge Management Lifecycle, Critical Thinking and Knowledge Management.		
<b>UNIT-III</b>		10 Hours
<b>Knowledge Acquisition and IPR:</b> Knowledge Acquisition Principles and Process, Techniques to Elicit Tacit Knowledge, Tools Used to Codify Explicit Knowledge, Knowledge Acquisition Techniques, Knowledge Protection and Issues in Intellectual Property Rights.		
<b>UNIT IV</b>		11 Hours
<b>Barriers and Enablers:</b> Barriers and Enablers to Knowledge Creation, Knowledge Transfer and Sharing, Innovation Vs Creativity, Managing for Innovation, Innovation and Knowledge Management, Typology of Design Driven Innovation.		
<b>Text Books</b>		
1	Krogh, G.V., Luchijo, K., Nonaka, I. (2000), “Enabling Knowledge Creation”, Oxford University Press.	
2	Pherson, K.H., Pherson, R.H. (2020), “Critical Thinking for Strategic Intelligence”, (2nd Ed.), CQ Press.	
<b>Reference Books</b>		
1	Kodama, M. (2007), “Knowledge Innovation: Strategic management as practice”, Edward Elgar Publishing Limited.	
2	Ichijo, K., Nonaka, I. (2007), “Knowledge Creation and Management: New Challenges for Managers”, Oxford University Press.	

<b>KNOWLEDGE MANAGEMENT AND BIG DATA</b>	
Course Code: MMS-255 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 3

**Introduction:** Modern management education is incomplete without Big Data. This paper introduces the relation between Big Data and Knowledge Management.

**Course Objectives:** This course introduces the students to issues and opportunities in the area of Big Data and Knowledge Management. The course stresses the use of Big Data in business growth with special emphasis on Knowledge Management.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to

1. Understand the role of big data in knowledge management
2. Understand the role of big data in the larger business context
3. Understand the symbiotic relationship between big data and knowledge management

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		10 Hours
<b>Introduction:</b> History of KM, KM Processes and Frameworks, KM Tools and Practices, Technical KM Tools, Soft KM Tools, Introduction to Big Data, Characterization of Big Data: Volume, Velocity, Variety (V3), Classic Data Vs Big Data.		
<b>UNIT-II</b>		10 Hours
<b>Big Data Value Chain:</b> Big Data Tools, Techniques, Application, Data Sources and Capture, Value of Data, Data Quality Management, Management of Big Data, Basic Database Architecture, Design of Database, Database Management Systems, The Stack Ecosystem.		
<b>UNIT-III</b>		11 Hours
<b>Cloud Computing:</b> Introduction to Cloud Computing, Cloud Services and Cloud Based KM Systems, The Knowledge Cloud, Managing Knowledge in the Age of Digitalization, Principles of Data Governance, Data Warehousing and Data Mining, Open Structured and Un Structured Information.		
<b>UNIT IV</b>		11 Hours
<b>Business Intelligence:</b> Introduction to Business Intelligence System Thinking for the Use of Information, Internet of Things, Social-Media, Sentiment Analysis, Semantic Technology, Business Innovation Using Big Data Analytics and Case Studies, Predictive Analysis, Relationship Between KM and Big Data.		
<b>Text Books</b>		
1	Holmes, D.E. (2017), “Big Data: A Very Short Introduction”, Oxford University Press.	
2	Zikopoulos, P.C., Eaton, C., Zikopoulos, P. (2015), “Understanding Big Data: Analytics for Enterprise Class Hadoop and Streaming Data”, (1st Ed.), McGraw Hill Education.	
<b>Reference Books</b>		
1	Davenport, T.H. (2014), “Big Data at Work: Dispelling the Myths, Uncovering the Opportunities”, Harvard Business Review Press.	
2	Girard, J. (2015), “Strategic Data- Based Wisdom in The Big Data Era”, IGI Global.	
3	Ma, Z. (2016), “Managing Big Data in Cloud Computing Environment”, IGI Global.	
4	William Heitman, “The knowledge Work Factory: Turning the Productive Paradox into value for your Business”, 1st Ed., McGraw Hill	



KNOWLEDGE CREATION AND SKILL DEVELOPMENT	
Course Code: MMS-257 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 3

**Introduction:** Management is all about ideas and to instill the ability to think new ideas will make the management students ready for the industry challenges.

**Course Objectives:** This course aims at presenting the latest management ideas in knowledge creation and management. Each unit is a practical guide to managers who want to learn what can be ways of knowledge creation in an organization. All chapters are based on careful research. The emphasis is on the practical applications of knowledge to a wide variety of organizations and functional areas.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to :

1. Understand the role of skill development for knowledge creation
2. Understand the of knowledge management in skill upgrade
3. Understand the importance of skill development for knowledge of functional areas.

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		11 Hours
<b>Knowledge Creation:</b> Introduction to Knowledge Creation, Policy Perspectives on knowledge, Different forms of collective learning, Attributes of effective learning Communities, A framework for Knowledge creation.		
<b>UNIT-II</b>		10 Hours
<b>Organizational Learning and process of Knowledge Creation:</b> The cycle of knowledge creation, enabling conditions of Knowledge creation, Developing the power of Knowledge, Levels of Organizational Learning, The evolution of ‘Practice Fields’, Organizational Learning Dimensions.		
<b>UNIT-III</b>		11 Hours
<b>Knowledge Creation and Skill Development:</b> Introduction to Skill Development, Skill Development I, information systems, Knowledge creation and skill development II: social media, Knowledge creation and skill development III: distribution, Forecasting and back casting		
<b>UNIT IV</b>		10 Hours
<b>Linking KM and Skill Development:</b> KM and Skill Development tools, Diagnostic Technologies and their value, data management, information technology and organizational productivity in relation to development of new skills at the workplace, Web centric knowledge skill development, Applications of Knowledge management.		
<b>Text Books</b>		
1	Ichijo, K., Nonaka, I. (2006), “Knowledge Creation and Management: New Challenges for Managers”, Oxford University Press.	
2	Davenport, T.H., Prusak, L. (2000), “Working Knowledge”, Harvard Business School Press	
<b>Reference Books</b>		
1	Krogh, G.V., Luchijo, K., Nonaka, I. (2000), “Enabling Knowledge Creation”, Oxford University Press.	
2	Fruin, W.M. (1997), “Knowledge Works: Managing Intellectual Capital at Toshiba”, Oxford University Press.	

<b>BUSINESS INTELLIGENCE AND KNOWLEDGE MANAGEMENT</b>	
Course Code: MMS-259 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 3

**Introduction:** information systems can be used to generate and exploit organizational knowledge to support management decision making. Business Intelligence can link the decision making with available resources and make the decision more precise.

**Course Objectives:** This module will examine the concept, principles and practice of knowledge management and business intelligence. It discusses the ways in which information systems can be used to generate and exploit organizational knowledge to support management decision making. It will equip you with analytical skills relevant to an organizational context and how to effectively present the results of your analyses in a report.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to:

1. Understand the components of business intelligence
2. Understand the relationship between business intelligence and knowledge management
3. Understand how business intelligence and knowledge management create unique value for the organization.

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		11 Hours
<b>Introduction to Business Intelligence:</b> Framework, Business Intelligence Architecture and Components, BI creation and use of BI governance and intelligence, Main theories and characteristics of Business Intelligence, Moving Forward to Competitive Intelligence, Implementing Business Intelligence.		
<b>UNIT-II</b>		10 Hours
<b>Decision support systems:</b> Types and components, expert systems, machine learning and n management support modeling, Knowledge Representation and Reasoning, Knowledge acquisition, Verification and Validation, Uncertainty Modeling, Business Rules and management.		
<b>UNIT-III</b>		11 Hours
<b>Knowledge Discovery and Analytics:</b> Introduction to Data Mining, KDD Process, Tasks and techniques: Clustering, Decision trees, Association rules, ANN, SVM, Toolset: Rapid Miner or Weka, Web Mining, Social Network Mining, Text mining, Process mining.		
<b>UNIT IV</b>		10 Hours
<b>Data Warehousing Definitions and Concepts:</b> The Data Warehousing Process, Architectures of Data Warehousing, Data integration and ETL processes - Extraction, Transformation and Loading, Development of Data Warehouses., The Future of Business Intelligence		
<b>Text Books</b>		
1	Hennig, U. (2013), “Knowledge Management and Business Intelligence”, Springer Publishing.	
2	Keyes, J. (2013), “Knowledge Management, Business Intelligence, and Content Management: The IT Practitioner’s Guide”, (1st Ed.), Auerbach Publications.	
<b>Reference Books</b>		
1	Chatzkel, J.L. (2003), “Knowledge Capital, How Knowledge-Based Enterprises Really Get Built”, Oxford University Press.	
2	Turban, E., Sharda, R., Delen, D., King, D. (2018), “Business; Intelligence: A Managerial Approach”, (2nd Ed.), Pearson Publications.	

<b>KNOWLEDGE SYSTEM STRATEGY AND DEVELOPMENT</b>	
Course Code: MMS-261 Contact Hours: L-3 T- 1 P-0 Course Category: DEC	Credits: 4 Semester: 3

**Introduction:** If used precisely, knowledge management can be used as a strategic resource for the Organization. For that an understanding of knowledge system is required.

**Course Objectives:** The focus of this course is to understand how Knowledge Management is a key for the competitive edge over the competitors. The course prepares the students to leverage Knowledge Management as a Strategic Resource for the organization.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to:

1. Understand the role of knowledge management for competitive advantage
2. Understand the role of knowledge management in strategy development
3. Understand the role of knowledge management for strategic depth of an organization

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		10 Hours
<b>Introduction to KM Strategies:</b> Need for Knowledge Management Strategies, Developing Organizational KM Strategies, Prioritizing Knowledge Strategies, Knowledge as a Strategic Asset, Elements of Knowledge Strategy.		
<b>UNIT-II</b>		10 Hours
<b>Strategy for Knowledge Management:</b> Strategic Decision-Making Process, Strategy Analysis, Describing Current It Situation, Describing Current and Desired Business Situation, Knowledge Management Analysis, Analyzing Needs for Change.		
<b>UNIT-III</b>		11 Hours
<b>Strategy Choice:</b> Identifying Alternative Actions, Selecting Appropriate Actions, Knowledge Management Action, Making the Plan, Strategy Implementation, Implementing Plan, Barriers to Implementation, Knowledge Management Technology Architecture, Evaluating Results.		
<b>UNIT IV</b>		11 Hours
<b>Strategic Knowledge Management Tools and Techniques:</b> Building KM into Strategic Framework, The Impact of Strategic Knowledge Management on Organization, Leadership and Knowledge Management, Business Process Analysis and Management, Related Case Studies.		
<b>Text Books</b>		
1	Gottschalk, P. (2005), “Strategic Knowledge Management Technology”, Idea Group Inc.	
2	Foss, N.J. (2005), “Strategy, Economic Organization, and the Knowledge Economy: The Coordination of Firms and Resources”, Oxford University Press.	
<b>Reference Books</b>		
1	O’Sullivan, K. (2007), “Strategic Knowledge Management in Multinational Organizations”, (1st Ed.), AbeBooks.	
2	Hunter, B.N. (2016), “The Power of KM: Harnessing the Extraordinary Value of Knowledge Management”, Spirit Rising Productions.	

SCM AND E-COMMERCE	
Course Code: MMS-263 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 3

**Introduction:** This course provides an understanding of fundamental concepts of supply chain management. All functional areas of supply chain management are explored in an integrated view of procurement, manufacturing and operations management, transportation and logistics, inventory and warehousing, demand planning, scheduling, network design, collaboration and performance measurement.

**Course Objectives:** To develop an understanding of Supply Chain Management and E-Commerce and how it can provide a competitive advantage in the marketplace. To develop knowledge of the issues related to designing and managing SCM and the techniques to do so.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to understand:

1. Understand Supply Chain IT Framework
2. Understand Supply Chain Information Systems
3. Understand Digital Markets & Efficient Supply Chains
4. Understand E - Supply Chain Opportunities

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		10 Hours
<b>Supply Chain IT Framework:</b> Supplier Relationship Management, Internal Supply Chain Management, Customer Relationship Management, Transaction Management Foundation.		
<b>UNIT-II</b>		11 Hours
<b>Supply Chain Information Systems:</b> SC Information System classification, Requirement Analysis for Information Systems in SC, Information for Strategic SC decisions, Risks & Challenges in implementing SC Information Systems, Benefits of SC Information Systems.		
<b>UNIT-III</b>		10 Hours
<b>Digital Markets &amp; Efficient Supply Chains:</b> Web enabled Supply Chains, Technological impact of SC disintermediation, Reconfiguration of SC, Pure technology applications in SC, Process Improvements - technology adoption.		
<b>UNIT IV</b>		11 Hours
<b>E - Supply Chain Opportunities:</b> E business & SCM – Upstream Perspective, B-2-B Perspective, E supply chain opportunities - e procurement, e fulfillment, auctions & reverse auctions, collaborative demand planning, intranets, extranets & VPN, Benefits to SMEs &MSMEs.		
<b>Text Books</b>		
1	Bidgoli, H. (2010), “The Handbook of Technology Management”, John Wiley & Sons, Inc.	
2	Chaffey, D. (2009), “E-Business and E-Commerce Management”, (4th Ed.), Prentice Hall.	
<b>Reference Books</b>		
1	Ford, W., Baum, M. (2000), “Secure Electronic Commerce”, Pearson Education.	
2	Alberts, C., Dorofee, A. (2002), “Managing Information Security Risks”, Pearson Education.	
3	Whiteley, D. (2001), “E - Commerce: Strategy, Technologies and Applications”, Tata Mcgraw Hill.	
4	Laudon and Traver, “E-Commerce 2021: Business,Technology and Society”, 16th Ed., Pearson	
5	David Burt, Sheila Petcavage and Richard Pinkerton, “Proactive Purchasing in the Supply Chain: The key to world-Class Procurement”, 1st Ed., McGraw Hill	



OPERATIONS ANALYTICS	
COURSE CODE: MMS-265 CONTACT HOURS: L-3 T- 1 P-0 COURSE CATEGORY: DEC	CREDITS: 4 SEMESTER: 3

**Introduction:** Operation research techniques facilitate in making strategic decisions based on data for the given managerial problems in the set up modern management complex environment.

**Course Objectives:** To develop an understanding of the analytics within an organization. To make students understand how to use operations research techniques.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to understand:

1. Decision problems using linear programming, interpreting the results and sensitivity analysis
2. Integer Programming (IP) problems, mixed-integer and zero-one programming.
3. Multi-criteria decision making (MCDM) techniques.

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		10 Hours
<b>Introduction:</b> Introduction to Operations Research (OR), linear programming (LP), formulating decision problems using linear programming, interpreting the results and sensitivity analysis.		
<b>UNIT-II</b>		11 Hours
<b>Linear Programming:</b> Multi-period LP models. Applications of linear programming in product mix, blending, cutting stock, transportation, transshipment, assignment, scheduling, planning and revenue management problems. Network models and project planning.		
<b>UNIT-III</b>		10 Hours
<b>Integer Programming:</b> Integer Programming (IP) problems, mixed-integer and zero-one programming. Applications of IP in capital budgeting, location decisions.		
<b>UNIT IV</b>		11 Hours
<b>Multi-criteria decision making (MCDM) techniques:</b> Goal Programming (GP) and analytic hierarchy process (AHP) Nonlinear programming, portfolio theory.		
<b>Text Books</b>		
<b>1</b>	Hwang, S-N, Lee, H-S, Zhu, J (2014), “Handbook of Operations Analytics Using Data Envelopment Analysis”, Springer.	
<b>2</b>	Davenport, T. (2007), “Competing on Analytics: The New Science on Winning”, Tata Mcgraw Hill.	
<b>Reference Books</b>		
<b>1</b>	Balakrishnan, N, Render, B., Stair, R.M. (2013), “Managerial Decisions Modeling with Spreadsheets”, Pearson Education.	
<b>2</b>	Wolfgang, J. (2011), “Business Analytics for Managers”, Springer	
<b>3</b>	Evans, J.R. (2020), Business Analytics, Pearson Education.	

LOGISTICS PLANNING AND STRATEGY	
Course Code: MMS-267 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 3

**Introduction:** Logistics is the process that creates value by timing and positioning inventory; it is the combination of a firm's order management, inventory, transportation, warehousing, materials handling, and packaging as integrated throughout a facility network. Logistics planning serves to link and synchronize the overall supply chain as a continuous process and is essential for effective supply chain connectivity.

**Course Objectives:** To make students understand how Logistics impacts all areas of the firm. To provide insights into Logistics linkages with Organization and Customers value.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to understand:

1. Logistics in the economy a macro perspective
2. Problems with fragmented logistics, Integrating logistics within an organization,
3. Approaches to analyzing logistics systems

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		10 Hours
<b>Context of Logistics:</b> Introduction, definitions, logistics in the economy a macro perspective, aim of logistics, activities of logistics, value added role of logistics.		
<b>UNIT-II</b>		10Hours
<b>Logistics in the firm:</b> Micro dimensions of logistics, interface with operations, manufacturing, marketing, supply chain, Problems with fragmented logistics, integrating logistics within an organization, integrating logistics along the SC.		
<b>UNIT-III</b>		11 Hours
<b>Approaches to analyzing logistics systems:</b> Materials Management v/s physical distribution, Cost centers, nodes v/s links, logistics channel, cost perspective & level of optimality, short run or static analysis, long run or dynamic analysis.		
<b>UNIT IV</b>		11 Hours
<b>Logistics Relationships:</b> Types of relationships, Competitive relationship, product relationship, spatial relationship, intensity of involvement, logistics outsourcing activities – concept & types of 3PL, 4PL, need for collaborative relationships.		
<b>Text Books</b>		
1	Coyle, J.J., Bardi, E.J., Langlely, C.J., “The Management of Business Logistics”, (7th Ed.), Cengage Learning India Ed.	
2	Waters, D. (2003), “Logistics: An Introduction to SCM”, (1st Ed.), Palgrave Macmillion.	
<b>Reference Books</b>		
1	Winser, J.D, Leong, G-K, Tan, K-C (2016), “Principles of SCM - A Balanced Approach”, (4th Ed.) Cengage Learning.	
2	Christopher, M. (2016), “Logistics and Supply Chain Management (Financial Times Series)”, F.T. Press.	

TOTAL QUALITY MANAGEMENT	
Course Code: MMS-269 Contact Hours: L-3 T- 1 P-0 Course Category: DEC	Credits: 4 Semester: 3

**Introduction:** Total Quality Management (TQM) describes the management approach to long-term success through customer satisfaction. In modern day management, all members of an organization participate in improving processes, products, services, and the culture in which they work.

**Course Objectives:** To give various perspectives on Quality and various contributors to Quality. To provide an in-depth understanding of the various QC tools. To introduce the frameworks of the Global Quality Award.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to understand:

1. Quality Concepts and Quality Cost perspective
2. Philosophies: -Deming's 14-point philosophy, Joran, Crosby philosophy
3. Quality Tools: Check list, Flow Chart, Tally charts and Histograms etc.
4. Statistical Quality Control and Quality Management Awards and frameworks:

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		11 Hours
<b>Introduction:</b> Quality Concepts defined, Quality Cost perspective, Cost of Quality, Quality Function, Internal and external quality perspective. Goods and service quality. Cost of poor quality, internal failure cost and external failure cost, appraisal cost, Prevention cost, Analysis of quality cost, hidden quality cost.		
<b>UNIT-II</b>		10 Hours
<b>Philosophies:</b> Deming's 14-point philosophy, Juran, Crosby philosophy, Ishikawa, Taguchi, Feigenbaum. Comparison of quality philosophy.		
<b>UNIT-III</b>		11 Hours
<b>Quality Tools:</b> Check list, Flow Chart, Tally charts and Histograms, Graphs, Pareto Analysis, Cause and Effect, Scatter diagram and regression analysis. Quality Function Deployment-Introduction, Customer needs, Customer priorities and competitive comparisons and planned improvements, Design features or requirements.		
<b>UNIT IV</b>		10 Hours
<b>Statistical Quality Control:</b> Necessity and Importance of SQC, Process capability, Six Sigma quality, Process control, Process.		
<b>Text Books</b>		
1	Besterfield, D.H., Besterfield-Michna, C. (2003), "Total Quality Management International Edition, (3rd Ed.), Pearson Education.	
2	Wilkinson, A., Redman, T., Snape, E., Marchington, M. (1998), "Managing with Total Quality Management", Springer.	
<b>Reference Books</b>		
1	Levy, P. (1998), "Total quality management in the supply chain", Springer.	
2	Richardson, T. (1996), "Total Quality Management", Cengage Learning.	
3	George, S., (2008), "Total Quality Management: Strategies and Techniques", Pearson Education.	
4	Geotsch and Davis, "Quality Management For Organizational Excellence: Introduction to Total Quality", 9th Ed., Pearson	

<b>BUSINESS PROCESS MANAGEMENT AND CHANGE</b>	
Course Code: MMS-271 Contact Hours: L-3 T- 1 P-0 Course Category: DEC	Credits: 4 Semester: 3

**Introduction:** Business process reengineering is the act of recreating a core business process with the goal of improving product output, quality, or reducing costs. This paper aims to introduce the students with such concepts and learn about the techniques of business process reengineering.

**Course Objectives:** The course will make the students conceptualize business operations as processes. After the course they can model simple business processes in terms of the actors and activity sequences involved, the data flowing through those sequences and the dependencies between data and business activities. This course will provide theory with hands-on exercises integrating core concepts of Process Mapping.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to

1. Understand Business Processes
2. Process Mapping and Business Improvement Methodologies
3. Business Process Re-engineering and Business Process Management
4. Business Process Management and Change Management

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		11 Hours
<b>Introduction to Business Processes:</b> Processes and Information, Task, Activity, Process, Sub Processes, Conceptualization of business activities as processes, Business Process, Process Mapping, Process Modeling, Business Process Improvement, Nature, significance and rationale of Business Process Improvement, Cases to understand the basics of Business Process.		
<b>UNIT-II</b>		10 Hours
<b>Process Mapping and Business Improvement Methodologies:</b> Flow Charts, Swim Lanes Diagram, SIPOC, Value Stream Mapping, Identification of Value Adding Tasks and Non- Value Adding Tasks, Analyze and Assess Business Processes using established Performance Metrics, Lean manufacturing and Total Quality Management, Principles of Total Quality Management, Just in Time philosophy.		
<b>UNIT-III</b>		11 Hours
<b>Business Process Re-engineering and Business Process Management:</b> Business Process Re-engineering, Radical Change, Clean Sheet Rethinking, Principles of Business Process Management, Cause and Effect, Ishikawa, Pareto Charts, Concept of Business Process Management and its relationships with Total Quality Management, Business Process Reengineering and Enterprise Resource Planning, Ways to improve the efficiency and effectiveness of existing processes		
<b>UNIT IV</b>		10 Hours
<b>Business Process Management and Change Management:</b> Change, Change Management, Need and Rationale of Change, Individual Level Change, Organizational Level Change, People View, Empowering People, Process of Change, Model of Change, Equation of Change, Change Levers and Managing Change, A Simulation Exercise to implement a Change Initiative in an Organization.		
<b>Text Books</b>		
1	Berman, P.K. (2014), “Successful Business Process Management: What You Need to Know to Get Results”, American Management Association.	
2	Flanagan, C.M. (1990), “People and Change: An Introduction to Counseling and Stress Management”, Lawrence Erlbaum Associates.	
<b>Reference Books</b>		
1	Page, S. (2010), “The Power of Business Process Improvement: 10 Simple Steps to Increase Effectiveness, Efficiency, and Adaptability”, American Management Association.	
2	Harriott, P. (1991), “Process Control”, McGraw Hill Education.	



COMPUTER AIDED DESIGN AND MANUFACTURING	
Course Code: MMS-273 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 3

**Introduction:** In Manufacturing, the use of computers has become imminent especially CAD. Understanding of the CAD concept in manufacturing gives an added advantage to the managers.

**Course Objectives:** To understand the role and objectives of Computer Aided Design. To appreciate the increasing scope of manufacturing and its future challenges.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to understand:

1. Types of system, CAD/CAM system evaluation Criteria
2. Parametric representation of surfaces, plane surface, ruled surface
3. Feature based modeling and Parametric and variational modeling

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		11 Hours
<b>Introduction:</b> Definition of CAD Tools, Types of system, CAD/CAM system evaluation Criteria, Graphics standards, functional areas of CAD, Modeling and viewing, software documentation, efficient use of CAD software.		
<b>UNIT-II</b>		10 Hours
<b>Representation:</b> Mathematical representation of surfaces, Surface model, Surface entities, surface representation, Parametric representation of surfaces, plane surface, ruled surface, surface of revolution, Tabulated surface.		
<b>UNIT-III</b>		11 Hours
<b>Modeling-I:</b> Feature Based Modeling, Assembly Modeling, Behavioral Modeling, Conceptual Design & Top-down Design. Techniques for visual realism - hidden line - Surface removal - Algorithms for shading and Rendering. Parametric and variational modeling, Feature recognition, Design by features, Assembly and Tolerance Modeling,		
<b>UNIT IV</b>		10 Hours
<b>Modeling-II:</b> Parametric and variational modeling, Feature recognition, Design by features, Assembly and Tolerance Modeling, Tolerance representation - specification, analysis and synthesis, AI in Design.		
<b>Text Books</b>		
<b>1</b>	Zeid, I. (2009), "CAD/CAM Theory and Practice", McGraw Hill International	
<b>2</b>	Amirouche, F.M.L. (2004), "Principles of Computer-aided Design and Manufacturing", Pearson Education.	
<b>Reference Books</b>		
<b>1</b>	Groover, M., Zimmers, E. (1983), "CAD/ CAM: Computer-Aided Design and Manufacturing", (1st Ed.), Sage Publications.	
<b>2</b>	Rao, P.N., (2014), "CAD/CAM", Tata McGraw Hill.	

INTERNATIONAL BUSINESS ENVIRONMENT	
Course Code: MMS-275 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 3

**Introduction:** The goal of this course is to enhance students with business education. This course provides students Strategy making and International Business. Students centered learning focuses on skills and practices that enable lifelong learning and independent problem-solving.

**Course Objective-** The purpose of this course is to enable the students learn nature, scope and structure of International Business, and understand the influence of various environmental factors on International Business operations.

**Pre-requisite:** Business Environment

**Course Outcomes:** After completing of the course, the student will be able to:

- Understand the nature, scope and structure of International Business.
- Analyze the influence of various environmental factors on international business operations.
- Create an understanding of international environment in financial sector.
- Define exchange rate mechanism.
- Understand the organizations involved in foreign trade.

**Pedagogy:** The teaching pedagogy adopted here would a perfect blench of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	T H	P R	CAT	CA P	MTET	MTE P	ETE T	ETI P	ETEP *
3	1	0	Ye s	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		10 Hours
<b>Introduction to Business Environment:</b> Meaning, characteristics, scope and significance of business environment ; Components of business environment: Micro and macro environment; Analysis of business environment: SWOT analysis		
<b>UNIT-II</b>		11 Hours
<b>Introduction to International Business:</b> Internationalization process and managerial implications; Multinational corporations and their involvement in international business; Issues in foreign investments, Technology transfer, Pricing and regulations; International collaborative Arrangements and strategic alliances.		
<b>UNIT-III</b>		10 Hours
<b>International Business Environment:</b> Economic, political, cultural, legal, technological and competitive environments in International Business; Framework for analyzing international business environment.		
<b>UNIT IV</b>		11 Hours
<b>Business cycles, Macroeconomic Environment and Policy in Open Economy:</b> Business cycles and fundamentals of fluctuations; Income – Expenditure analysis; Monetary and Fiscal policy in open economy; Role of Macroeconomic policy.		
<b>Text books:</b>		
1.	Daniels, J.D., Lee, H.R., Daniel, P. S. & Sal wan, P. (2007). <i>International Business-Environment and operations</i> . Pearson education.	
2.	Leslie, Hamilton & Philip, Webster (2015). <i>The International Business Environment</i> . Oxford University Press.	
<b>Reference books:</b>		
1.	Warnock, Davies (2015). <i>The International Business Environment: A handbook for Managers and Executives</i> . CRC Press.	
2.	William, Kerr & Nicholas, Perdikis (2014). <i>A Guide to the Global Business Environment-The Economics of International Commerce</i> . Edward Elgar Publishing.	

## INTERNATIONAL TRADE THEORY

Course Code: MMS-277  
 Contact Hours: L-3 T-1 P-0  
 Course Category: DEC

Credits: 4  
 Semester: 3

**Introduction:** The papers aim at acquainting the students with the theoretical foundations of international trade and understand international trade issues, Trade policy effects in India.

**Course Objectives:** The course aims to acquaint students with complexities and issues pertaining to Empirical framework of international trade, Role of international trade in developing and developed countries.

**Pre-requisite:** Basics of International Trade

**Course Outcomes:** After completing of the course, the student will be able to:

- Understand the theoretical as well as technical aspects of International Trade
- Examine different trade theories
- Explore model and learn economies of scale.
- Analyze international trade in developed and developing nations.
- Learn the trade issues and trade policies.

**Pedagogy:** The teaching pedagogy adopted here would a perfect blend of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		10 Hours
<p><b>Introductory Trade Issues:</b> History, Institutions, and Legal Framework the International Economy and International Economics Understanding Tariffs, Recent Trade Controversies, The Great Depression, Smoot-Hawley, and the Reciprocal Trade Agreements Act (RTAA). The General Agreement on Tariffs and Trade (GATT). The Uruguay Round, The World Trade Organization (WTO).</p>		
<b>UNIT-II</b>		11 Hours
<p><b>Theoretical Foundations of International Trade:</b> Theories of international trade: Mercantilism, Absolute Advantage, Comparative Advantage, Factor Proportions theory, Product Life Cycle theory, New Trade theory, National Competitive Advantage; Foreign trade multiplier; Terms of Trade.</p>		
<b>UNIT-III</b>		10 Hours
<p><b>Empirical Framework of Trade:</b> Gravity model, theoretical and empirical framework; choice of variables; estimation methodologies.</p>		
<b>UNIT IV</b>		11 Hours
<p><b>Trade Policy Effects with Perfectly Competitive Markets:</b> Basic Assumptions of the Partial Equilibrium Model Depicting a Free Trade Equilibrium: Large and Small Country Cases, The Welfare Effects of Trade Policies: Partial Equilibrium, Large &amp; Small Country Price Effects &amp; Welfare Effects, The Optimal Tariff, Import Tariffs &amp; Quota, Export Subsidies, Export Taxes, Voluntary Export Restraints, (VERs), Export Taxes, Retaliation and Trade Wars, Administration of an Import Quota, The Choice between Import Tariffs and Quotas, Countervailing Duties.</p>		
<b>Text books:</b>		
1.	Nakanishi, N., (2018), “The Essence of International Trade Theory”, WSPC.	
2.	Krugman, P.R., Obstfeld, M., Melitz, M., (2017), “International Trade theory and Practice”, Pearson education.	
<b>Reference books:</b>		
1.	Giancarlo, G., (2013), “International Trade Theory and Policy”, Springer.	
2.	Suranovic's (2010), International Trade: Theory and Policy”, Flat world.	
3.	William A. Kerr, (2007), “Handbook on International Trade Policy” , Elgar Publishing.	

FOREIGN LANGUAGE	
Course Code: MMS-279 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 3

**Introduction:** The purpose of this paper is to equip the students with foreign language skills at least to that extent that is required for conducting international business

**Course Outcomes:** Having successfully completed this course, the student will be able to:

- Understand the theoretical as well as technical aspects of language
- Read and write at least one foreign language.

**Pedagogy:** The teaching pedagogy adopted here would a perfect blend of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>	10 Hours
<b>Social and Professional Relations:</b> Wishing, thanking and congratulating somebody and to take leave; Talking about his work, his experiences and his professional plans; Introducing his colleagues and the people with whom he is collaborating; Introducing a company, its organization, its activities, its market, its trade policy, its financial and trade positions as well as its result and experience all these quantitatively and indicate also their evolution and make comparisons, interpret and comment on tables and graphs.	
<b>UNIT-II</b>	11 Hours
<b>Professional Environment:</b> Talking about the framework of professional environment, its working conditions, the posts, the timings, Salaries leave, holidays and language learner's relationship with other colleagues. Organizing the time table; Reading, writing and understanding classified ads, a curriculum vita, and application for a post that the student can look for a job or a training Programme; Interviewing another person and handle a job inter-view.	
<b>UNIT-III</b>	10 Hours
<b>Administrative functions:</b> Welcoming visitors and clients and to provide them with necessary information, orient them, scan the visitors and also to be able to make them wait.	
<b>UNIT IV</b>	11 Hours
<b>Telephonic conversation:</b> Receiving or send simple telephonic message; Identifying the person on phone and his/her request; Spelling, repeating, reformulating, concluding, taking leave.	
<b>Writing Communication:</b> Reading simple and commonly used documents in professional and day-to-day life; Filling up forms in professional or day to day life situation; Taking down notes; Writing (from indications given) about messages, telegram, notes, as well as informal and formal specifically formatted letters, such as business letters act.	



<b>CROSS CULTURAL AND INTERNATIONAL HUMAN RESOURCE MANAGEMENT</b>	
Course Code: MMS-281 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 3

**Introduction:** In a globalized business environment, business organizations are employing workforce from diverse backgrounds and geographical regions. Managing a diverse workforce is indeed challenging for present day HR managers.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to:

- Understand the role of social and cultural factors on the Behavior of individual at work places, influence on managerial styles, business strategies, and other organizational processes
- Develop the right perspective to manage people from diverse settings working in multinational organizations

**Pedagogy:** The teaching pedagogy adopted here would a perfect blench of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CA P	MTET	MTE P	ETE T	ETI P	ETEP *
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		10 Hours
<b>Understanding Culture:</b> Introduction, Key Concepts, of Cultural Identity, Frameworks for Mapping the Culture, Geert Hofstede, Clyde Cluckhohn, TE Hall, Studies of National Culture		
<b>UNIT-II</b>		11 Hours
<b>Internationalization of HR Activities:</b> Types of International Business, inter country differences affecting HRM, causes for international assignments failure. Limitations and advantages of host country nationals (HCN). Parent country nationals (PCN) & Third country national (TCN): International Staffing Policy, Selecting International Managers, Adaptability & Screening, Managing Knowledge Workers.		
<b>UNIT-III</b>		10 Hours
<b>Understanding Cross Culture:</b> Organization culture & National culture, Cross – culture Theories, Cross – Culture Business Communication & Behavior, Culture & Organizational Performance		
<b>UNIT IV</b>		11 Hours
<b>Training &amp; Maintaining International Compensation: Training</b> for Expatriate Managers, National Differences in Compensation, Factors Influencing International Compensation, Components of Remuneration Package. <b>International Human Resource Management:</b> Some innovative Japanese Management techniques, such as just in time theory, quality circles and Kaizen. Legal issues in managing expatriates. Ethics in International HRM		
<b>Text books:</b>		
1.	Peter J. D. (2013), “International Human Resource Management”, (6th Ed.), Cengage Learning India Private Limited.	
2.	Wil Harzing A., Pinning ton A. (2014) “International HRM”, (4th. Ed.), Sage	
<b>Reference books:</b>		
1.	Aswathappa K. (2007), “International HRM”, (1st Ed.), Tata McGraw Hill.	
2.	Harzing A.W., Ruysseveldt J.V. (2014), “International Human Resource Management”, (4th Ed.), Sage Publications India Private Limited.	
3.	Gupta, S.C (2006), “Text book of International HRM”, (2nd Ed.), Macmillan Publishing.	
4	M. J. Browaeys and R. Price, “Understanding cross cultural management”, Prentice Hall, 3rd Ed., 2016	
5	Bernardin H. J. and Russell J. E., “Human Resource Management”, Irwin-Mc Graw	

## Marketing Analytics

Course Code: MMS- 285  
Hours: L-3 T-0 P-2  
Course Category: DEC

Credits: 4  
Semester: 3

**Introduction:** Marketing analytics enables marketers to measure, manage and analyses marketing performance to maximize its effectiveness and optimize return on investment (ROI). Beyond theobvious sales and lead generation applications, marketing analytics can offer profound insights into customer preferences and trends, which can be further utilized for future marketing and businessdecisions. This course offers an in-depth knowledge of how statistical and analytical techniques and approaches can bridge the gap between marketing problems and insights.

**Course Objectives:** The basic objective of this course is to provide a strong foundation in marketing analytics in order to handle diversified marketing data, build advanced analytical models and deliver effective visualization product and comprehensive reports.

**Pre-requisite:** Basic knowledge of data analytics methodology and techniques like regression, clustering etc. using excel.

**Course Outcomes:** After successful completion of this course, the students shall be able to:

- Describe the use of marketing analytics in the age of Big Data and dynamic environment.
- Construct marketing mix analytics to estimate the impact of various marketing tactics.
- Examine the strategies to be adopted to maintain life time valuable customers.
- Discuss the challenges and emerging issues in marketing analytics.
- Elucidate the emerging issues in marketing analytics.

**Pedagogy:** The teaching pedagogy adopted here would a perfect blench of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions

Evaluation Scheme:

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CA T	CAP	MTE T	MTE P	ETET	ETIP	ETEP *
3	0	2	Yes	Yes	--	10	15	--	60	15	--

**Contents:**

<b>UNIT-I</b>		10 Hours
<b>Introduction to Marketing Analytics</b>		
Meaning and Scope of Marketing Analytics; Sources of Marketing data; Marketing Metrics and Measurements; Offline and Digital Marketing Measures; Marketing Analytics in the age of Big Data, Simulation.		
<b>UNIT-II</b>		11 Hours
<b>Customer Analytics</b>		
Customer Lifetime Value; Customer Choice; Market-based analysis; Cross-Selling and Optimization		
<b>UNIT-III</b>		10 Hours
<b>Product Analytics</b>		
Pricing and Revenue Management; Segmentation; Targeting and Positioning; Marketing Mix Analytics; Assortment Optimization; New Product and Service Design		
<b>UNIT IV</b>		11 Hours
<b>Distribution Analytics</b>		
Distribution Analytics: Distribution channel characteristics, retail location selection, channel evaluation and selection, multi-channel distribution, distribution channel metrics. Promotion Analytics: Promotion budget estimation, promotion budget allocation, promotion metrics for traditional and social media		
<b>Suggested Readings</b>		
1.	Jeffery, M., “Data Driven Marketing”, Wiley	
2.	Stephan, S.,“ Marketing Analytics : Strategic Models and Metrics”, Create spaceIndependent Publishing	
3.	Venkatesan, R., Farris, P., & Wilcox, R.T., “Cutting-edge marketing analytics: real World cases and datasets for hands on learning”, Pearson Education.	
4.	Sharma, H. (2017), “Master the Essentials of Email Marketing Analytics”, Blurb.	
5.	Blattberg, R.C., Do- Kim, B., & Neslin, S.A., “Database marketing: analyzing and managing customers”, Springer, New York.	

## Pricing Analytics

Course Code- MMS- 287 Contact Hours: L-3 T- 0 P-2 Course Category: DEC	Credits: 4  Semester: 3
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**Introduction:** As one marketing expert aptly stated, "For marketing strategists, pricing is the moment of truth - all of marketing comes to focus on the pricing decision." An effective pricing strategy offers a key advantage over competitors. Understanding how to implement one is a valuable tool in an increasingly interconnected business landscape with a growing number of parties wanting their share of the market. This course is designed to equip you with the skills and understanding to accurately and effectively price new or existing products or services, with a focus on providing economic value to the customer using a data-driven approach.

**Course Objectives:** The objective of this course is to study the application of advanced analytical models for different pricing techniques, pricing assessment methods, concepts of profitable pricing, and learn about price discrimination. Familiarize with the techniques and guidelines that will enable you to execute a successful pricing strategy for a variety of products and industries to have a measurable impact on your organization.

**Pre-requisite:** Basic knowledge of data analytics methodology and techniques like regression, clustering etc. using excel.

**Course Outcomes:** After successful completion of this course, the students shall be able to:

- Explain the basic concepts of Pricing Analytics.
- Familiarize the students with the concepts of value creation and price structure.
- Analyze the concept of price, value communication and costs.
- Critically examine the pricing policy and levels.
- Elucidate the concept of costs.

**Pedagogy:** The teaching pedagogy adopted here would be a perfect blend of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions

### Evaluation Scheme:

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTE T	MTE P	ETET	ETIP	ETEP *
3	0	2	Yes	Yes	--	10	15	--	60	15	--

**Contents:**

<b>UNIT-I</b>		10 Hours
<b>Introduction</b>		
Tactical Pricing and Pricing Strategy Changing the Pricing Game to Drive Profitable Growth, Why Pricing Is Often Ineffective, The Cost-Plus Delusion, Customer-Driven Pricing, Competition Driven Pricing, The Discipline of Strategic Pricing. Pricing Strategy: An Integrated Approach The Strategic Pricing Pyramid, Value Creation, Price Structure, Price and Value Communication, Pricing Policy, Price Level		
<b>UNIT-II</b>		11 Hours
<b>Value Creation and Price Structure</b>		
The Source of Pricing Advantage, The Role of Value in Pricing, Economic Value Estimation: An Illustration, The High Cost of Shortcuts, How to Estimate Economic Value, The Strategic Importance of EVE, Value-Based Market Segmentation; Price Structure: Segmentation Pricing Tactics for Separating Markets, Price Metrics, Performance- Based Metrics, The Need for Cost Based Metrics: Segmentation Pricing Fences, Segmenting by Buyer Identification, by Purchase Location, by Time of Purchase, by Purchase Quantity, by Product Bundling, by Tie-ins and Metering, by Product Design, Importance of Segmented Pricing		
<b>UNIT-III</b>		10 Hours
<b>Price, Value Communication</b>		
Strategies to Influence Willingness-to-Pay, Value Communication, The Cost-Benefit Mix, Market Segments and Differentiated Values, Price Communication.		
<b>UNIT IV</b>		11 Hours
<b>Pricing Policy and Levels</b>		
Managing Customer Expectations and Behaviors, Organizing for Policy based Pricing, Creating and Managing Pricing Policies Strategically, Diagnosis, Policy Development, Implementing Policies Finding the Right Price for the Right Customer, The Price-Setting Process, Preliminary Segmen Pricing, Price Optimization, Implementing New Prices, group price analytics, pricing elasticity.		
***The practical component of the course consists of practical assignment based on above mentioned topics.		
<b>SUGGESTED READINGS:</b>		
1.	Nagle, T., HoganJ., ZaleJ. (2013), “The strategy and tactics of pricing”, Routledge, Fifth Edition	
2.	Smith, T.J. (2012), “Pricing Strategy: Setting Price Levels, Managing Price Discounts and Est abolishing Price Structures”, Cengage Learning, First Edition.	
3	Ferguson, M.&Bodea,T.(2012),“Pricing Segmentation and Analytics”, Business ExpertPress	

4.	Meehan,J.M., Simonetto,M., Montan,L.&Goodin, C.(2011),“Pricing and Profitability Management: A Practical Guide for Business Leaders”, John Wiley & Sons.
5.	Ferguson,M. Bodea,T.(2014),“Segmentation, Revenue and Pricing Analytics”, Routledge

Note: latest version of the book shall be used.

### Financial Analytics

Course Code: MMS- 289	Credits: 4
Contact Hours: L-3 T-0 P-02	Semester: 3
Course Category: DEC	

**Introduction:** *Financial analytics* is the creation of ad hoc analysis to answer specific business questions and forecast possible future financial scenarios. It is the field that provides high- and granular-level views of a company's financial data, helping to improve its business performance. Finance teams gather the information needed to gain a clear view of key performance indicators. A proper analysis consists of different key areas, each containing its own set of data points and ratios. Financial analytics helps companies discover the risks they face, improve business processes and optimize efforts in the right direction.

**Course Objectives:** The main objective of this course is to familiarize with financial analysis, techniques and tools of financial analysis. This course makes competent in analyzing the past and present financial data of the organization and estimate future revenues and expenditures.

**Pre-requisite: 1.** Basic knowledge of Business Finance.

2. Familiar with Financial Database.

**Course Outcomes:**

After successful completion of this course, the students shall be able to

- Assess financial evaluation of a scenario given historical data.
- Learn various portfolio models.
- Understand the valuation of options and bonds.
- Learn simulation of stock prices.
- Elucidate the Monte Carlo Methods.

**Pedagogy:** The teaching pedagogy adopted here would a perfect blench of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions

Evaluation Scheme:

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CA T	CAP	MTE T	MTE P	ETET	ETIP	ETEP *
3	0	2	Yes	Yes	--	10	15	--	60	15	--



**Contents:**

<b>UNIT-I</b>	10 Hours
<b>Corporate Finance and Valuation-I</b> Basic Financial Calculations: Overview, Net Present Value, Internal Rate of Return (IRR) and Loan Tables, Continuous Compounding, Discounting Using Dated Cash Flows. Corporate Valuation Overview: Compute Enterprise Value, Using Accounting Book Values to Value a Company, Efficient Markets Approach, Enterprise Value, & Free Cash Flows, Consolidated Statement of Cash Flows. Calculating the Weighted Average Cost of Capital (WACC).	
<b>UNIT-II</b>	11 Hours
<b>Corporate Finance and Valuation-II</b> Valuation Based on the Consolidated Statement of Cash Flows: Overview, Free Cash Flow (FCF): Measuring the Cash Produced by the Business, Reverse Engineering the Market Value. Pro Forma Financial Modeling: Overview, How Financial Models Work: Theory and an Initial Example, Free Cash Flow (FCF): Measuring Cash Produced by Business, Using FCF to Value the Firm, Valuation Procedure, Modeling of Fixed Assets, Sensitivity Analysis, Debt as a Plug, Incorporating in Pro Forma	
<b>UNIT-III</b>	10 Hours
<b>Portfolio Models</b> —Portfolio Means and Variances, Envelope Portfolios. Calculating Efficient Portfolios: Overview, Definitions and Notation, Five Propositions on Efficient Portfolios and the CAPM. Calculating the Variance-Covariance Matrix: Overview, Computing the Sample Variance-Covariance Matrix, Correlation Matrix, Computing the Global Minimum Variance Portfolio (GMVP), Four Alternatives to the Sample Variance Covariance, Using Option Information to Compute the Variance Matrix	
<b>UNIT IV</b>	11 Hours
<b>Valuing Bonds</b> : Overview, Duration patterns , Bond with uneven Payments, Non- Flat Term Structures and Duration. Immunization Strategies: Overview, Model of Immunization, Convexity. Modeling the Term Structure: Overview, Basic Example, Several Bonds with the Same Maturity, Fitting a Functional Form to the Term Structure. The Properties of the Nelson-Siegel Term Structure, Term Structure for Treasury Notes.	

<b>Text Books:</b>	
1.	Banning, S. (2014), "Financial Modeling", MIT Press, Fourth Edition
2.	Winston. (2010), "Financial Models Using Simulation and Optimization", Palisade Corp
3.	Lemieux, V.L. (2012), "Financial Analysis and Risk Management: DataGovernance, Analytics and Life Cycle Management", Springer.
4.	Bennett, M.J. & Hagen, D.L. (2016), "Financial Analytics with R: Building a Laptop Laboratory or Data Science", Cambridge University Press
5.	Basins, B., Rushed. & Schedule, H. (2017), "Credit Risk Analytics: Measurement Technique, Applications and Examples in SAS", Wiley.

\*\*\*The practical component of the course consists of practical assignment based on above mentioned topic

Operation and Supply Chain Analytics	
Course Code: MMS- 291 Contact Hours: L-3 T-0 P-02 Course Category: DEC	Credits: 4 Semester: 3

**Introduction:** The supply chain is the most obvious face of the business for customers and consumers. The better a company can perform supply chain analytics, the better it protects its business reputation and long-term sustainability. Supply chain analytics can help an organization make smarter, quicker and more efficient decisions. Students will learn about discovering patterns from data, use of predictive analytics tools and methods for demand forecasting and data driven decision making.

**Course Objectives:** The basic objective of this course is to provide core concepts of operations and supply chain management with the use of analytics software's in order to handle diversified data, build advanced analytical models and deliver effective visualization and comprehensive reports.

**Pre-requisite:** None

Course Outcomes:

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

- Explain the importance of supply analytics and applications.
- Handle the available business information/data more efficiently.
- Use analytical tools like efficiently to facilitate managerial decisions making.
- Develop analytical skills in operations and supply chain to address real world problems

**Pedagogy:** The teaching pedagogy adopted here would a perfect blench of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions

Evaluation Scheme:

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CA T	CA P	MTE T	MTE P	ETE T	ETI P	ETEP *
3	0	2	Yes	Yes	--	15	15	--	60	15	--

<b>UNIT-I</b>	10 Hours
<p><b>Introduction</b>  Definition, relevance and scope of Analytic sin Operations and Supply Chain Analytics, recent trends in Supply Chain  Analytics, 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</p>	
<b>UNIT-II</b>	11 Hours
<p><b>Supply Chain Descriptive Analytics</b>  Key issues in supply chain analytics, Concept of Descriptive Analytics in a Supply Chain, Overview o Supply Chain Models and Modeling Systems: Descriptive models, Optimization modes, Off-the shelf modeling system (SLIM), Supply chain operations reference model (SCOR), The network KEIRETSU Nature-Inspired Intelligence in Supply Chain Management Discussion on a Few Supply Chain Analytics applications in India (students participation is expected),  Decision Domain sin in supply chain analytics</p>	
<b>UNIT-III</b>	10 Hours
<p><b>Predictive &amp;Prescriptive Analytics of supply chain:</b>  Developing approaches for building and analyzing predictive models, applying regression forecasting, queuing techniques, and risk analysis, etc. 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, Concept of 3PL/4PL in a Supply Chain</p>	
<b>UNIT IV</b>	11 Hours
<p><b>Application of Supply Chain Models:</b>  A Calibration Model Establishes Position and Performance Gap, Models for Purchasing, Procuremen and Strategic Sourcing, Logistics Models, from Manufacturing to Accepted Delivery, Models fo Forecasting Demand Management, and Capacity Planning, Models for Order Management and Inventory Management’ Models for Sales and Operations Planning, Advanced Planning and Scheduling Models Models for Supplier Relationship Management, Models for Customer Relationship Management, Models for Collaborative Design and Manufacturing, Collaborative Planning Forecasting, and Replenishment (CPER) Models, Use of SCORE Model</p>	
<p><b>Suggested Readings:</b></p>	
<ol style="list-style-type: none"> <li>1. Nagurney, A., Yu, M., Masoumi, A.H. &amp; Nagurney, L.S. (2013), “Networks Against Time: Supply Chain Analyticsfor Perishable Products”, Springer.</li> <li>2. Chopra, S., &amp; Meindl, P. (2012), “Supply Chain Management Strategy, Planning and Operation”, Prentice Hall</li> <li>3. Jeremy F. Shapiro, “Modeling the Supply Chain” Duxbury Cengage Learning.</li> <li>4. 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, New Delhi</li> <li>5. Mathirajan, M., Rajendran, C., Sadagopan, S., Ravindran, A. &amp; Balasubramanian,</li> <li>6. P. (2015), “Analytic sin Operations/Supply Chain Management”, I.K. International Publishing.</li> <li>7. Hyndman, R.J., &amp; Athanasopoulos, G. (2014), “Forecasting: principles and practice”, Online Open Access Textbooks</li> </ol>	

\*\*\*The practical component of the course consists of practical assignment based on above mentioned to

<b>HR Analytics</b>	
Course Code: MMS- 293 Contact Hours: L-3 T-0 P-02 Course Category: DEC	Credits: 4 Semester: 3

**Introduction:** This course provides students with an introduction to HR analytics also known as human capital analytics or people analytics. The course will teach emerging practices and techniques used to acquire data, analyze, predict and finally solve questions and challenges challenging organizations of all sizes and sectors today. Students will learn about human capital measurement and metrics, predictive analytic tools and methods, human capital reporting standards, frequently used metrics, core analytic study methods to acquire, analyze, predict and create a data driven solution/business case with advanced visualization techniques.

**Course Objectives:** The basic objective of this course is to provide a strong foundation in HR Analytics in order to handle diversified human resource data, build advanced analytical models and deliver effective visualization employee data and create comprehensive reports.

**Pre-requisite:** None

Course Outcomes:

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

- Understand the concept and analyze through practical examples.
- Familiarize the students with data challenges and how to build capabilities.
- Implement analytical tools.
- Elucidate the concept of strategic work force planning.
- Learn how to implement the strategies.

**Pedagogy:** The teaching pedagogy adopted here would a perfect blend of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions

Evaluation Scheme:

Course Type			Examination		Relative Weights						
					L	T	P	TH	PR	CAT	CA P
3	0	2	Yes	Yes	--	15	15	--	60	15	--

**Contents:**

<b>UNIT-I</b>	10 Hours
<b>Introduction and Practical Examples</b> The Evolution, do we know the difference? How to approach an analysis? Metrics, dashboards Practical Examples- The strategic value in surveys, assessing an HR program, Engagement and turnover, Finding the money in analytics, dispeller of myths, linking HR data to operational performance, building your linkage map	
<b>UNIT-II</b>	11 Hours
<b>Data Challenges and Building capabilities</b> Data Challenges, should we build the capabilities in-house? Hiring analytical employees, the analytical leader	
<b>UNIT-III</b>	10 Hours
<b>Analytical tools</b> Data Collection, Analysis tools, Visualization tools	
<b>UNIT IV</b>	11 Hours
<b>Strategic Workforce Planning</b> What is strategic workforce planning, its evolution, purpose, how will it help my company, the role of business strategy, determine the roles of interest, establish the current state, determine desired forecasting scenarios, perform gap assessments Benchmarking and best practices, Staffing, supply and demand forecasting, Gantt Chart, CPM, PERT	
***The practical component of the course consists of practical assignment based on above mentioned topics	
<b>Suggested Readings</b>	
1. Bhattacharyya, D.K. (2017), "HR Analytics Understanding Theories and Applications", SAGE Publications. 2. Edwards, M. & Edwards, K. (2016), "Predictive HR Analytics: Mastering the HR Metric", Kogan Page Limited. 3. Soundarajan, R. & Singh, K. (2016), "Winning on HR Analytics: Leveraging Data for Competitive Advantage", SAGE Publications. Smith, T. (2013), "HR Analytics: The What, Why & How", Create Space Independent Publishing Platform. 4. Smith, T. (2012), "Strategic Workforce Planning: A practical guide", Create Space Independent Publishing Platform	
<i>Note: latest version of the book shall be used</i>	

### Time Series Analytics

Course Code: MMS- 295	Credits: 4
Contact Hours: L-3 T-0 P-2	Semester: 5
Course Category: DEC	

**Introduction:** This course introduces the basic time series analysis and forecasting methods. Topics include stationary time series models, states pace models, ARCH and GARCH, multivariate time series and forecasting techniques.

**Course Objectives:** The basic objective of this course is to provide a strong foundation various method to perform quantitative techniques on time series data and study advanced analytical models to do effective data visualization.

**Pre-requisite:** None

Course Outcomes:

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

- Learn the basics of time series data.
- Understand the stationary time series models.
- Perform forecasting with time series data.
- Apply time series techniques to states pace models, ARCH and GARCH, multivariate time series.
- Elucidate the models with trend, multi-equation time series models and co-integration and error correction models.

**Pedagogy:** The teaching pedagogy adopted here would a perfect blench of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions

Evaluation Scheme:

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CA T	CA P	MTE T	MTE P	ETE T	ETI P	ETEP *
3	0	2	Yes	Yes	--	1 5	15	--	60	15	--

**Contents:**

<b>UNIT-I</b>	10 Hours
<b>Difference Equations</b> Time series models, Difference equations and their solutions, solution by iteration, an alternative solution methodology, the cobweb model, solving homogeneous difference equations, particular solutions for deterministic processes, the method of undetermined coefficients, lag operators.	
<b>UNIT-II</b>	11 Hours
<b>Stationary Time Series Models</b> Stochastic difference equation models, ARMA models, stationary restrictions for ARMA (p, q) model, auto correlation function, partial auto correlation function, sample auto correlation so f stationary series, box-jerkins model selection, properties of forecasts, model of interest rate spread, seasonality, parameter instability and structural change.	
<b>UNIT-III</b>	10 Hours
<b>Modeling Volatility</b> Economic time series: the stylized facts, ARCH processes, ARCH and GARCH estimates of inflation, examples of GARCH models, A GARCH model of risk, ARCH-M model, additional properties of GARCH processes, maximum likelihood estimation of GARCH models, other models of conditional variance, Estimating the NYSE International 100 index, Multivariate GARCH.	
<b>UNIT IV</b>	11 Hours
<b>Models with Trend</b> Deterministic and Stochastic trends, removing the trend, unit roots and regression residuals, Monte-Carlo method, Dickey-Full re-tests: examples and extensions, structural change, power and the deterministic regressors, test with more power, panel unit root tests, trends and univariate decompositions.	
***The practical component of the course consists of practical assignment based on above mentioned topics	
<b>Suggested Readings:</b>	
1. Enders. (2014), Applied Econometric Time Series. John Wiley & Sons, Inc., Fourth Edition. 2. Brockwell, P.J. & Davis, R.A. (2016), Introduction to Time Series and Forecasting, Springer, Third Edition. 3. Tsay, R.S. (2014), Analysis of Financial Time Series, Wiley, Third Edition. 4. Hamilton, J.D. (2012), Time Series Analysis, Princeton University Press 5. Shumway, R.H.& Stoffer, D.S. (2013), Time Series Analysis and Its Applications: With R Examples, Springer	



# **FOURTH SEMESTER**

PROJECT MANAGEMENT	
Course Code: MMS-202 Contact Hours: L-3 T-1 P-0 Course Category: DCC	Credits: 4 Semester: 4

**Introduction:** Project Management deals with seeking new methods of planning, organizing, and controlling non-routine tasks. The management of a project differs in several ways from management of a typical enterprise. The goal of a project team is to accomplish its prescribed mission and then disband; though this is easier said than done. Project Management has been around for some time, though it has recently become more important because of the shifting emphasis on teams in accomplishing tasks.

**Course Objectives:** To provide the students with an integrated view of project management, sensitizing them about the complexities involved in managing projects and equipping them with techniques for effective project management.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to understand:

1. Understand the factors that are important in selecting projects.
2. Differentiate the types of models for selecting projects, why are they useful and what are their limitations?
3. Identify and describe the components of the project portfolio process.
4. Understand the components of the project maturity model.

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		10 Hours
<b>Project Management Principles:</b> Definition of project, project management processes and other key concepts, principles of project management, roles and responsibilities of the project manager, project life cycle, causes of project failures		
<b>UNIT-II</b>		10 Hours
<b>Planning the project:</b> Project planning process, project charter and project plan, work breakdown structure (WBS) techniques, project structuring and organization considerations, change management and conflict resolution issues.		
<b>Estimating Project Costs:</b> Type of costs, Elements of budget, approaches for estimating cost and budget, Factors influencing quality of estimates.		
<b>UNIT-III</b>		11 Hours
<b>Estimating Project Time:</b> Activity sequencing, Estimating time, precedence network diagram, critical path method, program evaluation and review techniques, project scheduling, and basics of scheduling.		
<b>UNIT IV</b>		11 Hours
<b>Project Quality Management:</b> An Overview of PQM processes and their integration with Project Management Plan		
<b>Managing Risks, Project Control and Performance Management:</b> Risk concept and identification, risk assessment, prioritizing risks, risk response planning, Project tracking and control elements, Earned Value Management, factors contributing to successful project control, Measures of project success.		
<b>Text Books</b>		
<b>1.</b>	Meredith J.R., Mantel S.J. and Shafer S.M. (2014), “Project Management: A Managerial Approach”, (9th Ed.), Wiley Publishing.	
<b>2.</b>	Straw G., (2021), “Understanding Project Management”, (1st Ed.), Kogan Page Ltd.	
<b>Reference Books</b>		
<b>1.</b>	Charvat J. (2003), “Project Management Methodologies: Selecting, Implementing and Supporting Methodologies and Processes for projects”, (1st Ed.), John Wiley & Sons.	
<b>2.</b>	Project Management Institute, (2017), “A Guide to the Project Management Body of Knowledge”, (5th Ed.).	
<b>3.</b>	Erik Larson and Clifford Gray,(2020), “Project Management: The Managerial Process”, 8 <sup>th</sup> edition, McGraw Hill	
<b>4.</b>	Newton (2016), “Project Management Step by Step: How to plan and manage highly successful project (2 <sup>nd</sup> edition)	

ENTREPRENEURSHIP DEVELOPMENT	
Course Code: MMS-204 Contact Hours: L- 2 T- 0 P-0 Course Category: DCC	Credits: 2 Semester: 4

**Introduction:** Entrepreneurship is a dynamic process of vision, change, and creation towards the formulation of new innovative ideas and creative solutions. The major emphasis of the course will be on creating a learning ecosystem for promoting and managing innovation in start-ups. It explores successful frameworks, strategies, funding techniques, business models, risks, and barriers for introducing break-through products and services.

**Course Objectives:** The course aims to develop

- understanding of fundamental knowledge of the phenomenon of innovation, and inculcate personal creativity and entrepreneurial initiative.
- acquaint the students with challenges of starting new ventures and enable them to understand, investigate, and internalize the process of setting up a business.
- understanding the stages of the entrepreneurial process and the resources needed for the successful development of start-ups.
- convert business ideas into successful ventures.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will able to:

1. Develop an entrepreneurial mind-set by learning different entrepreneurial traits
2. Identify the frameworks to assess opportunities and constraints for new business ideas
3. Understand the methodical procedure to select and screen a business idea
4. Design strategies for its successful implementation

**Pedagogy:**

The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
2	0	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		7 Hours
<b>Entrepreneurship:</b> Evolution, Concept and Definitions; characteristic of successful Entrepreneurs, Entrepreneurship process, Classification and Types of Entrepreneurs, Barriers to Entrepreneurship; John Kao's Model on Entrepreneurship, Innovation and entrepreneurship, Current trends and emergence of startup culture in India.		
<b>UNIT-II</b>		7 Hours
<b>Opportunity / Identification of Successful Business Ideas:</b> Entrepreneurial Opportunity – Search and Identification; and Generating Ideas Entry strategies; Criteria to Select a Product / market; Environmental scanning, Conducting Feasibility Studies, Starting a new company. Buying an existing business. Franchising. Family business, Business Plan Formulation.		
<b>UNIT-III</b>		7 Hours
<b>Moving from an Idea to a New Venture:</b> Preparing the Proper Ethical and Legal Foundation, Building a New-Venture Team, Leadership; Corporate Entrepreneurship, Social Entrepreneurship, Strategic planning for business; Steps in strategic planning, Forms of ownership, Legal process for registration of a Company.		
<b>UNIT IV</b>		7 Hours
<b>Funding for the Start-up:</b> Traditional sources of financing, Loan syndication, Consortium finance, Alternate Source of Funding: Venture capital, Angel Investment, Crowd Funding, Boot Strapping, Business Incubators, Government grants and Subsidies. Financial schemes offered by various financial institutions and study of Government Schemes that support Entrepreneurs, Start-ups, MSMEs, any new venture, rules and regulations governing support by these institutions.		
<b>Text Books</b>		
1.	Desai, V. (2019), "The Dynamics of Entrepreneurial Development and Management", Himalaya Publishing House.	
2.	Barringer, Brace R., and R., Duane Ireland, (2015) "Entrepreneurship: Successfully Launching New Business", Pearson.	
3.	R. His rich and M. Peters, "Entrepreneurship", McGraw Hill Education, 2020.	
<b>References Books</b>		
1.	Charantimath, P. (2018), "Entrepreneurship Development and Small Business Enterprise", Pearson Education.	
2.	Drucker, P.F. (2006), "Innovation and Entrepreneurship" Harper Business.	
3.	Kuratko D.F. (2020), "Entrepreneurship: Theory, Process and Practice", (9th Ed.) South Western Publication	

BUSINESS INTELLIGENCE	
Course Code: MMS-206 Contact Hours: L- 2 T- 0 P-0 Course Category: DCC	Credits: 2 Semester: 4

**Introduction:** Over the past few decades there has been a monumental transition regarding collection creation and use of data. While great strides have been made in data management, there is always a desire to extract business value hidden in the piles of bits and bytes. This course focuses on the tools and techniques for the same.

**Course Objectives:** To expose students to techniques of analyzing hidden patterns in data for effective decision making.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to:

1. Identify the use of data warehousing and data mining in different business applications)
2. Identify the different data warehouse architectures and data warehouse models) Recognize the various data mining techniques.) Know how the datamining is useful in an e-commerce environment.

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
2	0	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		14 Hours
<b>Introduction to Data Science:</b> Data Science, Data pre-processing, Introduction to decision support systems, Big-data, Hadoop and data mining, OLAP and Data Mining.		
<b>UNIT-II</b>		14 Hours
<b>Data Mining &amp; Classification:</b> Mining Frequent Patterns, Associations, Correlations, Classification, Prediction, Clustering, Data mining applications in business.		
<b>Text Books</b>		
<b>1.</b>	Tan P., Steinbach M. and Kumar V., (2018), "Introduction to Data Mining", (2 <sup>nd</sup> Ed.), Pearson Addison Wesley.	
<b>2.</b>	Warren J., Marz N. (2015), "Big Data: Principles and Best Practices of Scalable Real-Time Data Systems", (1st Ed.), Dreamtech Press.	
<b>3.</b>	Successful Business Intelligence, Second Edition: Unlock The Value Of BI & Big Data By Cindi Howson.	
<b>4.</b>	David Olson, Yong Shi, "Introduction to Business Data Mining" 1st Edition, McGraw-Hill.	

CORPORATE MERGERS, ACQUISITIONS AND RESTRUCTURING	
Course Code: MMS-210 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 4

**Introduction:** This course is designed to provide an understanding of the essential elements of Mergers and Acquisitions with the basic methods of valuation along with regulatory framework, pre- and post-merger Valuation, methods of payment and financing options at global level.

**Course Objectives:** The objective of this course is to develop expertise in identifying inorganic growth strategies through mergers, acquisitions and restructuring of corporate enterprises for enhancing the value.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to:

1. To facilitate the understanding of process and economic rationales of corporate Restructuring tools such as Mergers & Acquisitions, particularly in the international domain of operation.
2. To enable the deep understanding of techniques of application of M&As.
3. To apply the valuation techniques to M&A Assessment and decision making.
4. To enable the student to acquire analytical skills in analyzing real-world cases in the need for M&A in a respective international venture.

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--



**Contents:**

<b>UNIT-I</b>		10 Hours
<b>Introduction to Mergers:</b> Nature of acquisitions and amalgamations. types of mergers – motives behind mergers – theories of growth of the firms and organic, inorganic growth strategies – value creation in horizontal, vertical and conglomerate mergers – internal and external change forces contributing to M & A activities A strategic perspective- industry life cycle and product life cycle analysis in M&A decision, strategic approaches to M&A- SWOT analysis, BCG matrix, Porter’s Five forces model.		
<b>UNIT-II</b>		10 Hours
<b>Regulatory Framework:</b> Legal and regulatory framework of M & A – provisions of Companies Act 2013, Indian Income Tax act 1961 – SEBI takeover code, Provisions of Competition Act. <b>Corporate Bankruptcies:</b> Concept of Bankruptcy, Identification and Management thereof.		
<b>UNIT-III</b>		11 Hours
<b>Merger Process:</b> Dynamics of M & A process; identification of targets and process of due diligence, preparation of due diligence report, deal restructuring. Process of mergerintegration–organizational and human aspects –managerial challenges of M & A, Integration of merged entity; process and problem, proxies and takeover tactics.		
<b>UNIT IV</b>		11 Hours
<b>Corporate restructuring:</b> Different methods of restructuring – joint ventures – sell off and spin off – divestitures – equity carve out – leveraged buyouts (LBO) – management buy outs – master limited partnerships – employee stock ownership plans (ESOP), Going Private. <b>Valuation of M&amp;A:</b> Valuation approaches: discounted cash flow valuation, relative valuation , valuing operating and financial synergy, valuing corporate control; cash offer, share exchange ratio– mergers as a capital budgeting decision.		
<b>Text Books</b>		
1.	Gaughan P.A., (2017),“Mergers, Acquisitions and Corporate Restructurings”, (6th Ed.), John Wiley.	
2.	De Pamphilis D., (2017), “Mergers and Acquisitions Basics”, (1st ed.), Elsevier.	
<b>Reference Books</b>		
1.	Vadapalli R., (2007), “Mergers acquisitions and Business valuation”, (1st Ed.), Excel Books.	
2.	Damodaran A., (2001), “Corporate Finance-Theory and Practice”, (2nd Ed.), John Wiley & Sons.	
3.	Reed S.F., Lajoux A. R., Peter H., (2007), “A Merger Acquisition Buyout Guide “, (4th Ed.), McGraw Hill Education.	
4.	Rajinder Aurora , “Mergers and Acquisitions”, Oxford university Press	
5.	Arzac “Valuation For Mergers, Buyouts, And Restructuring”, Wiley (2 <sup>nd</sup> Edition)	

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**DERIVATIVES AND RISK MANAGEMENT**

Course Code: MMS-212  
Contact Hours: L-3 T- 1 P-0  
Course Category: DEC

Credits: 4  
Semester: 4

**Introduction:** The course will equip students with principles and techniques of Derivatives including various strategies of call and put options and its models like BSM and Binomial, and Risk Management through stock market.

**Course Objectives:** The course aims at imparting skills of managing Risk through options, futures and derivatives.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to:

1. Understand derivatives in detail such as forward, futures, options, swaps etc.
2. Understanding of option pricing models with different strategies.
3. Understand the concept of hedging, speculation and arbitrage.

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		10 Hours
<b>Introduction to Financial Derivatives:</b> Forwards, futures, options, swaps and other derivative instruments. Basics of hedging credit, currency and interest rate risks -Difference between hedging and speculation -Hedge Funds vs Mutual Funds.		
<b>UNIT-II</b>		11 Hours
<b>Fundamentals of Forwards and Futures:</b> Organization and structure, trading mechanism, cost of carry model, Determination of forward and future prices: Pricing of futures and forwards on investment assets, commodities, currencies and interest rate.		
<b>Hedging Strategies using Forwards and Futures:</b> Short hedge and long hedge using futures, cross hedging of portfolio and commodities using futures.		
<b>UNIT-III</b>		10 Hours
<b>Option fundamentals:</b> Building Blocks, calls, puts, and underlying; Basic Option Pricing: European options, American options, forward-spot parity, put call parity, Option Greeks, the binomial option-pricing model. Binomial and Black-Scholes Option Valuation, hedging strategies using Options: Option Positions and Strategies, Construction of option strategies in various market situations and their pay off; Betting on a large price decrease, betting on a small price increase.		
<b>UNIT IV</b>		11 Hours
<b>Risk Management:</b> Objective of Risk management, identifying types of risk, quantifying risk and Hedging techniques, Credit default swaps, Total return swaps, Credit spread options, Collateralized debt obligation, Introduction to VaR.		
<b>Text Books</b>		
1.	Hull J.C., (2018), “Options Futures & Other Derivatives”, (9th Ed.), Pearson Education.	
2.	Bagri B. R., Vohra N. D., (2011), “Futures and Options”, (2nd Ed.), McGraw Hill Education.	
<b>Reference Books</b>		
1.	Chance D.M., Brooks R., (2016), “Introduction to Derivatives and Risk Management”, (10th Ed.), Thomson Learning.	
2.	Kolb R. W., Overdahl J.A., (2007), “Futures, Options and Swaps”, (5th Ed.), Blackwell Publishing.	
3.	S. T. Ruey, “Analysis of Financial Time Series”, John Wiley (3 <sup>rd</sup> Edition).	

FINANCIAL MODELING AND ANALYSIS	
Course Code: MMS-214 Contact Hours: L-3 T- 1 P-0 Course Category: DEC	Credits: 4 Semester: 4

**Introduction:** The Managers involved in financial decision making/ planning need financial modeling for their day-to-day decision making. This course will cover important concepts of financial modeling and an insight on how to convert the finance related applications in Excel Spread sheet Model.

**Course Objectives:** The objective of the course is to acquaint students with the methodology of Econometrics & Financial Modeling and make them capable of applying it to business problems. The emphasis will be on application aspects with theoretical understanding. Focus will also be on building models in different areas of finance including investments, corporate finance and derivatives.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to:

1. Use Excel in financial modeling
2. Interpretation of regression models with cross-sectional financial data
3. Understand Asset price volatility models.
4. Forecast Volatility through volatility models and develop the interactive model, output screen and report.

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		10 Hours
<b>Introduction:</b> Modeling practices and principles Use of Excel in financial decision making.		
<b>UNIT-II</b>		10 Hours
<b>Financial Modeling:</b> Model specification; desirable qualities of models; evaluating an econometric model; Random variables, stochastic variables and the stochastic error term; probability distributions (review); estimators, desirable qualities of a good estimator; maximum likelihood estimators (definition).		
<b>UNIT-III</b>		11 Hours
<b>Extensions of the basic linear model and the multiple regression model:</b> The 3 variable model; partial regression and correlation coefficients; assumptions of the classical linear model; Derivation of Ordinary Least Squares Estimators; Properties of LS estimators, OLS AS BLUE; Variances and Standard deviations; Goodness of fit: R=squared and adjusted R- squared; Tests of significance t and F tests; Hypothesis testing involving more than one parameter; Forecasting; Evaluation of Forecasts; Mean Squared error, RMS error.		
<b>UNIT IV</b>		11 Hours
<b>Time Series Analysis:</b> Short Run and Long Run Relationships, Cointegration: Cointegration and common trends, Tests of cointegration: Engle-Granger Two Step Procedure, the Johansen-Juselius Multivariate Test, Error Correction Models: - Estimation and interpretation off an Error Correction Model, Forecasting Using an Error Correction Model.		
<b>Modeling Volatility:</b> Time varying volatility model: ARCH, GARCH, AGARCH models and its extension Forecasting volatility and other Volatility models, Developing the interactive model, output screen and report.		
<b>Text Books</b>		
1.	Gujarati D.E., (2010), “Essentials of Econometrics”, (4 <sup>th</sup> Ed.), McGraw Hill	
2.	Simon B., (2000), “Financial modeling”, (2 <sup>nd</sup> Ed.), MIT press.	
<b>Reference Books</b>		
1.	Winston W., (2013), “Microsoft Excel 2013 Data Analysis and Business Modeling”, (1 <sup>st</sup> Ed.), Microsoft Press.	
2.	Koutosyannis A., (2001), “Theory of Econometrics”, (2 <sup>nd</sup> Ed.), Palgrave Macmillan.	
3.	S. T. Ruey, “Analysis of Financial Time Series”, John Wiley	

## MANAGEMENT CONTROL SYSTEMS

Course Code: MMS-216 Contact Hours: L-3 T- 1 P-0 Course Category: DEC	Credits: 4 Semester: 4
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**Introduction:** The paper will enrich the strategic aspects in a company. It will help the students in widely taking the decisions related to management aspects and introducing the concept of control management so that proper utilization of resources can be done with minimum cost and wastages.

**Course Objectives:** The course aims at covering management control and systems used by managers in planning & monitoring and evaluating the organizations as they adapt to changing environment as also the philosophies and responsibilities

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to:

1. Understand the concept of performance related returns.
2. Understand the methods of measuring the financial performance.
3. Understand the concept of transfer pricing, its usage and legal framework attached to transfer pricing.

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		10 Hours
<b>Management planning and control:</b> operational vs. strategic. Business decisions to improve performance: Measures of performance: EVA and ROI. Evaluation of product and divisional performance.		
<b>UNIT-II</b>		10 Hours
<b>Responsibility Accounting:</b> Revenue, Cost and Investment centers, Methods of evaluation of performance. Authority and Responsibility Structures. Governance and control philosophies		
<b>UNIT-III</b>		11 Hours
<b>Budgetary Control:</b> Flexible and Fixed system. Budgetary Control Methods: Methods of Expenditure Control and Risk Evaluation and Management. Behavioral issues in control. Aligning individual/group objectives with organizational goals/objectives. ABC costing method, Control in Not-for-profit organizations		
<b>UNIT IV</b>		11 Hours
<b>Transfer Pricing:</b> The importance of transfer pricing; what is transfer pricing; different approaches to transfer pricing (arm's length principle, formulary apportionment, safe harbors); the arm's length principle; the legal framework. Transfer pricing methods.		
<b>Text Books</b>		
1.	Mautz R. K., Winjum J. O, "Criteria for management control systems: a research study", The Research Foundation, New York.	
2.	Chandra D. S. (2012), "Management Control Systems: Principles and Practices", (2nd. Ed.), PHI Learning Pvt. Ltd.	
<b>Reference Books</b>		
1.	Camillus J. C. (1986), "Strategic planning and management control: Systems for survival and success", Lexington Books	
2.	Sharma S. (1988), "Management Control Systems: text and cases", (2nd Ed.), McGraw-Hill.	
3.	Anthony R. (2014). "Management Control Systems", (1st Ed.), McGraw Hill Higher Education.	
4.	Sekhar R. (2006). "Management control systems ", (1st Ed.), Tata Mcgraw Hill Publishing Company Limited.	
5.	Sinha P. (2008). "Management control systems: A managerial emphasis", (1st Ed.), Excel Books, New Delhi.	

STRATEGIC COST MANAGEMENT	
Course Code: MMS-218 Contact Hours: L-3 T- 1 P-0 Course Category: DEC	Credits: 4 Semester: 4

**Introduction:** The objective of this paper is to know the details of costs and the strategies involved in the costing decisions. It will enable the students to steer the strategies in costing issues and challenges in better manner.

**Course Objectives:** The course aims to develop skills in analysis, evaluation and synthesis in Strategic cost Management. In the process, it focuses on current developments, issues and practices in the context of managerial decision making. The subject includes discussion of costing systems and activity-based costing, activity management, and implementation issues in modern costing.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to

1. Identify the key themes in strategic cost finance.
2. Facilitate the understanding on the impact of risk and cost of capital on investment appraisal besides their cumulative impact on the value of a capital project.
3. Understand cost quality and total quality management.
4. Understand the emerging issues like Profitability Analysis, Product profitability Analysis, Divisional profitability, Budgeting- Traditional and Activity based Management Systems and transfer pricing concepts.

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--



**Contents:**

<b>UNIT-I</b>		10 Hours
<b>Strategic Cost management:</b> Concepts and Dimensions. Cost concepts and Decision making (Operational, Tactical and Strategic)		
<b>UNIT-II</b>		10 Hours
<b>Development in Strategic Cost Management:</b> Life Cycle costing (ii) Target costing (iii) Kaizen Costing (iv) Value Analysis and Value Engineering (v) Throughput Costing (vi) Business Process Re-engineering		
<b>UNIT-III</b>		11 Hours
<b>Activity Based Cost Management:</b> Activity Based Cost Management - Concept, purpose, benefits, stages, relevance in decision-making and its application in Budgeting, Responsibility accounting, Traditional Vs. ABC System – comparative analysis, JIT – introduction.		
<b>UNIT IV</b>		11 Hours
<b>Cost of Quality and Total Quality Management:</b> TQM - Basics, Stages, Principles, Control, Corrective actions, PRAISE - Steps, Problems, implementation, PARETO Analysis, Quality Costs. <b>Emerging Issues:</b> Customer Profitability Analysis, Budgeting- Traditional and Activity based Management Systems, Transfer Pricing - Objectives, Methods (Cost Based, Market Price Based, Negotiated Pricing).		
<b>Text Books</b>		
1.	Shank J. K., Govindarajan V. (2008), “Strategic Cost Management: The New Tool for Competitive Advantage”, Simon & Schuster.	
2.	Edward B., David E.S., Gray C and Kung C. (2006), “Cost Management: A Strategic Emphasis”, (4th Ed.), Tata McGraw Hill Education	
3.	Kishore R.M. (2014), “Business Strategy and Strategic Cost Management”, (4th Ed.), Taxman Publications Private Limited.	
<b>Reference Books</b>		
1.	Kaplan R., Norton D, (1996), “The Balanced Scorecard: Translating Strategy into Action”, (1st Ed.), Harvard Business Review Press.	
2.	Porter E.M. (1998), “The Competitive Strategy: Techniques for Analyzing Industries and Competitors”, (1stEd.), Simon & Schuster.	
3.	Jawahar Lal, Seema Srivastava, SEEMA SINGH “Cost Accounting”, 6th Edition	
4.	<u>Bhimani, Horngren, Datar &amp; Rajan, “Management and Cost Accounting”, Pearson</u>	

<b>CROSS CULTURAL AND INTERNATIONAL HUMAN RESOURCE MANAGEMENT</b>	
Course Code: MMS-220 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 4

**Introduction:** In a globalized business environment, business organizations are employing workforce from diverse backgrounds and geographical regions. Managing a diverse workforce is indeed challenging for present day HR managers.

**Course Objectives:** This course provides an understanding of the role of human resource management (HRM) in international contexts. It will help students understand issues, opportunities and challenges pertaining to international HRM, developing competency in dealing with cross cultural situations and the strategic and functional roles of HRM in various international contexts.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to:

1. Understand the role of social and cultural factors on the Behaviours of individual at workplaces, influence on managerial styles, business strategies, and other organizational processes
2. Develop the right perspective to manage people from diverse settings working in multinational organizations

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		10 Hours
<b>Understanding Culture:</b> Introduction, Key Concepts, of Cultural Identity, Frameworks for Mapping the Culture, Geert Hofstede, Clyde Cluckhohn, TE Hall, Studies of National Culture		
<b>UNIT-II</b>		11 Hours
<b>Internationalization of HR Activities:</b> Types of International Business, inter country differences affecting HRM, causes for international assignments failure. Limitations and advantages of host country nationals (HCN). Parent country nationals (PCN) & Third country national (TCN): International Staffing Policy, Selecting International Managers, Adaptability & Screening, Managing Knowledge Workers.		
<b>UNIT-III</b>		10 Hours
<b>Understanding Cross Culture:</b> Organization culture & National culture, Cross – culture Theories, Cross – Culture Business Communication & Behavior, Culture & Organisational Performance		
<b>UNIT IV</b>		11 Hours
<b>Training &amp; Maintaining International Compensation: Training</b> for Expatriate Managers, National Differences in Compensation, Factors Influencing International Compensation, Components of Remuneration Package. <b>International Human Resource Management:</b> Some innovative Japanese Management techniques, such as just in time theory, quality circles and Kaizen. Legal issues in managing expatriates. Ethics in International HRM		
<b>Text books:</b>		
1.	Peter J. D. (2013), “International Human Resource Management”, (6th Ed.), Cengage Learning India Private Limited.	
2.	WilHarzing A., Pinnington A. (2014) “International HRM”, (4th. Ed.), Sage	
<b>Reference books:</b>		
1.	Aswathappa K. (2007), “International HRM”, (1st Ed.), Tata McGraw Hill.	
2.	Harzing A.W., Ruysseveldt J.V. (2014), “International Human Resource Management”, (4th Ed.), Sage Publications India Private Limited.	
3.	Gupta, S.C (2006), “Text book of International HRM”, (2nd Ed.), Macmillan Publishing.	
4	M. J. Browaeys and R. Price, “Understanding cross cultural management”, Prentice Hall, 3rd Ed., 2016	
5	Bernardin H. J, and Russell J. E., “Human Resource Management”, Irwin-Mc Graw	

PERFORMANCE MANAGEMENT	
Course Code: MMS-222 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 4

**Introduction:** Performance management is an ongoing process between the organization and its employees. The process entails understanding the organization goals and establishing its linkage employee performance through planning work and setting expectations, continually monitoring performance, developing the capacity to perform, ongoing feedback, follow-up and rewarding good performance.

**Course Objectives:** This course aims to discuss the major aspects of technological change and the kind of human resource management strategies and steps which may equip the organization and its human resources to adequately cope with such changes. It also examines the importance of an effective performance management system in helping organizations define and achieve short- and long-term goals.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to:

1. Understand the various performance management techniques and employ the most suitable technique as per requirement
2. Design a sample performance appraisal form based on understanding of KPIs and KRAs
3. Learn how to improve the performance of underperformers through mentoring, coaching and training

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		10 Hours
<b>Manpower Management:</b> HR Management in the 21st Century; Environmental Context of Human Resource Management; The Emerging Profile of Human Resources; Special Features Profile of Human Resources; Special Features of New Technology; Concept and Process of Technological Innovation; Organizational and Human Resource Implications of Technological Change.		
<b>UNIT-II</b>		11 Hours
<b>Globalization, Technology and Human Resource Issues:</b> Technology and Culture, Technology Management, Changing Technology and New Leadership Skills, Economic Theory of Choice and Employee Benefits. <b>Performance Management:</b> Concepts and issues, definition, performance, principles, role of performance management in organizations. Framework and key factors to successful performance systems.		
<b>UNIT-III</b>		10 Hours
<b>Evaluating HR function:</b> Overview of evaluation • scope • strategic impact • level of analysis • Criteria • Level of Constituents • ethical dimensions, Approaches to evaluation • audit approach • analytical approach • quantitative and qualitative measures • outcome and process criteria, Balanced Scorecard perspective, Benchmarking, Accounting for HRM.		
<b>UNIT IV</b>		11 Hours
<b>HR Scorecard:</b> Creating an HR Scorecard, Measuring HR alignment • 2 dimensions of alignment • assessing internal and external alignment • Systems alignment Map. 7 step Model for implementing HR's strategic role. New issues in Manpower Training and Career Development.		
<b>Text Books</b>		
1.	Bacal, R. (2012), "Performance Management", (2nd Ed.), McGraw Hill.	
2.	Kohli A.S., Deb, T. (2008), "Performance Management" (1st Ed.), Oxford University Press, New Delhi	
<b>Reference Books</b>		
1.	Agunis H. (2013), "Performance Management", (3rd Ed.), Pearson Education.	
2.	Zeytinoglu I. U. (2009). "Effects of Flexibility in Workplace on Workers, Work environment and the Unions", Geneva: International Labour Office.	
3.	Armstrong, Michael & Baron, Angela, "Managing Performance.	

TRAINING AND DEVELOPMENT	
Course Code: MMS-224 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 4

**Introduction:** In an ever-changing dynamic business environment, training and up skilling employees ensure survival and sustainability of business organizations. Training of employees enables to retain, motivate employees and overcome market disruptions, giving an edge to a business organization.

**Course Objectives:** This course provides students with an overview of the role of Training and Development in Human Resource Management. Students will also be equipped with a basic understanding of the skills required to assess employee training needs, design and administer employee training and development programs, and evaluate both the efficiency and effectiveness of such programs.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to:

1. Understand key components of a training sub-system; they will also be able to understand the rapidly changing workplaces, influence of technology, the need for upgrading/developing new skills and competencies, and the importance of providing learning/training opportunities to employees;
2. Develop tools for tracking and measuring training outcomes, including improvement in individual/ team performance, cost-benefit analysis, etc.

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		10 Hours
<b>Introduction:</b> The Changing Organizations, HR and the Training Functions, Models of Training; Systematic Model, the Transitional Model, The Learning Organisation, Training as Consultancy.		
<b>Training Needs Analysis:</b> The Process and Approaches of TNA, Teamwork for Conducting Training Needs Analysis, TNA and Training Process Design.		
<b>UNIT-II</b>		11 Hours
<b>Training Design &amp; Evaluation:</b> Understanding & Developing the Objectives of Training, Facilitation of Training with Focus on Trainee (Motivation of Trainee, Reinforcement, and Goal setting), Training with Focus on Training Design (Learning Environment, Pre-training Communication etc.) Facilitation of Transfer with Focus on Organization Intervention (Supervisor Support, Peer Support, Trainer Support, Reward Systems, Climate etc.)		
<b>UNIT-III</b>		10 Hours
<b>Effective Trainer:</b> Selecting the trainer and preparing a lesson plan, skills of an effective Trainer, Programme methods and techniques. Implementation and Evaluation of Training Programme. Levels of Evaluation, CIPP Model, CIRO model, Training Audit and Cost Analysis.		
<b>UNIT IV</b>		11 Hours
<b>Management Development:</b> Approaches to Management Development, Sources of Knowledge / Skill acquisition, Types of management Development Programmes. EDP's /Seminars and Conferences, Symposia. <b>Emerging Trends in Training:</b> New learning interventions, Technology in training-CBT-multimedia training, e- learning/online learning- distance learning, Competency based Training, Assessment Centers.		
<b>Text Books</b>		
1.	Blanchard P. N., Thacker W. J., and Anand R. (2015), "Effective Training: Systems, Strategies and Practices", (4th Ed.), Pearson India Ltd.	
2.	Lynton R.P, Pareek U. (2011), "Training for Development", (3rd. Ed.), SAGE Publication.	
<b>Reference Books</b>		
1.	Balakrishnan L., Ramachandran, G. (2015), "Training and Development", (1st Ed.), Vijay Nicole Imprints Pvt. Ltd.	
2.	Robins P. S., (2015), "Training Interpersonal Skills", (6th Ed.), Pearson Education.	
<b>Suggested Readings:</b>		
1.	Raymond, N. A. (2015), "Employees Training and Development", (6th Ed.), McGraw Hill Publication.	
2.	Kozlowski S. W. J., Slas E. (2009), "Learning, training, and development in organizations", (5th Ed.), New York: Routledge.	

INTERPERSONAL PROCESSES AND COUNSELLING SKILLS FOR MANAGERS	
Course Code: MMS-226 Contact Hours: L-3 T- 1 P-0 Course Category: DEC	Credits: 4 Semester: 4

**Introduction:** Handling behavioral issues at the workplace is challenging. Understanding of interpersonal and group processes facilitate understanding and managing behavioral issues among employees. Counseling is an important tool for the same.

**Course Objectives:** The objective of this paper is to make professionals gain a thorough grounding in the practical skills needed to be an effective counselor. It would also help in adoption of a self-reflective approach when evaluating your abilities - exploring your feelings, attitudes and personal relational issues.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to:

1. Understand the role of effective interpersonal communication and interpersonal awareness in groups
2. Develop an understanding of different approaches to counseling
3. Identify the goals and process of counseling in the context of work environment by identifying the procedures and skills of counseling

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--



**Contents:**

<b>UNIT-I</b>		10 Hours
<b>Managerial Process:</b> Nature of Management, functions of managers, leadership and managerial effectiveness, Managerial conflict.		
<b>UNIT-II</b>		11 Hours
<b>Interpersonal &amp; Group Process:</b> Interpersonal communication, Interpersonal feedback, Interpersonal behavior and influence relationships, Interpersonal style. <b>Group Process:</b> An overview of group formation, Group development and effectiveness, formal and informal groups, reasons for formation of groups, theories of group, group Behaviours. Interpersonal awareness and trust; Group cohesiveness and power dynamics in groups.		
<b>UNIT-III</b>		10 Hours
<b>Introduction to Counselling:</b> Definition & Need, Counselling, Psychotherapy and Instruction, Approaches to Counselling, Goals of Counselling, Counseling Process: Rational Emotive Behaviours Therapy.		
<b>UNIT IV</b>		11 Hours
<b>Counselling Procedures:</b> The Counselling Environment, Intake, Referral procedures, Guidelines for effective counseling, Advanced skills in Counselling, Action strategies. Counselling Skills, Verbal & Non- Verbal communication, Listening Barriers, Counsellor' Qualities, Core conditions of Counselling. Role of Conflict in Counselling: Values of counselling, Counselling service, Manager counselor. Changing behavior through counseling		
<b>Text Books</b>		
1.	Stainsby. K. (2007), "Develop your interpersonal and self –management skills", Radcliffe publishing	
2.	Singh, K. (2015), "Counselling Skills for Managers", (2nd Ed.), PHI.	
<b>Reference Books</b>		
1.	Culley C., Bond T. (2011) "Counselling Skills for Managers" (Counselling Skills in Action)", (3rd Ed.), Sage Publications Ltd.	
2.	Satsangi A. (2014), "Counselling Skills for Managers", Lakshmi Publishers.	
3.	Chen M.W., Christopher J. R. (2003), "Group Leadership Skills: Interpersonal Process in Group Counseling and Therapy", Sage Publications.	
4.	Rao S N "Counseling and Guidance", Tata Mc Graw Hill	
5.	M. Carroll, "Workplace Counselling", Sage Publication	

TEAM BUILDING	
Course Code: MMS-228 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 4

**Introduction:** Present day organisations are team-based organizations, where teams are held accountable rather than individuals. To understand what makes or breaks a team is essential to formulate, organize, motivate and retain an effective team.

**Course Objectives:** This course offers to teach students the importance of raising groups and turning them into passionate teams in organizations. It gives understanding of how individuals as team players must behave to become effective team players.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to:

1. Understand the influences on team formation and its effective functioning
2. Learn techniques to ensure effective communication and problem solving among team members
3. Understand the role of a leader in building, motivating and making a team deliver

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		10 Hours
<b>Workgroup Vs. Teams:</b> Transforming Groups to Teams, Types of Teams, Stages of Team Building and its Behavioral Dynamics, 5 Ps in Teams (purpose, place, power, plan and people), Team Role, Goal Setting and Problem Solving.		
<b>UNIT-II</b>		10 Hours
<b>Interpersonal Competence &amp; Team Effectiveness:</b> Interpersonal process and conflict resolution, Team Effectiveness, how to motivate team members? Measuring Interpersonal Competence using FIRO-B, Team Size, Team Member Roles and Diversity, Team norms, Team Cohesiveness, Measuring Team Effectiveness, Cross Cultural Team Building.		
<b>UNIT-III</b>		11 Hours
<b>Role of Leaders in Teams:</b> Supporting Teams; Rewarding Team Players; Role Allocation; Resource Management for Teams; Selection of Team Players; Leaders as Facilitators, Mentors;		
<b>UNIT IV</b>		11 Hours
<b>Building Effective Teams in Real Time:</b> The Three Essentials of an Effective Team Building and Leading Your Team Managing a Team vs. Managing Individuals on the Team Why Some Teams Succeed (and So Many Don't) Teams.		
<b>Text Books</b>		
<b>1.</b>	Dyer W. G., Jeffery H.D., and William G.D. (2013), "Team Building: Proven Strategies for Improving Team Performance", (5th Ed.), Jossey-Bass.	
<b>2.</b>	Frontiera, J., Leidl, D. (2012), "Team Turnarounds: A Playbook for Transforming Underperforming Teams", (1st Ed.), Jossey- Bass – A Wiley Imprint, USA	
<b>Reference Books</b>		
<b>1.</b>	"HBR's 10 Must Reads on Teams" (2013), Harvard Business Review Press.	
<b>2.</b>	Barner R.W., Barner, C.P. (2012), "Building Better Teams: 70 Tools and Techniques for Strengthening Performance Within and Across Teams", (1st Ed.), John Wiley & sons.	
<b>3.</b>	Magen M. (2012), "Making Teams Work: 24 Lessons for Working Together Successfully", McGraw Hill, Delhi.	
<b>4.</b>	Katzenbach J.R., Smith D.K. (2006), "The Wisdom of Teams: Creating the High-Performance Organization", Harper Business	

RETAIL MANAGEMENT	
Course Code: MMS-230 Contact Hours: L-3 T- 1 P-0 Course Category: DEC	Credits: 4 Semester: 4

**Introduction:**

Retail Management ensures that a retail organization functions at its maximal capacity, serves its target customers, and aligns its operations. The course provides an overview of retailing, from a marketing and managerial perspective, and examines the characteristics, development, and frontiers of the retail industry from a local and global outlook. The course will equip the students to identify the important features and process of Merchandise Planning, Price Management, and Retail Management Information

**Course Objectives:** The objective of this course is to familiarize the students with the key dimensions of retail industry in view of the changing retail landscape in India and abroad. This course will enable students to develop decision making skills related to retailing. While the course focuses on the retail industry including retailers of consumer services, the content of the course is useful for students interested in working for companies that interface with retailers such as manufacturers of consumer products or for students with a general management or entrepreneurial interest.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to:

1. Evaluate current retailing trends and demonstrate an understanding of decisions retailers make to satisfy customer needs in an evolving environment.
2. Recognize retail opportunities and evaluate the strategies associated with each type of opportunity.
3. Explain how retailers use marketing communications to build brand image and customer loyalty.
4. Distinguish and characterize the factors and management tools that retailers consider and use when developing their merchandise mix.

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		11 Hours
<b>Definition, importance and scope of Retailing:</b> evolution of retail competition, - the Wheel of Retailing, the Accordion, Retail Life Cycle; emerging trends in retailing; the retail scenario in India; composition of Indian retail sector, emerging formats of retail in India, challenges of retail development in India.		
<b>UNIT-II</b>		10 Hours
<b>Information Gathering in Retailing:</b> Retail Strategic Planning and Operation Management; Retail Financial Strategy; Target Market Selection and Retail.		
<b>UNIT-III</b>		11 Hours
<b>Retail Store Location and Design:</b> types of location, choosing a store location, trading area analysis, store design and layout; visual merchandising and displays. <b>Retail Management Information Systems:</b> Retail Audits; Online Retailing; Global Retailing; Legal and Ethical Issues in Retailing.		
<b>UNIT IV</b>		10 Hours
<b>Merchandise Planning and Price Management:</b> Buying and Handling; Merchandise Pricing; Retail Communication Mix; Promotional Strategy Retail Human Resources Management; Customer Service, The GAP Model, Customer Relationship management.		
<b>Text Books</b>		
1.	Berman B., Evans J. R. and Mathur, M. (2011), “Retail Management”, (11th Ed.), Pearson Education.	
2.	Pradhan S. (2012), “Retailing Management – Text and cases”, (4th Ed.), Tata McGraw Hill, New Delhi.	
<b>Reference Books</b>		
1.	Levy M., Weitz B.A and Pandit A. (2012), “Retailing Management”, (8th Ed.), Tata McGraw Hill, New Delhi.	
2.	Dunne P.M, Lusch R.F. and David A. (2002), “Retailing”, (4th Ed.), South-Western, Thomson Learning Inc.	
3.	Lusch, R.F, Dunne, P.M and Carver, J.R (2011), “Introduction to Retailing”, (7th Ed.), Cengage India Pvt. Ltd.	
4.	Piyush K Sinha & Dwarika P. Uniyal “Managing Retailing”	
5.	A. Newman and P. Cullen, “Retailing – Environment & Operations”, Cengage Learning EMEA	

<b>PROMOTION MANAGEMENT AND BUSINESS 2 BUSINESS MARKETING</b>	
Course Code: MMS-232 Contact Hours: L-3 T- 1 P-0 Course Category: DEC	Credits: 4 Semester: 4

**Introduction:** Business Promotion specifically B2B Marketing is the evolving area in the field of marketing and management students need an intensive knowledge for managing the B2B model of Business.

**Course Objectives:** The objective of this paper is to provide an insight about the uniqueness and challenges of B2B marketing

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to understand:

1. Emerging paradigms of B2B marketing.
2. Segmentation, Targeting and positioning in Business Markets. Market Opportunities in B2B.
3. Sales Promotion Campaign and Outsourcing sales promotion.

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>	10 Hours
<b>Introductions / Overview:</b> Nature and Scope of B2B Marketing; Understanding B2B Markets, Emerging paradigms of B2B marketing; Understanding Organizational Buying.	
<b>UNIT-II</b>	11 Hours
<b>B2B Purchase Function:</b> Segmentation, Targeting and positioning in Business Markets. Market Opportunities in B2B, Marketing, Marketing Strategy in B2B, Weaving Marketing into the Fabric of the firm. <b>Managing B2B Products:</b> Pricing & Negotiations, Channels, Communicating with Customers (IMC). Advertising, Trade, and PR, One-to-One Media, Sales and Sales Management, Project Presentation.	
<b>UNIT-III</b>	10 Hours
<b>Introduction to Sales Promotion:</b> Scope and role of sale promotion – definition – objective sales promotion sales promotion techniques – trade oriented and consumer oriented.	
<b>UNIT IV</b>	11 Hours
<b>Sales Promotion Campaign:</b> Sales promotion – Requirement identification – designing of sales promotion campaign – involvement of salesmen and dealers <b>Outsourcing sales promotion:</b> national and international promotion strategies – Integrated promotion –Coordination within the various promotion techniques – online sales promotions	
<b>Text Books</b>	
1	Coe J. (2003), “The Fundamentals of Business-to-Business Sales & Marketing”, (1st Ed.) McGraw-Hill
<b>Reference Books:</b>	
1	Heilbrunn J. (2002),” Marketing Encyclopedia: Issues and Trends Shaping the Future “, American Marketing Association.
2	Sarin S., (2013),” Business Marketing: Concepts and Cases”, (1st Ed.), McGraw Hill Education India, Delhi.
3	Ford D., (2001), “Understanding Business Marketing and Purchasing”, (3rd Ed.), Cengage Learning Business Press.

MARKETING OF SERVICES	
Course Code: MMS-234 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 4

**Introduction:** Service industries dominate the business landscape. Therefore, service marketing is not only a marketing tool but also a means of competitive advantage for services organisations. Services Marketing studies the differences between the marketing of goods and services and extends the traditional strategic marketing mix to include additional elements appropriate for the distinct features of services. To enable a comprehensive understanding of services marketing, students will examine models and frameworks of services strategies including service product and delivery, managing the organization's physical evidence, employees and customers, and measuring customer satisfaction and service quality. A strong foundation of theory is placed on which practical applications can be addressed.

**Course Objectives:**

The objective of this course is to focus on problems and strategies specific to the marketing of services. Problems generally experienced in marketing services, such as inability to inventory, balancing of demand and supply, controlling quality, will be addressed. Industry examples will be used to discuss strategies to overcome these challenges. However, concepts will be exemplified using cases, examples, and exercises in service industries such as banking, health care, financial planning, consulting, the professions, and communication as well as manufacturing and high-tech industries (in both industries, services offered to the customer is the differentiating factor).

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to:

1. Demonstrate understanding of the similarities and differences in service-based and physical product-based marketing activities;
2. Identify the major elements needed to improve the marketing of services
3. Elucidate the challenges of services marketing, including the elements of the product, price, place, promotion, processes, physical evidence, and people.
4. Discuss the influences of the multicultural marketplace, business ethics, and socially responsible marketing on services marketing.

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--



**Contents:**

<b>UNIT-I</b>		10 Hours
<b>Introduction to Services Marketing:</b> Growing importance of services sector; meaning and nature of services; classification of services; marketing challenges of services, service consumption model.		
<b>UNIT-II</b>		11 Hours
<b>Services Marketing Mix:</b> Services design and development; service blueprinting; service process; physical evidence and servicescape; pricing of services; cost, competition and value-based approaches of pricing, concept of dynamic pricing, key issues in service pricing management, ethical considerations in service pricing.		
<b>UNIT-III</b>		10 Hours
<b>Services Distribution and Promotion Management:</b> Distribution options for serving customer, place and time decisions, roles and responsibilities of service intermediaries, delivery service in cyberspace, selection and training of intermediaries, managing the Integrated Services Communication mix; managing service personnel; employee and customer role in service delivery.		
<b>UNIT IV</b>		11 Hours
<b>Implementing Profitable Service Strategies:</b> Managing relationships and building loyalty; wheel of loyalty, complaint handling and service recovery strategies, service marketing strategies in e-commerce, healthcare and insurance		
<b>Text Books:</b>		
1.	Zeithaml V. A., Bitner M. J., Gremler, D.D and Pandit, A., (2013), “Services Marketing”, (6th Ed.), Tata McGraw Hill Education Co. Ltd., New Delhi.	
2.	Lovelock C. H., Wirtz, J. and Chatterjee, J., (2011), “Services Marketing: People, Technology, Strategy”, (7th Ed.), Pearson Education.	
<b>Reference Books:</b>		
1.	Nargundkar R. (2017), “Services Marketing Text and Cases”, (3rd Ed.), Tata McGraw Hill Publishing Co. Ltd. New Delhi.	
2.	Payne A. (2008), “The Essence of Services Marketing”, Prentice Hall of India Ltd.	
3.	Hoffman K. D., Bateson, J. E.G., (2006), “Marketing of Services”, (6th Ed.), Cengage Learning India Pvt. Ltd., New Delhi	
4.	Rajendra Nargundkar “Services Marketing”; Tata Mc Graw Hill	
5.	Govind Apte “Services Marketing”, Oxford Univ. Press	

DIGITAL MARKETING	
Course Code: MMS-236 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 4

**Introduction:**

In 2010 the marketing landscape evolved significantly over the past decade. Brands and marketers were forced to consider alternative approaches in order to reach and connect with prospects and existing consumers. This course allows participants to show an understanding of how technology has affected the development of marketing and its evolution into a field now referred to as Digital Marketing. The course takes participants through the stages of developing a digital marketing plan for their organization. The students are exposed to web-based marketing tools to incorporate new media into traditional media and marketing planning.

**Course Objectives:** This course gives a comprehensive knowledge about how the digital medium can be used for marketing by using tools like Web Analytics, Web AdWords, Mobile marketing, and YouTube Marketing. Students would be imparted knowledge about the basics of digital marketing along with the importance of Search Engine Optimization. At the end of this course, the students will understand various channels and activities essential to plan, implement, and manage an effective digital marketing strategy for their businesses.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to:

1. Demonstrate an understanding of Digital marketing and media concepts.
2. Develop a digital marketing plan that will address mutual marketing challenges
3. Understand the value of integrated marketing campaigns across SEO, Paid Search, Social, Mobile, Email, Display Media, Marketing Analytics.
4. Identify and distinguish Key Performance Indicators tied to any digital marketing program.

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		10 Hours
<b>Introduction to Digital Marketing:</b> Importance, growing role and nature of digital marketing, online marketing mix, web and consumer decision making process, characteristics of online consumers, e CRM.		
<b>UNIT-II</b>		11 Hours
<b>Online Marketing and Customer Engagement:</b> Consumer Segmentation Targeting and Positioning through online tools, Content Management, Customer Engagement, online communities and co-creation, online branding, traffic building through online tools.		
<b>UNIT-III</b>		10 Hours
<b>Online Marketing Tools:</b> Search Engine Optimization, Google Ad Words, social media marketing, marketing through blogs, e-mail marketing, mobile marketing, marketing gamification and apps.		
<b>UNIT IV</b>		11 Hours
<b>Online Campaign Management:</b> situation analysis, information gathering, key strategies and planning; handling negative campaigns, setting budgets for online campaigns, techniques to measure effectiveness of digital marketing campaigns, digital marketing analytics, selection of digital marketing agencies.		
<b>Text Books:</b>		
1.	Ahuja, V. (2015), "Digital Marketing", Oxford University Press, New Delhi.	
2.	Chaffey, D., Chadwick, F. E. (2015), "Digital Marketing: Strategy, Implementation and Practices", Pearson Education.	
<b>Reference Books:</b>		
1.	Damian, R. (2014), "Understanding Digital Marketing", Kogan Page Limited, United States.	
2.	Greenberg, E., Alexander, K. (2014), "Strategic Digital Marketing", Tata McGraw Hill.	
3.	C. Hemann and K. Burbary, Digital Marketing Analytics: Making sense of consumer data in a digital world, Que Publishing.	
4.	S. Sorger, Marketing Analytics: Strategic Models and Metrics, Admiral Press.	

CUSTOMER RELATIONSHIP MANAGEMENT	
Course Code: MMS-238 Contact Hours: L-3 T- 1 P-0 Course Category: DEC	Credits: 4 Semester: 4

**Introduction:**

Customer Relationship Management is very crucial in this era of fierce competition. The course will familiarize the students with diverse facets of CRM and help identify who the customers really are. It will also analyze the essential components of CRM and explore how it can be integrated within an organization for creating long-term value for the customers. Knowledge of e-CRM and e-CRM technologies shall empower the students to understand the technological and human issues relating to implementation of Customer Relationship Management in the organizations.

**Course Objectives:** The objective of this course is to:

- To make the students understand the organizational need, process and advantages of establishing long-term value for individual customers.
- Infer the tools and techniques of decision making to create a long-term sustainable relationship with the customers.
- To enable the students, understand the technological and human issues relating to implementation of Customer Relationship Management in the organizations

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to:

1. Understand the basic concepts of Customer Relationship Management.
2. To comprehend marketing facets of Customer Relationship Management.
3. Study basics of analytical Customer Relationship Management.
4. Understand fundamentals of operational Customer Relationship Management.

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		11 Hours
<b>Introduction: Meaning, definitions and fundamentals of CRM, e CRM, CRM as a business strategy, elements of CRM, CRM processes and systems. Strategy and Organization of CRM: History of CRM, Dynamics of Customer Supplier Relationships, Nature and context of CRM strategy, the relationship-oriented organization</b>		
<b>UNIT-II</b>		10 Hours
<b>Marketing Aspects of CRM: Customer knowledge, privacy issues, communications and multi channels in CRM, the individualized customer proposition, Relationship policy</b>		
<b>UNIT-III</b>		10 Hours
<b>Analytical CRM: Relationship data management, Data analysis and data mining, Segmentation and selection, Retention and cross sell analysis, Effects of marketing activities, Reporting results. Operational CRM: Call centre management, Internet and website, Direct mail.</b>		
<b>UNIT IV</b>		11 Hours
<b>Collaborative CRM/CRM Subsystems: Contact Management, Campaign Management, Sales Force Automation. Choosing CRM Tools Software Package: Shortlisting prospective CRM vendors, setting evaluation criteria for the appropriate CRM package, selection CRM implementation. CRM systems and Implementation: CRM systems, Implementation of CRM systems, Ethical Issues in CRM</b>		
<b>Text Books:</b>		
1.	Mullick, N. (2016), "Customer Relationship Management", (1st Ed.), Oxford University Press.	
2.	Stone, M. and Woodcock, N., Machtynger, L. (2000), "Relationship Marketing", (2nd Ed.), Kogan Page, London.	
<b>Reference Books:</b>		
1.	Shainesh, G., and Sheth, J.N. (2016), "Customer Relationship Management", (1st Ed.), Laxmi Publications.	
2.	McKenna, R. (2008), "Relationship Marketing: Successful Strategies for the Age of the Customers", Addison Wesley Publishing Company.	
3.	Payne (2013), "Strategic Customer Management: Integrating Relationship Marketing and CRM" Cambridge University Press.	
4.	Atul Parvatiyar, G. Shainesh," Customer Relationship Management ", Tata McGraw-Hill Education	

ENTREPRENEURIAL MARKETING AND SALES	
Course Code: MMS-240 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 4

**Introduction:** There is a need for entrepreneurs to strengthen their marketing skills to make strong sales. The basic understanding of concepts related to marketing specifically for new business should be discussed with the management students.

**Course Objectives:** The basic objective of this course is to provide students with a compact understanding of marketing and sales relevant for early-stage enterprises. The course will focus on necessary knowledge and skills to develop marketing strategies and professional salesmanship for growing and creating competitive advantage in the marketplace.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to understand:

1. Understand marketing and sales challenges for startups
2. Understand marketing and Brand Building for new business
3. Understand pricing and Distribution Strategy for start up
4. Understand sales Tactics for Customer Acquisition

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		11 Hours
<b>Marketing and Sales Opportunities:</b> Marketing and sales challenges for startups, making marketing as organization wide philosophy, estimating sales potential, sales forecasting marketing funnel analysis, customer selection and the buying journey, Marketing support for new ventures.		
<b>UNIT-II</b>		10 Hours
<b>Marketing and Brand Building:</b> Customer segmentation, targeting and positioning, brand differentiation, developing USP of the brand, online and offline branding strategy, branding in the digital age; use of social media, blog post customer engagement, brand communities.		
<b>UNIT-III</b>		11 Hours
<b>Pricing and Distribution Strategy:</b> Developing the links between Pricing, Value Proposition, and the recommended Sales approach, strategies to drive competition from pricing to non- pricing area. Selection and appointment of channel partners, approaches for their recruitment, training and monitoring.		
<b>UNIT IV</b>		11 Hours
<b>Sales Tactics for Customer Acquisition:</b> Lead generation through different marketing methods: online and offline, account prioritization scheme, review and referrals, consumer generated media, customer retention strategy, <b>Sales Administration</b> Hiring early-stage salespeople. Training, coaching, and performance reviews, Ethical issues.		
<b>Text Books:</b>		
1.	Lodish, L.M., Morgan, H.L., Archambeau, Babin, J.A, (2015), “Marketing That Works: How Entrepreneurial Marketing Can Add Sustainable Value to Any Sized Company”, (2nd Ed.). Pearson.	
2.	Havaladar, K K. and Cavale, VM. (2007), “Sales and Distribution Management: Text and Cases”, Tata McGraw Hill, New Delhi.	
<b>Reference Books:</b>		
1.	Ramaswamy V.S., Namakumari S. (2002), “Marketing Management: Planning, Implementation and Control”, Macmillian.	
2.	Richard Rstill, Edward W. Cundiff “Sales Management”	
3.	C. Futrell, “Fundamentals of Selling”, McGraw Hill(12 <sup>th</sup> Ed.)	

<b>E-GOVERNANCE</b>	
Course Code: MMS-242 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 4

**Introduction:** This course familiarizes students with different concepts of E-Government and E-Governance, different E-Governance models and infrastructure development, E-government security, and data warehousing and data mining for e-governance.

**Course Objectives:** To familiarize students with the concept of E-governance, related issues and strategies for effective planning and implementation of e-governance projects, assessment frameworks and key Government initiatives for strengthening e-governance

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to

1. Understand the concept of e-government and the associated benefits and drawbacks
2. Improve Public Administration
3. Improves delivery and efficiency of government services

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--



**Contents:**

<b>UNIT-I</b>		11 Hours
<b>Introduction to E-Governance:</b> Governance System in India, Allocation of Business, E-Governance in India, Evolution of E-governance in India, global scenario of e-governance, Digital India Programme, E-governance mission mode projects with particular reference to agriculture, Institutional framework, E-governance Challenges.		
<b>UNIT-II</b>		10 Hours
<b>Measuring E-governance Performance:</b> Key stakeholders and value from e-governance, Assessment of E-governance, a strategic framework for improving E-governance performance.		
<b>UNIT-III</b>		10 Hours
<b>Driver of E-governance:</b> Concept of changing situation as a driver, significance of shared vision and mission, service accessibility, feedback loop, Key initiatives such as open government, joined-up government, e-Panchayat, Direct Benefit Transfer, e-governance standards, etc.		
<b>UNIT IV</b>		11 Hours
<b>Strategic Planning – An Enabler of E-governance:</b> Analyzing suitability of conventional planning approach to E-governance, Refining structures and processes. <b>Strategy Implementation:</b> Competence level of actors, involvement of senior leadership, motivation of staff, Involvement of stakeholders, Effective e-governance through strategic alliances, select case studies		
<b>Text Books:</b>		
1.	Suri P.K. and Sushil (2017), “Strategic Planning and Implementation of E-governance”, Springer: Singapore.	
2.	Heeks R. (2006), “Implementing and Managing E-Government”, Vistaar Publications, New Delhi.	
3.	Bhatnagar S. (2004), “E-government – From Vision to Implementation: A Practical Guide to Implementation”, Sage Publications, New Delhi.	
<b>References Books:</b>		
1.	ARC (2008) ‘Promoting e-Governance: The SMART Way Forward’, Second Administrative Reforms Commission, Government of India, available at <a href="http://arc.gov.in">http://arc.gov.in</a> .	
2.	M. P. Gupta “Towards E-Government: Management Challenges”, Tata Mcgraw-Hill Publishing	

STRATEGIC TELECOMMUNICATIONS MANAGEMENT	
Course Code: MMS-244 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 4

**Introduction:** Strategic Telecommunications Management Addresses the need for a thorough understanding of the many technical possibilities available in today's and future networks. Special emphasis is placed on the various services provided by networks and telecommunications, as well as the potential market possibilities they provide to the business fabric. The curriculum lays the groundwork for business innovation by focusing on good management and aligning operational strategies with Telecommunications techniques.

**Course Objectives:** To expose students to policy, economic and business perspectives of Telecommunications Management and related emerging challenges including Telecom Marketing.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to

1. Improve Efficiency in Communication
2. Boost Customer Relations and Services
3. Save Time, Costs and Office Space

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>	10 Hours
<p><b>Telecom Technology Systems Evolution:</b> Evolutionary aspects of telecom technology starting from telegraphy, telephony, internet, terrestrial and wireless telecom technologies. Convergence aspects of computers and communications and its impact on telecom service provision business. Recent Developments in Telecom technologies. Techno-managerial aspects of telecommunication, role of the telecommunication managers in a dynamic environment. Convergence of voice, video and data. Broadband technologies, planning mobile networks for coverage and capacity.</p>	
<b>UNIT-II</b>	10 Hours
<p><b>Telecom Policy Perspectives and Related Issues:</b> Opening up of telecom sector/Regulation &amp; Liberalization policy – global and national perspective. Issues of the monopolization and deregulation of the telecom sector, national telecom policies, various industry players/institutions/ organizations like telecom regulatory authority, dispute redressal tribunal etc. Spectrum auction and utilization, Institutional arrangement for monitoring compliance of regulation by telcos (TERM cells). Mergers and acquisitions in telecom, Universal Service Obligation Fund (USOF) for inclusive telecom growth.</p>	
<b>UNIT-III</b>	11 Hours
<p><b>Economic and Business Perspectives of Telecom Systems:</b> Role of telecommunications in socio-economic development; telecommunication as a facilitating infrastructure for economic development of the country, new technologies and services for international telecommunications; business application of global networks. Regional prospectus on development of Telecom. The business of telecommunication; technical survey of the ways and means that voice, data and video traffic are moved long distances, data network, the telephone system. Telecom service costing, economic evaluation of telecom projects, telecom project financing. Overview of leading telecom equipment suppliers. New business models (managed services, infrastructure sharing, leasing bandwidth, per minute revenue share model with equipment manufacturers).</p>	
<b>UNIT IV</b>	11 Hours
<p><b>Telecom Marketing:</b> Challenges relating to telecom services marketing, building brand equity for a telecom operating company, Customer retention &amp; customer care, total service quality management, preparing for the new millennium managing change and people development. Churn management. Designing segmented tariff plans on the basis of CDRs. Designing IT system for integrating provisioning, customer care &amp; billing systems</p> <p><b>Current and Emerging Perspectives Issues in Telecom Management:</b> Current emerging issues and implications for the industry, Indian markets, policy issues, capacity building, problems, challenges of growth. Aspects of strategy making and deployment in telecom service provision business. Performance management system in telecom and implementation of balanced scorecard. Application of telecom technologies in Internet of Things (IOT), Telecom solutions for smart city projects. Green telecom initiatives for energy conservation.</p>	

<b>Text Books:</b>	
1.	Ugarkar J. (2010), “The Essentials of Telecommunications Management: A Simple Guide to Understanding a Complex Industry”, Author House.
2.	Dodd A.Z. (2012), “The Essential Guide to Telecommunications”, (5th Ed.), Prentice Hall
<b>Reference Books:</b>	
1.	Medudula M.K., Sagar M. and Gandhi R.P. (2016), “Telecom Management in Emerging Economies: Evolutionary and Contemporary Perspectives”, Springer.
2.	Policy document/ annual reports of Department of Communication and Telecom Regulatory Authority of India.
3.	Divakara K. Udupa “TMN: Telecommunications Management Network”, McGraw-Hill Telecommunications
4.	James Harry Green, “The Irwin Handbook of Telecommunications Management” McGraw-Hill

KNOWLEDGE AND INNOVATION MANAGEMENT	
Course Code: MMS-246 Contact Hours: L-3 T- 1 P-0 Course Category: DEC	Credits: 4 Semester: 4

**Introduction:** Technological advancement is rapidly becoming a source of long-term strategic advantage for businesses all over the world. Building an organisation that can effectively and repeatedly put technical advances to market, is a challenging management challenge. This course focuses on the strategies and procedures that executives use to successfully handle creativity. We will look at four facets of technical creativity this semester: discovering, implementing, exploiting, and renewing progress. Our focus would be on entrepreneurial firms (both new and established), as well as firms that have been competitive and ineffective in their innovation efforts.

**Course Objectives:** The goal is to establish a foundation of concepts and contribution of Knowledge and Innovation Management. In addition to this, how Knowledge Management impacts the Innovation quotient in an organization.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to:

1. Apply innovation-related theories in different settings in order to generate new approaches to innovation.
2. Identify, evaluate and suggest solutions to challenges in large and small organizations relating to innovative performance.
3. Practice of knowledge and intellectual capital management. Formulate action plans for knowledge intensive organizations
4. Identify some of the key tools and techniques used in knowledge management applications.

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		10 Hours
<b>Introduction to Knowledge and Knowledge Management:</b> Definition, evolution, need, drivers, scope, approaches in organizations, strategies in organizations, components and functions, understanding knowledge, Knowledge creation process, knowledge management techniques, organizational knowledge management architecture and implementation strategies.		
<b>UNIT-II</b>		10 Hours
<b>Learning organization:</b> Definition, five components of learning organization, knowledge sources, and documentation, relevance of learning organizations in 21st century, cases of learning organizations, building the knowledge corporation and implementing knowledge management in organization.		
<b>UNIT-III</b>		11 Hours
<b>Introduction to Innovation:</b> Meaning, Definition, Innovation and Invention, difference in Innovation and Invention, Creative Thinking, Steps from Creativity to Innovation, Types and Sources of Innovation, Process of Innovation, Technology innovation process, Case studies of Creativity and Innovation.		
<b>UNIT IV</b>		11 Hours
<b>Innovation in Organization:</b> Introduction, Innovation in research, Strategies of innovation and developing new business, Current state of Innovation at global and Indian organizations, factors contributing to Innovation culture, Barriers to innovation, Case studies highlighting the success and inhibiting factors.		
<b>Text Books:</b>		
1.	Tiwana, A., (2005), "The Knowledge Management Toolkit", Pearson Education, New Delhi.	
2.	Ness, R.B. (2012), "Innovation Generation: How to Produce Creative and Useful Scientific Ideas", Oxford University Press.	
<b>Reference Books:</b>		
1.	Malhotra, Y. (2001), "Knowledge Management and Business Model Innovation", Idea Group Publishing, U.K..	
2.	Maital, S., Seshadri, D.V. R, (2012), "Innovation Management: Strategies, Concepts and Tools for Growth and Profit", (2nd Ed.), Sage Publications.	
3.	Elias M. Awardetc, "Knowledge Management", Pearson Education	
4.	E. M. Awad and H. M. Ghaziri, "Knowledge management", Pearson education International	

<b>E-LEARNING AND KNOWLEDGE MANAGEMENT</b> (Common with Knowledge Management Specialization)	
Course Code: MMS-248 Contact Hours: L- 3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 4

**Introduction:** This course aims to impart knowledge about how to create, use, share and maintain organizational information effectively with the help of an e-learning system.

**Course Objectives:** The objective is to give you a solid foundation covering the concepts and techniques of E Learning, Knowledge Creation and Dissemination. Also, to make the students understand how to apply and integrate appropriate components and functions of E Systems in KM domain.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to:

1. Enhance their decision-making ability.
2. Improve problem solving skills.
3. Boost technological understanding.

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		10 Hours
<b>Learning from Data:</b> The Concept of Learning, E Learning, Data Visualization, E-Learning Systems, learning process, Learning Media, Learning Environment, Categories of Learning, Learning Objectives, Neural Network (Artificial) as Learning Model, Supervised/Unsupervised Learning.		
<b>UNIT-II</b>		10 Hours
<b>Knowledge Management and E-Learning:</b> Introduction to Knowledge Management and E-Learning, Digital library, Rules and Rules Engines, Use of Knowledge Management in E Learning Systems, Modules, Types of Modules		
<b>UNIT-III</b>		11 Hours
<b>Knowledge Management and Learning Management System:</b> Introduction to Knowledge Management and Learning Management System, E Learning Paradigms, Knowledge Sharing, Groupware systems, Knowledge Management 2.0, Web Generations.		
<b>UNIT IV</b>		11 Hours
<b>E systems and Knowledge Management:</b> Data Warehousing, Data Mining, On-line Transaction Processing, On-line Analytical Processing, Decision Support Systems, Content Management Systems, Artificial Intelligence Tools, Simulation Tools, Semantic Networks		
<b>Text Books:</b>		
1.	Becerra-Fernandez, I., Sabherwal, R. (2012), “Knowledge Management: Systems and Processes”, M.E. Sharpe, Armonk, New York, London, England.	
2.	Allen, M.W., Bingham, T. (2016), “Michael Allen’s Guide to e-Learning: Building Interactive, Fun, and Effective Learning Programs for Any Company”, (2nd Edition), Wiley.	
<b>Reference Books:</b>		
1.	Tai, L. (2010), “Corporate E-Learning: An Inside View of IBM’s Solutions”, Oxford University Press.	
2.	Haythornthwaite, C., Andrews, R. (2011); “E-learning Theory and Practice”, Sage Publishing.	
3.	Elias M. Awardetc, “Knowledge Management”, Pearson Education	



<b>KM TOOLS AND E-BUSINESSES</b> (Common with Knowledge Management Specialization)	
Course Code: MMS-250 Contact Hours: L- 3 T- 1 P-0 Course Category: DEC	Credits: 4 Semester: 4

**Introduction:** This course will help students to learn how to share information internally and externally efficiently with the help of several tools and management systems and how to design an effective knowledge management with the help of e-business applications.

**Course Objectives:** The objective is to give the students a strong foundation covering the concepts of E-Business and Knowledge Management. Also, to make the students understand how to apply and integrate the KM tools and techniques in the E-Business arena.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to:

1. Make use of several knowledge management tools and software.
2. Extract data and analyze them to make decisions.
3. Learn how to share the right knowledge with the right person at the right time.

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		10 Hours
<b>Knowledge Management Tools:</b> Knowledge Management, Introduction to Knowledge Management Tools, KM Techniques, Knowledge Capture and Creation Tools, Contents Creation Tools, Data Mining and Knowledge Discovery, Blogs, Content Management Tools		
<b>UNIT-II</b>		10 Hours
<b>Data Management and KM Sharing:</b> Data Management, Information Technology and Organizational Productivity, We Centric Knowledge Management, Content Analysis, Knowledge Sharing and Dissemination Tools, Groupware and Collaboration Tools, Wikis, Networking Technologies, Knowledge Acquisition and Application Tools, Intelligent Filtering Tools, Adaptive Technologies.		
<b>UNIT-III</b>		11 Hours
<b>Technology and KM:</b> Telecommunication and Networks in Knowledge Management, Internet Search Engines and KM, Information Technology in Support Of KM, Knowledge Management and Vocabulary Control, Information Mapping in Information Retrieval, Information Coding in The Internet Environment, Repackaging Information.		
<b>UNIT IV</b>		11 Hours
<b>E Business and Models:</b> KM Life Cycle Model, Leadership in Dynamic E Business Environment, E Business Models and Networks, E Business Security and Reliability, E Business Middleware, Integration and Protocols, XML, E Business Processes, Web Services and Semantic Web Service.		
<b>Text Books:</b>		
1.	Leonard, D., Swap, W.C., Barton, G. (2014), “Critical Knowledge Transfer: Tools for Managing Your Company’s Deep Smart”, Harvard Business Review Press.	
2.	Rao, M. M., (2012), “Knowledge Management Tools and Techniques”, Butterworth-Heinemann.	
<b>Reference Books:</b>		
1.	Tiwana, A. (2001), “The Essential Guide to Knowledge Management: E-Business and CRM Application”, Prentice Hall Press.	
2.	Chugh, R. (2016), “Harnessing Social Media as A KM Tool”, IGI Global	

INTEGRATING KNOWLEDGE MANAGEMENT WITH STRATEGIC INITIATIVES	
Course Code: MMS-252 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 4

**Introduction:** The management knowledge needs understanding to define and guide strategic processes and infrastructure for managing organizational knowledge to lead businesses with competitive business strategies and initiatives.

**Course Objectives:** The growing awareness of the crucial role that knowledge can play in gaining competitive advantage has led businesses to confront how to build competitive business strategy around a firm's intellectual resources and capabilities. This course aims at providing an understanding on how to define and guide the strategic processes and infrastructure for managing organizational knowledge.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to understand:

1. Understand KM and Strategy
2. Understand macro and Micro Factors and Knowledge Management
3. Understand leadership, Culture and Knowledge Management
4. Understand change and Strategy

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		10 Hours
<b>KM and Strategy:</b> Knowledge Management, Strategy, KM Strategy, Operational Strategy, Linking KM and Strategy, Study of KM as an integral and essential component of an organizational system at both operational and strategic levels.		
<b>UNIT-II</b>		11 Hours
<b>Macro and Micro Factors and Knowledge Management:</b> Factors such as quality, systems thinking, environmental scanning, convergence, and constructive conflict are emphasized as essential contributors in the integration of KM in planning, decision-making, and implementing operational and strategic initiatives.		
<b>UNIT-III</b>		10 Hours
<b>Leadership, Culture and Knowledge Management:</b> Leadership, Culture, Linking KM and Culture, Embedded system elements like leadership, Corporate Culture addressed, Adoption of KM at Strategic, Tactical and Operational level.		
<b>UNIT IV</b>		11 Hours
<b>Change and Strategy:</b> Change, Change Management, Levers of Change Management, Structural and Behavioral Change to gain Organizational Acceptability, Ways to circumvent Roadblocks and Pursue Pathways Needed to Change.		
<b>Text Books:</b>		
1.	Tell, F., Berggren, C., Brusoni, S., Van de Ven, A. (2017), “Managing Knowledge Integration Across Boundaries”, Oxford University Press.	
2.	Clegg, S.R., Schweitzer, J., Whittle, A., Pitelis, C. (2017), “Strategy: Theory and Practice”, (2nd Ed.), Sage Publishing.	
<b>Reference Books:</b>		
1.	Child, J., Ihrig, M. (2013), “Knowledge, Organization, and Management: Building on the Work of Max Boisot”, Oxford University Press.	
2.	Lytras, M.D., Russ, M., Maier, R., and Naeve, A. (2007), “Knowledge-Based Strategies and Systems: A Systematic Review”, Idea Book Publishing.	
3.	Abou-Zeid, E-S. (2008), “Knowledge Management Strategies: A handbook of Applied Technologies Knowledge Management and Business Strategies: Theoretical Frameworks and Empirical Research”, IGI Global.	
4.	L. A. Berger, D. Berger, “Talent management handbook”, McGraw Hill New York	

ADVANCED KNOWLEDGE MANAGEMENT CONCEPTS	
Course Code: MMS-254 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 4

**Introduction:** It cannot be overemphasized that the emergence of information and communication technologies (ICTs) has metamorphosed the way information resources are managed in different heterogeneous environments. These changing trends have seen the shift from traditional practices to contemporary practices centered on ICTs as global information management platforms.

**Course Objectives:** The emergence of electronic records (e-records) and electronic archiving (e-archiving), knowledge management, electronic library (e-library) systems, and so on, has been largely observed in the developed and developing world alike. This course, therefore, intends to present experiences and conceptual groundings in the emerging information management contexts.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to:

1. Understand the role of ICT infrastructure for knowledge management
2. Understand the role of e-library and e-archiving in knowledge management
3. Understand the role of emerging technologies in knowledge management

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		10 Hours
<b>Introduction to Knowledge Typologies:</b> Define the nature and topology of knowledge and knowledge management within a business context. Identify technologies that are most useful for capturing/acquiring, organizing, distributing, and sharing knowledge within an enterprise.		
<b>UNIT-II</b>		10 Hours
<b>Knowledge Management Strategies and Knowledge Architecture:</b> Explain how to formulate a knowledge management strategy, identify major requirements and issues for designing enterprise knowledge architecture and implementing knowledge management projects.		
<b>UNIT-III</b>		11 Hours
<b>Knowledge Management the Organizational Growth:</b> Review the emerging roles of chief knowledge officers and chief learning officers. Explore the future direction of knowledge management based on the history of knowledge, the demands of global competition, Contemporary development in the area of Knowledge Management.		
<b>UNIT IV</b>		11 Hours
<b>Knowledge Management and Organizational Learning:</b> Analyze the needs of 21st-century organizations, Organizational Change and Organizational Learning, Views of future Organizations, Role of Knowledge Management in future organizations.		
<b>Text Books:</b>		
1.	Gabriel Szulanski; Sticky Knowledge: Barriers to Knowing in the Firm, Sage Publishing	
2.	Pierre Barbaroux, AmelAttour, Erik Schenk; Knowledge Management and Innovation: Interaction, Collaboration, Openness, Wiley Publications.	
<b>Reference Books:</b>		
1.	Bwalya, K.J., Mnjama, N.M., and Sebina, P.M.M, (2014), “Concepts and Advances in Information Knowledge Management: Studies from Developing and Emerging Economies”, (1st Ed.), Chandos Publishing.	
2.	Sanders, M. (2015), “Knowledge Management: Advanced Researches”, Clanrye International.	
3.	Rao, M. M., (2012), “Knowledge Management Tools and Techniques”, Butterworth-Heinemann.	

E- LEARNING AND KNOWLEDGE MANAGEMENT	
Course Code: MMS-256 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 4

**Introduction:** This course aims to impart knowledge about how to create, use, share and maintain organizational information effectively with the help of an e-learning system.

**Course Objectives:** The objective is to give you a solid foundation covering the concepts and techniques of E Learning, Knowledge Creation and Dissemination. Also, to make the students understand how to apply and integrate appropriate components and functions of E Systems in KM domain.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to:

1. Understand the role of Learning Management System for Knowledge Management
2. Understand the components of Learning Management System

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		10 Hours
<b>Learning from Data:</b> The Concept of Learning, E Learning, Data Visualization, E-Learning Systems, learning process, Learning Media, Learning Environment, Categories of Learning, Learning Objectives, Neural Network (Artificial) as Learning Model, Supervised/Unsupervised Learning.		
<b>UNIT-II</b>		10 Hours
<b>Knowledge Management and E-Learning:</b> Introduction to Knowledge Management and E-Learning, Digital library, Rules and Rules Engines, Use of Knowledge Management in E Learning Systems, Modules, Types of Modules		
<b>UNIT-III</b>		11 Hours
<b>Knowledge Management and Learning Management System:</b> Introduction to Knowledge Management and Learning Management System, E Learning Paradigms, Knowledge Sharing, Groupware systems, Knowledge Management 2.0, Web Generations.		
<b>UNIT IV</b>		11 Hours
<b>E systems and Knowledge Management:</b> Data Warehousing, Data Mining, On-line Transaction Processing, On-line Analytical Processing, Decision Support Systems, Content Management Systems, Artificial Intelligence Tools, Simulation Tools, Semantic Networks		
<b>Text Books:</b>		
1.	Becerra-Fernandez, I., Sabherwal, R. (2010), "Knowledge Management: Systems and Processes", M.E. Sharpe, Armonk, New York London, England.	
2.	Allen, M.W., Bingham, T. (2016), "Michael Allen's Guide to e-Learning: Building Interactive, Fun, and Effective Learning Programs for Any Company", (2nd Edition), Wiley.	
<b>Reference Books:</b>		
1.	Tai, L. (2010), "Corporate E-Learning: An Inside View of IBM's Solutions", Oxford University Press.	
2.	Haythornthwaite, C., Andrews, R. (2011); "E-learning Theory and Practice", Sage Publishing.	



INTELLECTUAL PROPERTY AND KNOWLEDGE CAPITAL	
Course Code: MMS-258 Contact Hours: L- 3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 4

**Introduction:** IPR is closely related with knowledge management and considered as knowledge capital. It studies the New IPR regime and its linkage with the revolution in New Generic Technologies (NGT), Information and Communication Technology (ICT) and Biotechnology, Knowledge quality, Organizational knowledge creation theories and their application.

**Course Objectives:** The objective is to prepare students to become familiar with the current theories, practices, tools and techniques in knowledge management organizations. Moreover, students will learn to determine the infrastructure requirements to manage the intellectual capital in organizations.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to:

1. Understand concepts and application of knowledge capital in an organization.
2. Understand concepts and application of intellectual property in an organization.
3. Understand the relationship between knowledge capital and intellectual property.

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		10 Hours
<b>Introduction to Intellectual Property:</b> Introduction of IPR, need for intellectual property right, Global view of IPR, IPR in India – Genesis and Development, Cases of IPR, Introduction to Managing Organizational Knowledge, Learning and Intellectual Capital, Principles of International Intellectual and industrial property law.		
<b>UNIT-II</b>		11 Hours
<b>Managing Organizational Knowledge, Learning and Intellectual Capital:</b> The nature of Problem Solving, Knowledge, Knowledge Capital, Intellectual Capital, Human Capital, Relational Capital, Social Capital, Structural Capital, Constituents of Organizational Capital, Expert and Expertise.		
<b>UNIT-III</b>		10 Hours
<b>Advanced Level of Managing Organizational Knowledge:</b> Developing metrics for knowledge, learning and intellectual capital, The New IPR regime and its linkage with the revolution in New Generic Technologies (NGT), Information and Communication Technology (ICT) and Biotechnology, Knowledge quality, Organizational knowledge creation theories and their application.		
<b>UNIT IV</b>		11 Hours
<b>Role of Intellectual Capital in Learning Organizations:</b> Learning Organizations, Best examples of Learning Organizations, Balanced Scorecard, BSC and Intellectual Capital, Intellectual capital and related terminologies in clear terms and understand the role of knowledge management in organizations, Importance of intellectual capital to benefit the competitive advantage in organizations, Role of IPR in Learning Organizations.		
<b>Text Books:</b>		
1.	Sullivan, P.H., (2001), “Profiting from Intellectual Capital: Extracting Value from Innovation”, Wiley.	
2.	Chatzkel, J.L. (2003), “Knowledge Capital: How Knowledge-Based Enterprises Really Get”, Oxford University Press.	
<b>Reference Books:</b>		
1.	Ryder, R.D., Madhavan, A. (2014), “Intellectual Property and Business: The Power of Intangible Assets”, Sage Publishing.	
2.	Fruin, W.M. (1997), “Knowledge Works: Managing Intellectual Capital at Toshiba”, Oxford University Press.	

KM TOOLS AND E-BUSINESSES	
Course Code: MMS-260 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 4

**Introduction:** This course will help students to learn how to share information internally and externally efficiently with the help of several tools and management systems and how to design an effective knowledge management with the help of e-business applications.

**Course Objectives:** The objective is to give the students a strong foundation covering the concepts of E-Business and Knowledge Management. Also, to make the students understand how to apply and integrate the KM tools and techniques in the E-Business arena.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to:

1. Make use of several knowledge management tools and software.
2. Extract data and analyze them to make decisions.
3. Learn how to share the right knowledge with the right person at the right time.

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		10 Hours
<b>Knowledge Management Tools:</b> Knowledge Management, Introduction to Knowledge Management Tools, KM Techniques, Knowledge Capture and Creation Tools, Contents Creation Tools, Data Mining and Knowledge Discovery, Blogs, Content Management Tools		
<b>UNIT-II</b>		11 Hours
<b>Data Management and KM Sharing:</b> Data Management, Information Technology and Organizational Productivity, We Centric Knowledge Management, Content Analysis, Knowledge Sharing and Dissemination Tools, Groupware and Collaboration Tools, Wikis, Networking Technologies, Knowledge Acquisition and Application Tools, Intelligent Filtering Tools, Adaptive Technologies.		
<b>UNIT-III</b>		10 Hours
<b>Technology and KM:</b> Telecommunication and Networks in Knowledge Management, Internet Search Engines and KM, Information Technology in Support Of KM, Knowledge Management and Vocabulary Control, Information Mapping in Information Retrieval, Information Coding in The Internet Environment, Repackaging Information.		
<b>UNIT IV</b>		11 Hours
<b>E Business and Models:</b> KM Life Cycle Model, Leadership in Dynamic E Business Environment, E Business Models and Networks, E Business Security and Reliability, E Business Middleware, Integration and Protocols, XML, E Business Processes, Web Services and Semantic Web Service.		
<b>Text Books:</b>		
1.	Leonard, D., Swap, W.C., Barton, G. (2014), "Critical Knowledge Transfer: Tools for Managing Your Company's Deep Smart", Harvard Business Review Press.	
2.	Rao, M. M., (2012), "Knowledge Management Tools and Techniques", Butterworth-Heinemann.	
<b>Reference Books:</b>		
1.	Tiwana, A. (2001), "The Essential Guide to Knowledge Management: E-Business and CRM Application", Prentice Hall Press.	
2.	Chugh, R. (2016), "Harnessing Social Media as A KM Tool", IGI Global	
3.	L. A. Berger, D. Berger, "Talent management handbook", McGraw Hill	

<b>SUPPLY CHAIN STRATEGY AND INNOVATION</b>	
Course Code: MMS-262 Contact Hours: L-3 T- 1 P-0 Course Category: DEC	Credits: 4 Semester: 4

**Introduction:** The logistics and supply chain are evolving and playing a significant role in making businesses competitive with the help of Innovations like Collaborative Advantages, Framework for Strategic Alliances, Core Competence etc.

**Course Objectives:** To understand the role and objectives of Innovation Supply Chain Management. To appreciate the increasing scope of Supply Chain Management and its future challenges.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to understand:

1. Understand strategic objectives of SCM
2. Understand concept of strategic fit, steps in achieving strategic fit
3. Understand collaborative Advantages, Framework for Strategic Alliances

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		10 Hours
<b>Supply Chain Strategy:</b> Strategic objectives of SCM - customer focus, product development, market development, diversification, learning & organizational capability, sustainable competitive advantage through SC		
<b>UNIT-II</b>		10 Hours
<b>Managing SC for Strategic Fit:</b> concept of strategic fit, steps in achieving strategic fit, impact of customer needs, impact of uncertainty, multiple products & customer segments, PLC, globalization & competitive changes over time.		
<b>UNIT-III</b>		11 Hours
<b>Expanding Strategic Scope:</b> Minimize local cost perspective, minimize functional Cost perspective, Maximize Company Profit perspective, Maximize SC Surplus perspective, Agile intercompany inter functional scope		
<b>UNIT IV</b>		11 Hours
<b>Strategic Partnerships &amp; Alliances:</b> Collaborative Advantages, Framework for Strategic Alliances, Core Competence – 3PL, 4PL Outsourcing: Advantages & Disadvantages, Prerequisites, Implementation Issues <b>Supply Chain Challenges:</b> Mass customization, Globalization, Greening, Ethical SC, Intelligent System, Implications for managers, organizations & policy makers		
<b>Text Books:</b>		
1.	Meindl, P., Chopra, S. (2016), “Supply Chain Management: Strategy Planning & Operation”, (3rd Ed.), Pearson.	
2.	Hines, T. (2004), “Supply Chain Strategies – Customer Driven & Customer Focused”, (1st Ed.), A Butterworth-Heinemann Title.	
<b>Reference Books:</b>		
1.	Autry, C.W., Moon, M.A. (2016), “Achieving Supply Chain Integration: Connecting the Supply Chain Inside and Out for Competitive Advantage”, Pearson Education.	
2.	Christopher, M. (2016), “Logistics & Supply Chain Management”, (5th Ed.), Pearson Education.	
3.	Lysons, K., Farrington, B. (2016), “Procurement and Supply Chain Management”, (9th Ed.), Sage Publications	
4.	Sarika Kulkarni: “Supply Chain Management”, Tata Mc- Ashok Sharma Graw Hill Publishing Co Ltd.	

TRANSPORTATION AND DISTRIBUTION MANAGEMENT	
Course Code: MMS-264 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 4

**Introduction:** The supply chain foundation consists of Transportation and Distribution Management and studies interface with operations, manufacturing, marketing, supply chain, Problems with fragmented logistics, integrating logistics within an organization, integrating logistics,

**Course Objectives:** To understand the flow of materials in a Supply Chain. To appreciate the role of Transportation and Distribution Management. To understand the essentials of distribution from logistics point of view.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to understand:

- Understand definitions, distribution in the economy a macro perspective, aim of logistics
- Understand micro dimensions of logistics
- Understand materials Management v/s physical distribution
- Understand service productivity, global service issues, service strategy development,

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		10 Hours
<b>Introduction:</b> Definitions, distribution in the economy a macro perspective, aim of logistics, activities of logistics, value added role of logistics.		
<b>UNIT-II</b>		10 Hours
<b>Micro dimensions of logistics:</b> interface with operations, manufacturing, marketing, supply chain, Problems with fragmented logistics, integrating logistics within an organization, integrating logistics along the SC.		
<b>UNIT-III</b>		11 Hours
<b>Materials Management v/s physical distribution:</b> Cost centers, nodes v/s links, logistics channel, cost perspective & level of optimality, short run or static analysis, long run or dynamic analysis. <b>Types of relationships:</b> Competitive relationship, product relationship, spatial relationship, intensity of involvement, logistics outsourcing activities –concept & types of 3PL, 4PL, need for collaborative relationships.		
<b>UNIT IV</b>		11 Hours
<b>Overview of service Operations:</b> service productivity, global service issues, service strategy development, service delivery systems, service location & layout, primary concerns of service response logistics –service capacity, waiting times, distribution channels.		
<b>Text Books:</b>		
1.	Lysons, K. (2016), “Procurement and Supply Chain Management”, (9th Ed.), Pearson Education.	
2.	Coyle, J. J., Bardi, E.J., Langley, C.J. (2008), “The Management of Business Logistics”, Cengage Learning India.	
<b>Reference Books:</b>		
1.	Winsor, J.D, Leong, G-K, Tan, K-C (2019), “Principles of SCM - A Balanced Approach”, (4th Ed.) Cengage Learning.	
2.	Waters, D. (2003), “Logistics: An Introduction to SCM”, (1st Ed.), Palgrave Macmillan.	
3.	Min, H. (2015), “Essentials of Supply Chain Management, The: New Business Concepts and Applications”, Pearson Education.	
4.	S. Chopra and P. Meindl, “Supply chain management: Strategy, planning and operation”, 3rd ed., New Delhi: Pearson Education	



IT APPLICATIONS IN SCM	
Course Code: MMS-266 Contact Hours: L-3 T- 1 P-0 Course Category: DEC	Credits: 4 Semester: 4

**Introduction:** In modern management, information has become a central feature of management planning and control. Computers and information technology are big support for logistics and supply chain management now and viewed as a key factor that will affect the growth and development of logistics and supply chain management.

**Course Objectives:** To appreciate Information Technology as a significant business segment of the future. To give an overview of technological aspects of Information Technology. To understand strategic aspects of Information Technology in SCM

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to understand:

- Understand role of IT in Supply Chain
- Understand IT in Planning and Inventory control
- Understand IT in Supermarket & Stores

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		10 Hours
<b>Introduction:</b> Role of IT in Supply Chain, Trade Advantages of IT in Retail Trade like Cost productivity benefits and Marketing benefits, Competitive advantages of Information technology, Essential Requirements of an Information System for retail.		
<b>UNIT-II</b>		10 Hours
<b>IT in Planning:</b> Inventory control, POS - Point of sale, Sales Analysis, Planning and Forecasting, Collaborative Planning, Forecasting and Replenishment Capturing and transmitting data at POS, advantages, elements of data capture – coding system code Means of data capture, Database marketing, Data Mining, Data Mart.		
<b>UNIT-III</b>		11 Hours
<b>IT in Supermarket &amp; Stores:</b> Introduction to self - service, supermarkets, atomistic retail to regional networks/ chain stores, POS to point of purchase, push action to push strategy, Point of Differentiation, Point of Customer.		
<b>UNIT IV</b>		11 Hours
<b>Retailers in E- Commerce:</b> Kinds of retailers engaged in electronic commerce: virtual retailers, two channel retailers, Multichannel retailers Role of Internet, Benefits of Internet, Monitoring the progress of an internet e-retail business, limitations of the web. <b>E- Applications:</b> Smart cards, E-cash, Multimedia kiosks, Customer specific offers, electronic body scanners, electronic shelf front.		
<b>Text Books:</b>		
1.	Badrinath, J. (2001), “Manufacturing Resources Planning MRP Li with introduction to ERP, SCM and CRM”, Tata McGraw Hill.	
2.	Sahay, B.S., (2007), “Supply Chain Management in the 21st Century” Macmillan.	
<b>Reference Books:</b>		
1.	Geunes, J., Akcali, E., Pardalos, P.M., Romeijn, H.E., Shen, Z-J (2005), “Applications of Supply Chain Management and E-Commerce Research”, Springer.	
2.	Sanders, N.R. (2014), “Big Data Driven Supply Chain Management: A Framework for Implementing Analytics and Turning Information into Intelligence”, Pearson Education.	
3.	Davis, E.W., Spekman, R.E., (2004), “Extended Enterprise, the: Gaining Competitive Advantage through Collaborative Supply Chains”, Pearson Education.	

OPERATIONS RESEARCH AND STRATEGY	
Course Code: MMS-268 Contact Hours: L-3 T -1 P-0 Course Category: DEC	Credits: 4 Semester: 4

**Introduction:**

O.R. is an aid for executive in preparing her strategy by providing her with the needed quantitative information's based on the scientific method of analysis.

**Course Objectives:** To emphasize the key role of operations in bringing about the growth and profitability of organizations. To impart ideas, concepts and principles in operations strategy.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to understand:

- Importance and Linkage with Corporate strategy, Strategies and values, Competing through operations
- Change & Market Strategy
- Operation Strategy Implementation

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		11 Hours
<b>Introduction:</b> Importance and Linkage with Corporate strategy, Strategies and values, Competing through operations. Operation strategy in global economy - Strategic alliances and production sharing, fluctuations of international financial conditions and international companies. Changing nature of world business. Quality, Customer service and cost challenges and social responsibility.		
<b>UNIT-II</b>		10 Hours
<b>Change &amp; Market Strategy:</b> Value as business concept–strategic issues in manufacturing – Value Chain concept Focus, core competence and distinctive capabilities –stake holders & strategy, checking markets, Outcome of Market debate –Linking manufacturing to Markets – strategic integration –why products sell in the markets –Order Winners, Order Qualifiers.		
<b>UNIT-III</b>		10 Hours
<b>Operation Strategy Implementation:</b> Technology strategy Issues in New Product development Time to market –strategic nature of process–Business implication of Process choice Hybrid Process.		
<b>UNIT IV</b>		11 Hours
<b>Change management and Sustainability Procedure:</b> company or plant-based profiles – decisions for product reallocation – downsizing – Capacity decisions Progression & Regression. Evaluating various tradeoffs alternatives Focused manufacturing with product or process focus– Make or Buy– merits /demerits.		
<b>Text Books:</b>		
1.	Harland, C., Nassimbeni, G., Schneller, E. (2013), “Strategic Supply Management”, Sage Publications.	
2.	Gaither, N., Frazier, G. (2004), “Operations Management”, Cengage Learning.	
<b>Reference Books:</b>		
1.	Watson, M, Nelson, D., Cacioppi, P. (2014), “Managerial Analytics: An Applied Guide to Principles, Methods, Tools, and Best Practices”, Pearson Education.	
2.	Hill, T. (2012), “Operations Management”, (3rd Ed.), Palgrave.	
3.	Hiller, F.K., and Nag, B. (2005), “Introduction to Operations Research”, (7th Ed.), Tata McGraw Hill Education.	
4.	Hamdy A. Taha, “Operations Research: An Introduction”, Pearson Education	

<b>MATERIALS AND STORE MANAGEMENT</b>	
Course Code: MMS-270 Contact Hours: L-3 T- 1 P-0 Course Category: DEC	Credits: 4 Semester: 4

**Introduction:** Materials Management deals with planning, acquiring storage, and facilitating movement of raw materials required for manufacturing a product and ensuring it reaches the customer. This course will ensure the comprehensive understanding of the subject to the students.

**Course Objectives:** To give an overview of various aspects of Materials Management. To explain the impact of material cost on the organization. To understand the concepts of Store in an organization.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to understand:

- Understand material Concepts, Inventory concepts.
- Understand the Basic EOQ Model, Production Quantity Model, Computer Solution of EOQ model
- Understand use of ratios and analysis like FSN

**Pedagogy:** The teaching-learning of the course would be organized through lectures, tutorials, assignments, projects/ presentations and quizzes with emphasis on case studies. Faculty members strive to make the classes interactive so that students can correlate the theories with practical example.

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETET	ETIP	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		11 Hours
<b>Introduction:</b> Material Concepts, Inventory concepts, Pressures for Low Inventory, Pressures for High Inventory, Role of inventory in Operations, Types of inventories – seasonal, decoupling, cyclic, pipeline, Safety stock. Inventory costs – carrying costs, ordering costs, shortage costs.		
<b>UNIT-II</b>		10 Hours
<b>Review Systems:</b> Continuous Review (Q) systems, Periodic Review (P) systems, ABC Classification system, Issues in the P and Q systems of inventory control.		
<b>UNIT-III</b>		10 Hours
<b>Write Models:</b> The Basic EOQ Model, Production Quantity Model, Computer Solution of EOQ model with MS Excel, Quantity Discounts, Computer Solution of Quantity Discounts model with MS Excel, Reorder Point, Safety Stocks.		
<b>UNIT IV</b>		11 Hours
<b>Use of ratios and analysis like FSN:</b> Fast slow Nonmoving, HML-High Medium, Low, XYZ. Materials Management in JIT Environment		
<b>Text Books:</b>		
1.	Crocker, B., Morrison, A., Jessop, D., “Inbound Logistics Management: Storage and Supply of Materials for the Modern Supply Chain”, (7th Ed.), Pearson Education.	
2.	Tony, J.R., Chapman, S.N, Clive, L.M. (2011), “Introduction to Materials Management”, Cengage Learning.	
<b>Reference Books:</b>		
1.	Krajewski, L.J., Ritzman, L. P., Malhotra, M.K., (2007), “Operations Management-Process and Value Chains”, (8th Ed.), Pearson.	
2.	Piasecki, D.J. (2009), “Inventory Management Explained: A focus on Forecasting, Lot Sizing, Safety Stock, and Ordering Systems”, Cengage Learning.	
3.	Greene, J.H. (1997), “Production and Inventory Control Handbook”, (3rd Edition), Tata McGraw Hill Education.	
4.	Donald Waters “Inventory Control and Management”, Wiley (2 <sup>nd</sup> Edition)	

**INTERNATIONAL TRADE PRACTICES, LAWS, PROCEDURES AND DOCUMENTATION**

Course Code: MMS-274  
 Contact Hours: L-3 T-1 P-0  
 Course Category: DEC

Credits: 4  
 Semester: 4

**Introduction:** This course will build the students with the trade practices, procedures and documentation of international trade.

**Course Objective-** The objective of this course is to give exposure to trade practices, documentation & procedure of International Trade as per industry perspective.

**Pre-requisite:** Legal Aspects of Business

**Course Outcomes:** After completing of the course, the student will be able to:

- Focuses on the law governing international trade as established by the World Trade Organization.
- Examine specialized areas such as technical standards, agriculture, food safety, environment, and intellectual property.
- Analyze geopolitical tensions between major trading powers, particularly with respect to Theus.
- Deals with structural aspects of the international trade law system, including the different municipal legal systems, Review the legal vehicles available to facilitate international dispute resolution methods for governments and business entities.

**Pedagogy:** The teaching pedagogy adopted here would a perfect blench of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CA P	MTET	MTE P	ETE T	ETI P	ETEP *
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		10 Hours
<b>Legal framework and Policy Overview:</b> Facilities and restrictions and getting started in export viz IEC, GST, RCMC and Custom registration etc.; Giving practical exposure for identifying the items with regard to import ability and export ability of products, ITC (HS Code).		
<b>UNIT-II</b>		11 Hours
<b>Order processing and Drafting contract:</b> Trade contract; Concept of contract and formation of contract.		
<b>UNIT-III</b>		10 Hours
<b>Terms of delivery:</b> INCOTERMS purpose and objective & salient features of each term. <b>Methods of payment:</b> Features of payment terms, applicability & explanation viz. Advance payment open account, documentary collections, and documentary letters of credit.		
<b>UNIT IV</b>		11 Hours
<b>Export-Import documentation framework:</b> Role and importance of documents; Category of documents; Commercial & regulatory documents; Documents for claiming export incentives; Documents required by foreign buyers& customs etc; Features of various documents.		
<b>Text books:</b>		
1.	Hinkelman, E.G. (2009). <i>International trade documentation</i> . World trade press.	
2.	Khurana,P.K. (2003). <i>Export Management</i> . Galgotia Publishing Co.	
<b>Reference books:</b>		
1.	Reddy,P.V., & Mamatha,P. (2015). <i>Export Made Easy</i> . Commercial law Publishers(India) Pvt. Ltd.	
2.	Custom Manual and circulars (Latest).	
3.	Foreign Trade Policy ( Latest)	
4.	Ram ,P.(2017) . <i>Export: What, Where and How?</i> Anupam Publications, New Delhi.	



INTERNATIONAL FINANCIAL MANAGEMENT	
Course Code -MMS-:276 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 4

**Introduction:** The course has been designed to familiarize the students with International financial risk management System and working of international Financial Institutions. Functioning of the Foreign Exchange Markets and Financial Management of a multinational firm will be the essential component of this course.

**Course Objective:** The course aims to acquaint students with complexities and issues pertaining to financial management of multinational organizations. It equips the students with analytical tools and techniques for sound financial decision making in a global domain.

**Pre-requisite:** Financial Management

**Course Outcomes:** After completing of the course, the student will be able to:

- Have a fair understanding of the MNCs operations with respect to finance.
- Understand the functioning of Multilateral Agencies and their role in global economic development.
- Get acquainted with the different aspects of the foreign exchange markets.
- Understand international capital budgeting and its implications on international operations.

**Pedagogy:** The teaching pedagogy adopted here would a perfect blench of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CA P	MTET	MTE P	ETE T	ETI P	ETEP *
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>	10 Hours
<b>Introduction:</b> International financial Environment- Importance, rewards & risk of international finance- Goals of NC - International Business methods–Exposure to international risk- International Monetary system- Multilateral financial institution-Government influence on exchange rate.	
<b>UNIT-II</b>	11 Hours
<b>International flows of funds:</b> Balance of payments (determination of current account, capital account & ORA)-International Trade Flows-International Capital Flows-Agencies that facilitate international flows – Equilibrium, disequilibrium & adjustment of Balance of payment & Trade deficits.	
<b>International Financial Markets:</b> Foreign exchange markets-foreign exchange trading-Cash & Spot exchange markets-foreign exchange rates & quotation- forward markets-Exchange rate Behavior-Cross Rates-Foreign exchange market participants-arbitrage profit in foreign exchange markets, Swift Mechanism.	
<b>UNIT-III</b>	10 Hours
<b>Foreign Exchange exposure and foreign exchange risk Management:</b> Measuring exchange rate movements- Exchange rate equilibrium – Factors effecting foreign exchange rate forecasting exchange rates- international parity relationship: interest rate parity, purchasing power parity & fisher effects. Management of Transaction exposure- Management of Translation exposure- Management of Economic Exposure-Management of political Exposure-Management of Interest rate exposure. Hedging against foreign exchange exposure – Forward market- Futures Market- options Market-Currency Swaps-Interest rate Swap- Cross currency Swaps.	
<b>UNIT IV</b>	11 Hours
<b>International Investment decision:</b> International Capital Budgeting: Concept, Problems associated, Evaluation of a project, Risk Evaluation, and Impact on Value. Foreign Direct investment –Foreign portfolio investment- International Financial instruments, International Bond & Equity market, sovereign risk.	
<b>Text books:</b>	
1.	Apte, P. G. (2020), “International Finance Management”, Tata McGraw Hill.
2.	Maurice, D.L. (2009), “International Finance”, (5th Ed.), New York, McGraw Hill Inc.
<b>Reference books:</b>	
1.	Eun C.S., Re snick, B.G. (2021), “International Finance Management”, (4th Ed.), Tata McGraw Hill.
2.	Madura, J. (2018), “International Finance Management”, (7th Ed.), Thompson.
3.	Vyuptkesh, S. (2012), “International Financial Management”, (6th Edition), PHI.
4.	Siddaiah, T. (2010), “International Financial Management”, Pearson Education India.
5.	Geert J Bekaert and Robert J. Hodrick, “International Financial Management”, Pearson

<b>INTERNATIONAL SUPPLY CHAIN MANAGEMENT AND LOGISTICS</b>	
Course Code: MMS-278 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 4

**Introduction:** The objective of this paper is to acquaint the students with the concepts and tools of supply-chain management and logistics as relevant for an international firm.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to:

- Develop understanding for basic framework of supply chain management with integrated TCN and various supply chain metrics.
- Develop appreciation for behavioral aspects of Supply Chain Management
- Learn integration of Supply Chain and Information Management Systems.
- Describe logistic system with reference for international trade.
- Comprehend the role of transportation system in International Trade.

**Pedagogy:** The teaching pedagogy adopted here would a perfect blench of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CA P	MTET	MTE P	ETE T	ETI P	ETEP *
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>		10 Hours
<b>Basic Frame work:</b> Concept of supply chain management (SCM); SCM and logistics; Business view of SCM; Push and pull of SCM, importance of supply chain management; Structure of supply chain management; Planning and operations.		
<b>UNIT-II</b>		11 Hours
<b>Integrated SCM:</b> concept, span and process of integrated SCM; competitive strategy and strategic fit; Demand forecasting; Methods of demand forecasting; Risk management in demand forecasting; Supply chain metrics (KPIs), performance measurement and continuous improvement; Supply chain modeling; Challenges to achieving and maintaining strategic fit.		
<b>UNIT-III</b>		10 Hours
<b>Behavioral aspects of SCM:</b> Role of relationship marketing in SCM; Managing relationships with suppliers and customers; Managing conflicts, leadership issues in SCM, role of on-line sales and supply chain; Designing strategic distribution network; Factors influencing distribution network.		
<b>UNIT IV</b>		11 Hours
<b>Supply Chain and Information Management Systems:</b> Purchasing Process- Strategic role of purchasing in the supply chain and total customer satisfaction; Types of purchases; Purchasing cycle; Suppliers election and evaluation; Vendor development; Importance of information management; Distribution and sharing of information; Information technology as a platform for effective and efficient supply chain management; Functional application of ERP, MR, DRP, PDM, EIP, CPFR, WMS, TMS, RFID, GPS, GIS; Re-engineering the supply chain: Future directions.		
<b>Text books:</b>		
1.	Benton. (2015). <i>Purchasing and Supply Management</i> (2 <sup>editon</sup> ). McGraw Hill Education (India) Pvt Limited.	
2.	Chase, R.B., Shankar. & Jabs, F.R. (2015). <i>Operations and Supply Chain Management</i> (14 <sup>edition</sup> ). Unit(s)-I	
<b>Reference books:</b>		
1.	Drake, M. (2011). <i>Global Supply Chain Management</i> (The Supply and Operations Management collection). Business Expert Press .	
2.	Hult, M.G., Closs, D., Frayer, D. Global (2014). <i>Supply Chain Management: Lever Aging Processes, Measurements, and Tools for Strategic c o rporate Advantage</i> . McGraw Hill Ltd.	
3.	Long, D. (2013). <i>International Logistics: Global Supply Chain Management</i> . Kluwer Academic Publisher.	

GLOBALIZATION AND GLOBAL STRATEGY	
Course Code: MMS-280 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 4

**Introduction:** The goal of the course is to help students understand strategy making process that is in- formed integrative and responsive to rapid changes in an organization’s globally oriented environment and also to help them understand tasks of implementing strategy in a global market.

**Pre-requisite:**

**Course Outcomes:** Having successfully completed this course, the student will be able to:

- Understand the nature, scope and dimensions of Globalization.
- Examine the paradoxes of contemporary globalization.
- Explore the changes in the international economy and their effects on domestic politics, economy, and society.
- Understand the specifics of strategy and organization of the multinational company examine the paradoxes of contemporary globalization.
- Provide a framework for formulating successful and adaptive strategies in an increasingly complex world economy.
- Prepare students to manage effectively in today’s interconnected world by understanding this changing environment, principles of global strategy, and the relation between global strategy and organization.

**Pedagogy:** The teaching pedagogy adopted here would a perfect blench of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTET	MTEP	ETE	ETI	ETEP*
3	1	0	Yes	--	10	--	30	--	60	--	--

**Contents:**

<b>UNIT-I</b>	10 Hours
<b>Meaning and phenomenon of globalization:</b> Meaning and Dimensions of globalization: Social, political, economic; Measuring globalization; Spatio-temporal dimensions of globalization; Globalization in post pandemic era. Impact of globalization on wages and inequality, on social safety nets, on production, and innovation; The phenomenon of de-globalization vs. slowbalization in the post-pandemic era.	
<b>UNIT-II</b>	11 Hours
<b>National Differences and Environmental Analysis:</b> Globalization and National differences in Political, Economic and Social Development; Motivations and models for international expansion; Analysis of global environment- Environmental profile ,institutional and economic distance; Michael Porter’s Diamond framework; Managing country selection, country differences, analysis of operating environment - Michael Porters model of industry analysis; Strategic group analysis, analysis of internal environment– Resource Audit; Resource Based View (RBV), diversity of labour pool around the globe, global value chains systems; Core and distinctive competencies; Sustainable vs. Transient Competitive advantage.	
<b>UNIT-III</b>	10 Hours
<b>Strategic Choice:</b> Strategic options at corporate level – Growth, stability and retrenchment strategies; Corporate Restructuring strategic options at business level- Michael Porters’ competitive strategies and cooperative strategies; Degrees of competitiveness, evaluation of strategic alternatives –Product Portfolio Models (BCG matrix, GE Matrix, etc.); Competing under strategic independence; Global competitive dynamics; Strategies for situation like competing in emerging industries, maturing or declining industries, fragmented industries, hyper –competitive industries and turbulent industries; Strategies for industry leaders, runner -up firms and weak businesses; Disruptive innovation as a strategy; Semi-globalization and strategy.	
<b>UNIT IV</b>	11 Hours
<b>Strategic Issues and Alternatives in Globally Competitive Markets:</b> Reasons and process of firm s internationalization; International entry options; multi-country and globalstrategies; Outsourcing strategies, Differences across countries,  Global Value Creation, The AAA triangle.	
<b>Text books:</b>	
1.	Sen. Amartya "The Idea of Identity." Boston University Pardee Distinguished Lecture. November 27, 2001.
2.	Friedman, Thomas. The World is Flat. New York, NY
<b>Reference books:</b>	
1.	Ferguson, Niall, Sinking Globalization.
2.	Dreher, A., Gaston, N., & Martens, P., Measuring Globalization. Gauging its Consequences Springer, New York.
3.	Hill C., Global Business Today.
4	Hill, Charles, W.L.& Gareth, R. Jones (2012). <i>Strategic Management: An Integrated Approach</i> , Cengage Learning, India.
5	Kazmi, A. & Kazmi, A. (2008). <i>Strategic Management</i> . McGraw-Hill Education.
6.	Wheelen, Thomas, L., Hunger, J. David, Hoffman, Alan N. & Charles E. Bamford. (2014). <i>Strategic Management and Business Policy: Globalization, Innovation and Sustainability</i> .

	Prentice Hall, New Jersey.
7.	David, R. Fred & David, R. Forest (2016). <i>Strategic Management: Concepts and Cases—A Competitive Advantage Approach</i> , Pearson.

INTERNATIONAL MARKETING	
Course Code: MMS-282 Contact Hours: L-3 T-1 P-0 Course Category: DEC	Credits: 4 Semester: 4

**Introduction:** The course is designed bearing in mind the global marketplaces and underlines the importance of cultural diversity for businesses to respond effectively to diverse market conditions. It also studies the macro and micro-environmental factors which help identify and evaluate market entry strategies. Students explore all aspects of marketing from a global perspective to better respond to international opportunities and competitive situations.

**Pre-requisite:** None

**Course Outcomes:** Having successfully completed this course, the student will be able to:

- Examine the environmental variables that affect international marketing;
- Define the strategies that can lead to successful international marketing given the macro and micro environmental constraints;
- Discuss the management decisions and problems, highlighting those specific to the international arena;
- Understand how managers accomplish the functional tasks that constitute international marketing such as marketing intelligence and “mix” adaptations;
- Prepare a comprehensive international marketing plan.

**Pedagogy:** The teaching pedagogy adopted here would a perfect blench of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CA P	MTET	MTE P	ETE T	ETI P	ETEP *
3	1	0	Yes	--	10	--	30	--	60	--	--



**Contents:**

<b>UNIT-I</b>		10 Hours
<b>International Marketing:</b> Meaning, Nature and Importance; International Marketing Orientation: E.P.R.G –Approach: An overview of the International Marketing Management Process; International Marketing Environment.		
<b>UNIT-II</b>		11 Hours
<b>International Market Segmentation and Positioning:</b> Screening and Selection of Markets; International Market Entry Strategies: Exporting, licensing, Contract Manufacturing, Joint Venture, M&A, Setting up Wholly Owned Subsidiaries Abroad, Strategic Alliances.		
<b>UNIT-III</b>		10 Hours
<b>International Product and Pricing Strategies: Product Designing,</b> Product Standardization Vs Adaptation, Managing Product Line, International Trade Product Life Cycle, New Product Development; Pricing for International Markets; Factors affecting International Price Determination.		
<b>UNIT IV</b>		11 Hours
<b>Managing International Distribution and Promotional Distribution Channel Strategies:</b> International distribution Channels- their roles and functions; Selection and Management of overseas agents, international distribution logistics.		
<b>Text books:</b>		
1.	Onkvisit, S. and Shaw, J.J. (2009), “International Marketing- Strategy and Theory, 5 <sup>th</sup> Ed., Taylor and Francis.	
2.	Keegan, W.J. (2017), Global Marketing, 9 <sup>th</sup> Ed., Pearson Education, New Delhi.	
<b>Reference books:</b>		
1.	Cateora, P. R. and Graham J. L. (2013), International Marketing, (16 <sup>th</sup> Ed.), Tata McGraw- Hill, New Delhi.	
2.	Czinkota, Michael R., and Ronkainen, Ilkka A. (2010), International Marketing, (19 <sup>th</sup> Ed.), Cengage Learning, New Delhi.	
3.	Green and Keegan, “Global Marketing”, 10th Ed., Pearson	
4	Philip Cateora, John Graham, Mary Gilly and Bruce Money, “International Marketing”, 8th Ed., McGraw Hill	

## RETAIL ANALYTICS

Course Code: MMS- 284 Contact Hours: L-3 T-0 P-2 Course Category: DEC	Credits: 4  Semester: 4
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**Introduction:** Analytics have become one of the most powerful tools which is available to retailers and are used to enable fact based and knowledge driven decision making to manage their performance and create more value to the company. Retailers today are in search of new ways to derive more knowledge about their customers and operations from the huge database which they contain. Retail analytics helps in deriving such information from the database. This course helps students to analyze the data and draw valuable insights by which companies will gain a competitive edge.

**Course Objectives:** The basic objective of this course is to familiarize the students with the various aspects of Retail Analytics, Retail Management Key Processes, Business Analytics techniques applicable to Retail Economics through lectures and Project in Retail Analytics.

**Pre-requisite:** Basic knowledge of data analytics methodology and techniques like regression, clustering etc. using excel.

**Course Outcomes:** After successful completion of this course, the students shall be able to:

- Learn the supply chain process.
- Understand the basics of retail analytics and its importance.
- Understand the effect of in-store marketing and presentation on retail data.
- Learn the impact of loyalty marketing on retail.
- Acquaint the concept of store operations, retail data and loyalty marketing

**Pedagogy:** The teaching pedagogy adopted here would a perfect blend of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CA T	CAP	MTE T	MTE P	ETET	ETIP	ETEP *
3	0	2	Yes	Yes	--	10	15	--	60	15	--

**Contents:**

<b>UNIT-I</b>	10 Hours
<b>An Introduction to Retailing Analytics</b>	
Retailer Goodwill, The Inside Scoop: Retail Power Brokers, Retail Organization, Real Estate Marketing, Creative Advertising Marketing, Operations Marketing (Research), Direct Marketing Strategic Marketing, communicating to the Retail Organization, Point of Sale versus Market Basket Data, Data Is Gold, Data as Revenue: The Price of Retail Data	
<b>UNIT-II</b>	11 Hours
<b>Retail &amp; Data Analytics</b>	
Data Terms, Market Basket, Data Storage, Data without Use Is Overhead, Case Studies and Practical Examples of Data-Related Retail Projects, Trade Area Modelling, Real Estate Site Selection Modelling, Competitor Threat Analytics, Merchandise Mix Modelling: Combining Multiple Data Sources, Celebrity Marketing: Tracking Effectiveness, House Brand versus Name Brand, E-Business Clicks and Mortar, Affinity Merchandising: Merchandise Cross-Sell Case Study, Market Basket Analysis: Examples, Store Departmental Cross-Selling, Single Category Affinity Analysis: Paper Towels.	
<b>UNIT-III</b>	10 Hours
<b>Importance of Geography and Demographics</b>	
Understanding Data Requirements, introduction to Geospatial databases, Science, GIS Layers of Information: Building a Map, How Geography Fits into Retail, Retail Geography: Data, Retail Data Internal Data Collection, Retail Trade Areas: Differing Methods for Debate, Zip Code Data Forecasting Application Volume by Store, What Do We Do? Card Preference Opportunity by Zip	
Code: Case Study, Example of Sales Penetration Map, Market Observations: Additional Uses of the GIS Tool	
<b>UNIT IV</b>	11 Hours
<b>In-Store Marketing and Presentation</b>	
Understanding the Different Store Designs, Theories Merchandise Placement ,All about Pricing Loyalty Discount Philosophies, Tiered Pricing, Types and Sizes: Retail Store Strategies, Store in a Store, What's in a Store: Convenience Stores to Hyper mart Stores, Warehouse Clubs: Paying for the Privilege to Shop, Shopping by Design: Traffic Patterns, Category Management: Science behind the Merchandise Mix, Merchandise Placement: Strategy behind the Placement, Specialty Departments Coffee ,Breakfast ,and Pizza, In- Store Media: Advertising or Just Displays?, Receipt Messages ,In-Store Events, Holidays	
***The practical component of the course consists of practical assignment based on above mentioned topics.	
<b>Suggested Readings</b>	
1.	Bullard, B. (2017), "Style & Statistics: The Art of Retail Analytics", Wiley.

2.	Speight's, D.B., Downs, D.M.& Raz, A. (2017), "Essentials of Modelling and Analytics: Retail Risk Management and Asset Protection", CRC Press
3.	Beckford, M. (2016), "The Little Book on Big Data: Understand Retail Analytics Through Use Cases and Optimize Your Business", Mahogany Beckford.
4.	Sachs, A-L. (2014), "Retail Analytics: Integrated Forecasting and Inventory Management for Perishable Products in Retailing", Springer.
5.	Mitchell, P.H., (2013), "Discovery-Based Retail: Unlock Your Store's Potential! Discovery-Based Retail".

Note: latest version of the book shall be used

**Digital Marketing  
Analytics**

Course Code: MMS- 286 Contact Hours: L-3 T-0 P-2 Course Category: DEC	Credits: 4  Semester: 4
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**Introduction:** Businesses need to consider how to take advantage of digital technologies as a tool and potential imperative for competitive advantage and whether their current marketing strategies are coherent with strategies for the digital market. This course is designed to provide students with a comprehensive understanding of the impact of marketing in the digital environment. Digital Marketing targets the Web, mobile, iPads as well as social media in the context of both their technological underpinnings and facilitation of delivery mechanisms. Students investigate Globalisation, adaptation, and real-time communication issues together with new forms of segmentation and an entire new paradigm of understanding consumer in this rapidly changing digital environment.

**Course Objectives:** The basic objective of this course is to explain emerging trends in digital marketing and critically assess the use of digital marketing tools by applying relevant marketing theories and frameworks, use of advanced analytical models for effective digital marketing.

**Pre-requisite:** Basic knowledge of data analytics methodology and techniques like regression, clustering etc. using excel.

**Course Outcomes:** After successful completion of this course, the students shall be able to:

- Understand the impact technology has on traditional marketing scenario.
- Design successful digital marketing campaigns.
- Analyze and optimize already existent digital marketing campaigns.
- Successfully perform informed use various digital media tools.
- Explain digital influence and how to launch a product and conduct search analysis

**Pedagogy:** The teaching pedagogy adopted here would a perfect blend of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CA T	CAP	MTE T	MTE P	ETET	ETIP	ETEP *
3	0	2	Yes	Yes	--	10	15	--	60	15	--

**Contents:**

<b>UNIT-I</b>	10 Hours
<b>Introduction</b>	
Understanding the Digital Media Landscape: Digital Media Types, Paid & Owned Media, Understanding Digital Analytics Concepts: Owned & Earned Social Metrics, Demystifying Web Data, searching for the Right Metrics, Paid& Organic Searches, Aligning Digital and Traditional Analytics, Primary Research, Traditional Media Monitoring, Traditional CRM Data, The Reporting Time Line, The Reporting Template	
<b>UNIT-II</b>	11 Hours
<b>Tools of the Trade: social media Listening and Search Analytics</b>	
Tools: Identification, Data Capture, Spam Prevention, Integration with Other Data Sources, Cost, Mobile Capability Access, Consistent User Interface, Workflow Functionality, Historical Data, Understanding Social Media Engagement Software, Easy-to-Navigate User Interface, Reliability, Robust Analytics Dashboards, Mobility, CRM Hooks, Social Governance, MonitoringPlatform Integration, Social Media Listening Tools: Social Media Listening Evolution, Present Day, Understanding Sysomos, Search Analytics Tools: Basics of Search, Search Analytics Use Cases, Free Tools.	
<b>UNIT-III</b>	10 Hours
<b>Tools: Audience Analysis and Content Analysis</b>	
Audience Analysis Tools: What Is Audience Analysis? Use Cases, Strategies: Digital, Content & Engagement, Search Engine Optimization, Content Optimization, User Experience Design, Audience Segmentation, Audience Analysis Tool Types. Content Analysis Tools: Content Audit and its Checklist, Real-Time Analytics, Optimizing Content Distribution & Content Consumption, Spam detection and filtering	
<b>UNIT IV</b>	11 Hours
<b>Digital Influence and Improving Customer Service</b>	
Understanding Digital Influence: Understanding the Reality, “Tipping Point” Phenomenon, Community Rules Phenomenon, Modern-Day Media List, Using the Tools of the Trade, Online Versus Offline Influence, Using the Influencer. Improving Customer Service: Social Customer Service Conflict, Understanding the Customer & Customer Intent, Personalizing Customer Experience, Social Customer Service Models, Stages of Customer Service	
***The practical component of the course consists of practical assignment based on above mentioned topics	

**SUGGESTED READINGS:**

1.	Sarma M. (2017), “Digital Marketing Checklist”, E- book marketingplus.com.
2.	Sponder, M.& Khan, G.F. (2017), “Digital Analytics for Marketing”, Routledge
3.	Venkatesan, R.& Farris, P. (2014), “Cutting-Edge Marketing Analytics: Real World Cases and Data Sets for Hands on Learning”, Pearson Education

4.	. Winston, W.L. (2014), "Marketing Analytics: Data-Driven Techniqueswith Microsoft Excel", Wiley.
5.	C. Hemann & K. Burbary (2013), "Digital Marketing Analytics: Making sense ofconsumer data in a digital world", Que Publishing

Note: latest version of the book shall be used.

### Healthcare Analytics

Course Code: MMS- 288  
 Contact Hours: L-3 T-0 P-2  
 Course Category: DEC

Credits: 4  
 Semester:4

**Introduction:** “As healthcare continues to move away from fee-for-service to pay-for-performance, it is critical for both healthcare providers and administrators to develop expertise in the analytics that identify and track population health outcomes and in the strategic realignment and integration of providers to facilitate the transition to the new model of healthcare delivery.” This course is indented to acquaint the student with the basic concept and procedures used in analyzing healthcare data. Healthcare Analytics use to facilitate decision-making involved in the management of healthcare delivery processes.

**Course Objectives:** The main objective of this course is to familiarize the students with the various aspects of Healthcare Analytics as healthcare management, healthcare administration, healthcare processes, its key analytics techniques through lectures and different case studies as well as projects.

**Pre-requisite:** 1. Basic knowledge of HealthCare System.

2. Familiar with different techniques of analytics.

**Course Outcomes:**

After successful completion of this course, the students shall be able to

- Effectively use retrieval tools for extracting and reporting healthcare information.
- Apply various predictive analysis techniques and tools on healthcare problems.
- Assess health care data effectively to make optimum operational, financial and clinical decisions.
- Communicate insights gained from healthcare data analysis.

**Pedagogy:** The teaching pedagogy adopted here would a perfect blench of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTE T	MTE P	ETET	ETIP	ETEP *
3	0	2	Yes	Yes	--	10	15	--	60	15	--



**Contents:**

<b>UNIT-I</b>	10 Hours
<b>Introduction to Healthcare Analytics</b> Healthcare Transformation—Challenges and Opportunities, The Current State of Healthcare Costs and Quality, How Analytics Can Improve Decision Making, Analytics, Quality, and Performance, Applications of Healthcare Analytics, Components of Healthcare Analytics. What Is Quality? Overview of Healthcare QI, Common QI Frameworks in Healthcare, Working with QI Methodologies.	
<b>UNIT-II</b>	11 Hours
<b>Working with Data and Indicators</b> Data: The Raw Material of Analytics, Preparing Data for Analytics, Getting Started with Analyzing Data, Measures, Metrics, and Indicators, Using Indicators to Guide Healthcare, Improvement Activities.	
<b>UNIT-III</b>	10 Hours
<b>Basic Statistical Methods and Control Chart Principles</b> Statistical Methods for Detecting Changes in Quality or Performance, Graphical Methods for Detecting Changes in Quality or Performance	
<b>UNIT IV</b>	11 Hours
<b>Leveraging Analytics in Quality Improvement Activities, Usability and Presentation of Information</b> Moving from Analytics Insight to Healthcare Improvement, Presentation and Visualization of Information, Dashboards for Quality and Performance Improvement, Providing Accessibility to and Ensuring Us ability of Analytics Systems	
<b>Text Books</b>	
1.	Reddy,C.K.&Aggarwal.(2015),“Healthcare Data Analytics RCPress
2.	Gupta, A., Patel, V.L. & Greenes, R.A.(2015),“Advances in Healthcare Informatics andAnalytics”, Springer
3.	Moriates,C.,Arora,V.,Shah,N.(2015),“UnderstandingValue-basedHealthcare”, McGraw Hill Publication
4.	Madsen L.B.(2015),Data Driven Healthcare, Wiley
5.	Hoyt, R.E., Yoshihashi, A.K.(2014),“Health Informatics: Practical Guide forHealthcare and Information Technology Professionals”,Lulu.com.

### Social Media and Web Analytics

Course Code: MMS- 290 Contact Hours: L-3 T-0 P-2 Course Category DEC	Credits: 4 Semester 4
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**Introduction:** Social Media Analytics and Web Analytics, both are different terms but working together. These analytics try to use to increase the business online engagements. These two forms of analysis allow businesses to know their audience, track metrics such as time spent on page or bounce rate, and much more. The main difference between the two is that social analytics include demographic and behavioral data, while web analytics includes content generated on a website. However, both are used to increase engagement with a business's content.

**Course Objectives:** The main objectives of the course are to familiarize the students with the measurement, collection, analysis, and reporting of internet data for the purposes of understanding and optimizing web usage. As well as the process of collecting and analyzing audience data shared on social networks to improve an organization's strategic business.

**Pre-requisite:** 1. Basic knowledge of social media and Web.

2. Familiar with techniques of Data Collection & Reporting.

**Course Outcomes:**

After successful completion of this course, the students shall be able to

- Learn models to interpret the structure of Web graph and its spread of information.
- Perform social network analysis to understand and identify social media network properties, its actors and sub-groups.
- Understand the concept of similarity and equivalence in social roles and positions.
- Apply qualitative and quantitative methods for analyzing web traffic.
- Elucidate the various types of measures

**Pedagogy:** The teaching pedagogy adopted here would a perfect blend of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CAT	CAP	MTE T	MTE P	ETET	ETIP	ETEP *
3	0	2	Yes	Yes	--	10	15	--	60	15	--

**Contents:**

<b>UNIT-I</b>		10 Hours
<b>Introduction:</b> What's different about social network data? Nodes, Relations, Scales of measurement, statistics and social network data. Introduction to formal methods, efficiency, using computers, seeing patterns. Using graphs to represent social relations: Introduction, graphs and socio grams, kinds of graphs. Working with Net Draw to visualize, graphs: Introduction, node attributes, relation properties, location, highlighting parts of the network		
<b>UNIT-II</b>		11 Hours
<b>Web Analytics and Connections</b> World of web analytics, optimal strategy for choosing web analytics soul mate, Click stream analysis: metrics and practical solutions. Making connections: Link analysis. Random graphs and network evolution. Social contexts: Affiliation and identity. Connection: Search, collapse, robustness Social movements and diffusion of innovation, social graph analytics		
<b>UNIT-III</b>		10 Hours
<b>Ego Networks, Centrality and Power</b> Ego Networks: Introduction, Ego network data, ego network density, structural holes, brokerage. Centrality, centralization, and power: Introduction, Degree centrality, closeness centrality, betweenness centrality. Embedding: Introduction, Density, Reciprocity, Transitivity, Clustering, Group-external and group internalities, Krackhardt's graph theoretical dimensions of hierarchy		
<b>UNIT IV</b>		11 Hours
<b>Cliques and Subgroups, Positions and Roles</b> Cliques and groups: Introduction, Bottom-up approaches, top-down approaches. Homophily and social segregation		
***The practical component of the course consists of practical assignment based on above mentioned topics		
<b>Text Books</b>		
1	Ganis, M. & Kohirkar, A. (2015), "Social Media Analytics: Techniques and Insights for Extracting Business value out of Social media", IBM Press	
2	Sponder, M. (2014), "Social Media Analytics: Effective Tools for Building, Interpreting, and Using Metrics", McGraw Hill	
3	Clifton, B. (2012), "Advanced Web Metrics with Google Analytics", John Wiley & Sons.	
4	Easley, D. & Kleinberg, J. (2010), "Networks, Crowds, and Markets: Reasoning about a Highly Connected World", Cambridge University Press	
5	Hanne man, R. and Riddle, M. (2005), "Introduction to Social Network Methods	

**Security Analytics**

Course Code: MMS- 292	Credits: 4
Contact Hours: L-3 T-0 P-2	Semester 4
Course Category: DEC	

**Introduction:** Security analytics in the last few years has become the basis for essential for business to protect their data and to prevent intrusion. This paper aims to build deep understanding of data that can describe cybersecurity risks, help diagnose vulnerabilities, predict future malicious behavior, and prescribe protective remedies.

**Course Objectives:** The basic objective of this course is to provide knowledge of cybersecurity, techniques for data protection, functioning of intrusion detection systems. The course aims to provide knowledge about various criminal patterns, acquaint with the concept of intrusion detection and use of machine learning algorithms in cyber security.

**Pre-requisite:** None

**Course Outcomes:**

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

- Learn the applications of Data Mining to computer security.
- Understand the functioning of intrusion detection systems.
- Evaluate the use of machine learning methods in computer security.
- Learn about various criminal patterns.
- Acquaint with the concept of intrusion detection

**Pedagogy:** The teaching pedagogy adopted here would a perfect blench of teaching and learning techniques including:

- Lectures and Case studies
- Project works and assignments
- Group works and Interactive discussions

**Evaluation Scheme:**

Course Type			Examination		Relative Weights						
L	T	P	TH	PR	CA T	CA P	MTE T	MTE P	ETE T	ETI P	ETEP *
3	0	2	Yes	Yes	--	15	15	--	60	15	--

**Contents:**

<b>UNIT-I</b>	10 Hours
<b>Introduction</b> Pre crime Data Mining: Rivers of Scraps, Data mining, investigative data warehousing, link analysis software agents, textmining, neural networks, machine learning, pre crime, September 11, 2001, Criminal Analysis and Data mining. Investigative Data Warehousing: Data Testing, Data Warehouse, Demo graphic data, Real estate and auto data, credit data, critical data, government data, Internet data, XML, Data preparation, Interrogating the data, data integration, security and privacy, Choice point, Tools for data preparation, Standardizing criminal data	
<b>UNIT-II</b>	11 Hours
<b>Link Analysis and Intelligent Agents</b> Link Analysis: What can? What is? Networks, Types, Using link analysis networks, Case study for fraud fighting, link analysis applications, limitations and tools, Link analysis case studies. Intelligent Agents: Software Detectives: What is? Features, Importance, Types of agents reasoning, working, Intelligent agents, case studies, data mining agents, agent tools	
<b>UNIT-III</b>	10 Hours
<b>Text Mining and Neural Networks</b> Text mining: Working, Applications, case studies, Text mining for deception, threats, tools. Neural Networks: Introduction, working, types, use of neural networks, case studies, investigative applications, modus operandi, tools	
<b>UNIT IV</b>	11 Hours
<b>Machine Learning Profiles and Criminal Patterns</b> Machine learning: Decision Trees, case studies, decision trees tools, machine learning criminal patterns and rule extracting tools. Criminal Patterns: Money as Data, Financial crimes, money laundering, Insurance crimes, Telecommunication crimes, case studies, Identity crimes, Detecting crimes.	
***The practical component of the course consists of practical assignment based on above mentioned topics	
<b>Suggested Readings :</b>	
1. Stallings, W. (2013), "Cryptography and Network Security", Pearson Education, Sixth Edition 2. Barbara, D.& Jajodia, S. (2012), "Applications of Data Mining in Computer Security", Springer 3. Kern, C., Kesav an, A.& Daswani, N. (2007), "Foundations of Security: What Every Programmer Needs to Know", A press, First Edition 4. Chen, W. W. S., (2005), "Statistical Methods in Computer Security", Marcel-Dekker 5. Mena, J. (2002), "Investigative Data Mining for Security and Criminal Detection", Butterworth-Heinemann	