

S.P.Mandali's Prin.L.N.Welingkar Institute of Management Development &
Research, Mumbai.



Syllabus under Credit Based Semester and Grading System

Effective Academic Year 2019-20

Version-2

For

MASTER OF MANAGEMENT STUDIES

MMS (Autonomous)

TWO-YEAR FULL-TIME PROGRAM

AFFILIATED TO UNIVERSITY OF MUMBAI

Recognised by All India Council for Technical Education, Govt. of India.

**(Prepared & Authored by Prof. Vanita Patel, Dean-Finance, with inputs from Specialisation
Deans and other teaching faculties)**

Pre Face:

Team consisting of specialisation Deans and other faculty members, developed this 2nd version of syllabus program structure, keeping in view the latest industry trends and market requirements, inputs from all the key stakeholders of the management education (namely, industry, academia, and alumni). They have designed the curriculum courses as core, major and elective.

We have added, 3 core courses namely, ‘Business Environment and Society’, ‘Business Ethics and Corporate Governance’ and ‘Entrepreneurship and New Venture Planning’ along with more electives in each specialisation, with required changes in the course content. All courses have defined course learning objectives and course outcomes mapped with Blooms Taxonomy.

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1. We School VISION / MISSION / VALUES:

Vision of the Institute

“To nurture thought Leaders and Practitioners through inventive education”.

Mission of the Institute

- Focus on inventive education by offering practical, innovative and technology driven programs.
 - Provide managerial talent with risk managing ability, passion for learning and creative thinking and values in rapidly evolving economic and social environment.
 - Contribute significantly to Indian corporate world by preparing management graduates with global mind set.
 - Build intellectual capital through faculty development, research, consultancy and publication.
 - Develop alumni network for mutual benefit and keep alumni updated through continuous learning and meetings.
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Core Values of the Institution

- Breakthrough thinking and execution
 - Result oriented, process driven work ethic
 - We link and care
 - Passion
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2. About MMS Program:

MMS is a 2-year Full time Post Graduate, Master's Degree program called as "Masters of Management Studies" affiliated to the University of Mumbai.

Weschool has been conducting this program since 1984 under affiliation with the University of Mumbai. Based on We schools performance in delivering this program Weschool was granted autonomy by the University of Mumbai in 2015.

Under this autonomy Weschool has been able to update the syllabus and has added value to the program based on its own unique differentiating factors.

MMS at Weschool is a different experience primarily because of :

1. The Weschool stature, ranking, brand which helps in many ways such as Visiting and Guest faculty, industry interaction, Internship Opportunities and placements
2. A strong base in the functional specialization areas such as Finance, Marketing, Operations and HR.
3. Weschool DNA which consists of a Strong focus on design thinking, Innovation and Entrepreneurship, IT /Digital and Emerging Technologies, Analytics and AI and the close interaction with several industry verticals.
4. Weschool has a very well developed eco-system for fostering Design thinking, Innovation and Entrepreneurship - with an Innovation center (Innowe), Technology prototyping lab (Redex Lab- set up with help from MIT Media Lab Boston)
5. Weschool provides numerous experiences such as the National Hackathon, MIT Media lab Innovation workshops , National/International Conferences and involvement with industry bodies such as NASSCOM, CII, IMC, Bombay Chamber of commerce to name a few.

The architecture of the program is as follows :

Year 1 - Summer Internship

Year 2 - Final Sem Research Project

3. Program Vision, Mission:

MMS Program Vision

“Develop business leaders and practitioners with an innovative and global mind-set, while contributing to the needs of the stakeholders”.

MMS Program Mission

- M1: To develop and deliver well-balanced, contemporary curriculum in alignment with the industry requirements.
- M2: To encourage and enhance research skills of faculties and students.
- M3: To embed and develop responsible and professional leadership practices.

4. Program PEO's & PO's:

MMS Program PEOs (Program Educational Objectives): Graduate will,

- PEO 1: Exhibit an in-depth understanding of the domain concepts.
- PEO2: Exhibit problem solving skills.
- PEO 3: Apply the concepts, knowledge to think critically, analytically, and integrative for the career advancement.
- PEO 4: Exhibit behavioural competencies required in their managerial and or entrepreneurial role.
- PEO 5: Sustain sensitivity to values, ethics, and socially responsible behaviour.

PO's:

The Table below shows the co-relation of the POs of the program with the various Skills that are nurtured using the case approach.

POs of the Program	Abilities Nurtured by the Case Study approach that Correspond to the PO's
Leadership	The Case method requires the students to take decisions – an integral aspect of leadership development. Also Coping with ambiguities requires ability to envision possibilities and lead.
Innovation	Most situations throw up the need for the student to apply the knowledge in a situation that has several un-predictable variables and therefore an innovative approach to problem solving in the given scenario.
Communication Skills	To have participatory, discussion-based approach thereby building on, negotiate when role playing in the case, present a solution that is accepted by the stakeholders.
Critical and Analytical Thinking	Requires a Problem to be solved - Abstract the key issues that build the ability to identify the real problem that needs to be solved and then break it down to address it. It requires weighing the possibilities, analysing the data available and coming up with multiple options that can be evaluated.
Global Perspective	Read and learn from situations in different economies and cultures

Role of Self in Organization and Society	Collaborate about a situation that concerns different stakeholders thereby learning to look at the same problem / situation from multiple lens.
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5. Program Structure :

SEMESTER I

Course Code	Course Name	No of sessions and hours	Total Duration	Marks	Credits
GM 101	Perspective Management	10 X 2hrs	20 Hours	50	2
GM 102	Effective Management Communication	20 X 2hrs	40 Hours	100	4
HR 101	Organisational Behaviour	20 X 2hrs	40 Hours	100	4
FIN 101	Financial Reporting & Analysis	20 X 2hrs	40 Hours	100	4
OPN 101	Operations Management	20 X 2hrs	40 Hours	100	4
MKT101	Marketing Management	20 X 2hrs	40 Hours	100	4
GM 103	Managerial Economics	20 X 2hrs	40 Hours	100	4
GM 104	Business Statistics	20 X 2hrs	40 Hours	100	4
GM105	Design Thinking		30 Hours	75	3
GM 110	Global Citizen Leader		10 Hours	25	1
	Total		340 Hours	850	34

SEMESTER II

Core Courses for All Specialisations + 3 Specialisation Electives (to be chosen out of 5)

Course Code	Course Name	No of sessions and hours	Total Duration	Marks	Credits
FIN201	Cost & Management Accounting	20 X 2 hrs each	40 Hours	100	4
FIN202	Financial Management	20 X 2 hrs each	40 Hours	100	4
FIN 203	Legal & Tax Aspects of Business	20 X 2 hrs each	40 Hours	100	4
OPN 201	Operations Research	20 X 2 hrs each	40 Hours	100	4
HR 201	Human Resource Management	20 X 2 hrs each	40 Hours	100	4
MKT 201	Business Research Methods	20 X 2 hrs each	40 Hours	100	4
GM 201	Business, Environment & Society	20 X 2 hrs each	40 Hours	100	4
Refer the respective syllabus	Specialization Elective	20 X 2 hrs each	40 Hours	100	4

Refer the respective syllabus	Specialization Elective	20 X 2 hrs each	40 Hours	100	4
Refer the respective syllabus	Specialization Elective	20 X 2 hrs each	40 Hours	100	4
GM 210	Global Citizen Leader (Theory)		10 Hours	50	1
	Total		410	1050	41

ELECTIVES

Electives for Marketing Specialisation (Any Three out of Five)

Course Codes	Course Name	No of Sessions and Hours	Total Duration	Total Marks	Credits
MKT 202	International Marketing	20 X 2 hrs each	40 Hours	100	04
MKT 203	Retail Management	20 X 2 hrs each	40 Hours	100	04
MKT 204	Rural Marketing	20 X 2 hrs each	40 Hours	100	04
MKT 205	Event Management	20 X 2 hrs each	40 Hours	100	04
TEC 201	Information Technology for Management	20 X 2 hrs each	40 Hours	100	04

Electives for Operations Specialisation (Any Three out of Five)

Course Code	Course Name	No of Sessions and Hours	Total Duration	Total Marks	Credits
OPN 202	Materials Management	20 X 2 hrs each	40 Hours	100	04
OPN 203	Technology Management & Manufacturing Strategy	20 X 2 hrs each	40 Hours	100	04
OPN 204	Total Quality Management	20 X 2 hrs each	40 Hours	100	04
OPN 205	Productivity Techniques	20 X 2 hrs each	40 Hours	100	04
TEC 201	Information Technology for Management	20 X 2 hrs each	40 Hours	100	04

Electives for Finance Specialisation (Any Three out of Five)

Course Code	Course Name	No of Sessions and Hours	Total Duration	Total Marks	Credits
FIN 204	International Finance	20 X 2 hrs each	40 Hours	100	04
FIN 205	Fundamentals of Financial Markets & Banking	20 X 2 hrs each	40 Hours	100	04
FIN 206	Behavioural Finance	20 X 2 hrs each	40 Hours	100	04
FIN 207	Analysis of Financial Statements	20 X 2 hrs each	40 Hours	100	04
TEC 201	Information Technology for Management	20 X 2 hrs each	40 Hours	100	04

Electives for Human Resources Specialisation (Any Three out of Five)

Course Code	Course Name	No of Sessions and Hours	Total Duration	Total Marks	Credits
HR 202	Human Resources Planning	20 X 2 hrs each	40 Hours	100	04
HR 203	Compensation & Benefits	20 X 2 hrs each	40 Hours	100	04
HR 204	Talent Management & Employee Engagement	20 X 2 hrs each	40 Hours	100	04
HR 205	Recruitment & Selection; Employer Branding	20 X 2 hrs each	40 Hours	100	04
TEC 201	Information Technology for Management	20 X 2 hrs each	40 Hours	100	04

MARKETING SPECIALISATION (SEMESTER III)

SEMESTER III

3 Core Courses + 5 Major Courses + (2 Electives out of 4)

CORE COURSES

Course Code	Course Name	No. of sessions & hours	Total Duration	Marks	Credits
GM302	International Business	20 x 2 hrs each	40 Hours	100	4
GM303	Strategic Management	20 x 2 hrs each	40 Hours	100	4
GM304	Business Ethics & Corporate Governance	20 x 2 hrs each	40 Hours	100	4

MAJOR COURSES-MARKETING

Course Code	Course Name	No. of sessions & hours	Total Duration	Marks	Credits
MKT301	Marketing Strategy	20 x 2 hrs each	40 Hours	100	4
MKT302	Sales Management	20 x 2 hrs each	40 Hours	100	4
MKT303	Consumer Behaviour	20 x 2 hrs each	40 Hours	100	4
MKT304	Services Marketing	20 x 2 hrs each	40 Hours	100	4
MKT305	Product and Brand Management	20 x 2 hrs each	40 Hours	100	4

MARKETING ELECTIVES (Any Two out of Four)

Course Code	Course Name	No. of sessions & hours	Total Duration	Marks	Credits
MKT306	Marketing Research & Analytics	20 x 2 hrs each	40 Hours	100	4
MKT307	Digital Marketing	20 x 2 hrs each	40 Hours	100	4
MKT308	Distribution. Logistics & Supply Chain Management	20 x 2 hrs each	40 Hours	100	4
MKT309	Direct Marketing & CRM	20 x 2 hrs each	40 Hours	100	4

OPERATIONS SPECIALISATION (SEMESTER III)

SEMESTER III

3 Core Courses + 5 Major Courses + (2 Electives out of 4)

CORE COURSES

Course Code	Course Name	No. of sessions & hours	Total Duration	Marks	Credits
GM 302	International Business	20 x 2 hrs each	40 Hours	100	4
GM 303	Strategic Management	20 x 2 hrs each	40 Hours	100	4
GM 304	Business Ethics & Corporate Governance	20 x 2 hrs each	40 Hours	100	4

MAJOR COURSES

Course	Course Name	No. of	Total	Marks	Credits
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Code		sessions & hours	Duration		
OPN 301	World Class Manufacturing	20 x 2 hrs each	40 Hours	100	4
OPN 302	Advanced Supply Chain Management	20 x 2 hrs each	40 Hours	100	4
OPN 303	Industrial Engineering Applications	20 x 2 hrs each	40 Hours	100	4
OPN 304	Manufacturing Resources Planning	20 x 2 hrs each	40 Hours	100	4
OPN 305	Business Process Re-Engineering	20 x 2 hrs each	40 Hours	100	4

ELECTIVES (Any Two out of Four)

Course Code	Course Name	No. of sessions & hours	Total Duration	Marks	Credits
OPN 306	International Logistics	20 x 2 hrs each	40 Hours	100	4
OPN 307	Quantitative Techniques in Operations	20 x 2 hrs each	40 Hours	100	4
OPN 308	Services Operations Management	20 x 2 hrs each	40 Hours	100	4
OPN 309	Operations Analytics	20 x 2 hrs each	40 Hours	100	4

FINANCE SPECIALISATION (SEMESTER III)

SEMESTER III

3 Core Courses + 5 Major Courses + (2 Electives out of 4)

CORE COURSES

Course Code	Course Name	No. of sessions & hours	Total Duration	Marks	Credits
GM 302	International Business	20 x 2 hrs each	40 Hours	100	4
GM 303	Strategic Management	20 x 2 hrs each	40 Hours	100	4
GM 304	Business Ethics & Corporate Governance	20 x 2 hrs each	40 Hours	100	4

MAJOR COURSES

Course Code	Course Name	No. of sessions & hours	Total Duration	Marks	Credits
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FIN 301	Advanced Financial Management	20 x 2 hrs each	40 Hours	100	4
FIN 302	Corporate Valuation, Mergers & Acquisitions	20 x 2 hrs each	40 Hours	100	4
FIN 303	Security Analysis & Portfolio Management	20 x 2 hrs each	40 Hours	100	4
FIN 304	Corporate Laws	20 x 2 hrs each	40 Hours	100	4
FIN 305	Corporate Tax Planning & Fiscal Policy	20 x 2 hrs each	40 Hours	100	4

ELECTIVES (Any Two out of Four)

Course Code	Course Name	No. of sessions & hours	Total Duration	Marks	Credits
FIN 306	Advanced Banking	20 x 2 hrs each	40 Hours	100	4
FIN 307	Derivatives & Risk management	20 x 2 hrs each	40 Hours	100	4
FIN 308	Strategic Cost Management	20 x 2 hrs each	40 Hours	100	4
FIN 309	Fixed Income Securities	20 x 2 hrs each	40 Hours	100	4

HUMAN RESOURCES SPECIALISATION (SEMESTER III)

3 Core Courses + 5 Major Courses + (2 Electives out of 4)

CORE COURSES

Course Code	Course Name	No. of sessions & hours	Total Duration	Marks	Credits
GM 302	International Business	20 x 2 hrs each	40 Hours	100	4
GM 303	Strategic Management	20 x 2 hrs each	40 Hours	100	4
GM 304	Business Ethics & Corporate Governance	20 x 2 hrs each	40 Hours	100	4

MAJOR COURSES

Course Code	Course Name	No. of sessions & hours	Total Duration	Marks	Credits
HR 301	Training & Development	20 x 2 hrs each	40 Hours	100	4
HR 302	Competency based H.R. Management & Performance Management	20 x 2 hrs each	40 Hours	100	4
HR 303	Labour Laws, Industrial & Employee	20 x 2 hrs	40 Hours	100	4

	Relations & Alternate Dispute Resolution	each			
HR 304	Management of Change, including Organisation Development	20 x 2 hrs each	40 Hours	100	4
HR 305	Technology in H. R. - HRIS, ERP, HR Analytics	20 x 2 hrs each	40 Hours	100	4

ELECTIVES (Any Two out of Four)

Course Code	Course Name	No. of sessions & hours	Total Duration	Marks	Credits
HR 306	Global & Strategic H.R. Management	20 x 2 hrs each	40 Hours	100	4
HR 307	Advanced Total Rewards Management	20 x 2 hrs each	40 Hours	100	4
HR 308	Organisation Theory, Design & Structure	20 x 2 hrs each	40 Hours	100	4
HR 309	Developing Teams & Effective Leadership	20 x 2 hrs each	40 Hours	100	4

SEMESTER IV

2 Core Courses + 1 Major Course

MARKETING SPECIALISATION (SEMESTER IV)

CORE COURSES

Course Code	Course Name	No. of sessions & hours	Total Duration	Marks	Credits
GM 402	Project Management	20 x 2 hrs each	40 Hours	100	4
GM 403	Entrepreneurship & New Venture Planning	20 x 2 hrs each	40 Hours	100	4

MAJOR COURSE

Course Code	Course Name	No. of sessions & hours	Total Duration	Marks	Credits
MKT 401	Marketing Applications & Case Studies	20 x 2 hrs each	40 Hours	100	4

OPERATIONS SPECIALISATION (SEMESTER IV)

2 Core Courses + 1 Major Course

CORE COURSES

Course Code	Course Name	No. of sessions & hours	Total Duration	Marks	Credits
GM 402	Project Management	20 x 2 hrs each	40 Hours	100	4
GM 403	Entrepreneurship & New Venture Planning	20 x 2 hrs each	40 Hours	100	4

MAJOR COURSE

Course Code	Course Name	No. of sessions & hours	Total Duration	Marks	Credits
OPN 401	Global Supply Chain Management	20 x 2 hrs each	40 Hours	100	4

FINANCE SPECIALISATION (SEMESTER IV)

2 Core Courses + 1 Major Course

CORE COURSES

Course Code	Course Name	No. of sessions & hours	Total Duration	Marks	Credits
GM 402	Project Management	20 x 2 hrs each	40 Hours	100	4
GM 403	Entrepreneurship & New Venture Planning	20 x 2 hrs each	40 Hours	100	4

MAJOR COURSE

Course Code	Course Name	No. of sessions & hours	Total Duration	Marks	Credits
FIN 401	Financial Modeling	20 x 2 hrs each	40 Hours	100	4

HUMAN RESOURCES SPECIALISATION (SEMESTER IV)

2 Core Courses + 2 Major Courses

CORE COURSES

Course Code	Course Name	No. of sessions & hours	Total Duration	Marks	Credits
GM 402	Project Management	20 x 2 hrs each	40 Hours	100	4
GM 403	Entrepreneurship & New Venture Planning	20 x 2 hrs each	40 Hours	100	4

MAJOR COURSES

Course Code	Course Name	No. of sessions & hours	Total Duration	Marks	Credits
HR 401	Human Resources Audit	10 x 2 hrs each	20 Hours	50	2
HR 402	Personal Growth Laboratory	10 x 2 hrs each	20 Hours	50	2

6. Semester wise sections - each section will begin with the section wise list of courses - detailed outline of each course (including course objectives, outcomes, list of topics, evaluation, book refs etc) - also includes elective courses offered

SEMESTER I Courses

Course Code	Course Name	No of sessions and hours	Total Duration	Marks	Credits
GM 101	Perspective Management	10 X 2hrs	20 Hours	50	2
GM 102	Effective Management Communication	20 X 2hrs	40 Hours	100	4
HR 101	Organisational Behaviour	20 X 2hrs	40 Hours	100	4
FIN 101	Financial Reporting & Analysis	20 X 2hrs	40 Hours	100	4
OPN 101	Operations Management	20 X 2hrs	40 Hours	100	4
MKT101	Marketing Management	20 X 2hrs	40 Hours	100	4
GM 103	Managerial Economics	20 X 2hrs	40 Hours	100	4
GM 104	Business Statistics	20 X 2hrs	40 Hours	100	4
GM105	Design Thinking		30 Hours	75	3
GM 110	Global Citizen Leader		10 Hours	25	1
	Total		340 Hours	850	34

PERSPECTIVE MANAGEMENT:

Semester	:	I - Core		
Title of the Course	:	Perspective Management		
Course Code	:	GM 101		
Credits	:	2	Duration	: 20 Hours

Introduction of the subject:

This subject is an introductory course to management. Principles and practices of management, as an academic discipline as well as a profession are discussed to facilitate students understanding the various aspects of management. Theoretical frameworks will be introduced through classroom lectures & discussions, outbound programs, audio visual formats and case studies.

Course Learning Objectives:

1	To enable students to understand the Fundamentals of Management - both theoretically and in practice by applying a student centric approach.
2	To apply various aspects of Management & Leadership in multiple contexts.
3	To discuss the importance of managing self & one's career.

Course Outcomes:

CO1	Remembering	Relate to We School's Vision & Core Values.
CO2	Understanding	Understand management theories associated in the functioning of organizations.
CO3	Applying	Apply the functions of management (planning, organizing, controlling and leading) through experiential learning.
CO4	Analysing	Examine the significance of managing one's career by interacting with professionals.
CO5	Analysing	Examine the importance of being responsible managers & citizens in the society.

Mapping of Course Outcomes (CO) to the AOL goals:

CODE-GM 101	Leadership	Innovation	Critical And Analytical Thinking	Communi cation Skills	Global Perspectiv e	Role Of Self In Org And Society
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Perspective Management	PO1	PO2	PO3	PO4	PO5	PO6
CO1			1	2		2
CO2	2	1	2	2	2	
CO3	2	1	2	2		
CO4	2		2	2	1	
CO5	2		2	1	1	1

Course Contents:

Sr. No.	Content	CO Mapping to the Topic
1	Power of Vision, WeSchool Core Values & Competencies for self-development Management: Definition, Management functions, Roles & skills.	CO1
2	Evolution of Management Theories & emerging/theories concepts	CO2
3	Managerial & Leadership Styles, Leadership perspectives	CO2
4	Apply management functions (planning, organizing, controlling and leading) through experiential learning.	CO3
5	Managing your Career, Success Syndrome, Stretch Assignments	CO4
6	Social Responsibility: MBA Oath	CO5

Reference Texts/ Reading Material:

1	Heinz Weirich, Mark V Cannice & Harold Koontz [(2009) Management : A Global and Entrepreneurial Perspective (13th Edition)], The Mc Graw-Hill Companies
2	Ricky W Griffin (2006), Fundamentals of Management , Fourth Edition, Griffin Mifflin Company
3	James C. Collins (2001), Good to Great - Built to Last, William Collins
4	Stephen Covey (1989) 7 Habits of Highly Effective People
5	Stephen Covey (2004) The 8th Habit : From Effectiveness to Greatness.

Assessment:

Internal	40%
Semester End	60%

EFFECTIVE MANAGEMENT COMMUNICATION:

Semester	:	I - Core	
Title of the Course	:	Effective Management Communication	
Course Code	:	GM 102	
Credits	:	4 Duration	: 40 Hours

Introduction of the subject:

Effective Management Communication aims to convey information effectively and efficiently. Business managers with good verbal, nonverbal and written communication skills help facilitate the sharing of information between people within a company for its commercial benefit.

Course Learning Objectives:

1	To give students requisite skills of writing, reading, speaking and listening, along with an understanding of body language
2	To construct smooth and efficient conduct of day-to-day transactions/activities.
3	To recognise and practice students competencies in communicating with stakeholders, presenting under difficult or unplanned circumstances
4	To prepare students for delivering constructive feedback, running better meetings, and writing and evaluating strategic documents.
5	To create awareness of contemporary globally accepted practices of contemporary globally accepted practices, tools and techniques
6	To demonstrates good written skills, spoken skills and personal impact skills

Course Outcomes:

CO1	Understanding	Understand mechanics behind the communication process.
CO2	Applying	Develop sound intra-personal skills for effective interpersonal skills.
CO3	Understanding	Understand business etiquette, methods of effective audio-visual communication.
CO4	Analysing	Assume effective leadership by being effective as senders and receivers of messages.
CO5	Understanding	Understand communication in groups and guidelines to improve performance/effectiveness in group interactions.
CO6	Applying	Develop ethical approaches to communication and sensitivity to individual personalities, culture and relation between people.

Mapping of Course Outcomes (CO) to the AOL goals:

CODE GM-102	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Effective and Management Communication	PO1	PO2	PO3	PO4	PO5	PO6
CO1				3		3
CO2	2	2	2	3		
CO3			3	3	3	2
CO4	3					
CO5				3		
CO6						3

Course Contents:

Sr. No	Contents	CO Mapping to Topic
1	Understanding Communication: its process, barriers, needs	CO1
2	Developing writing skills: the process, the practice for business purposes	CO1
3	Developing Speaking Skills: Making Presentations, participating in discussions/ meetings, Interview techniques, talking to customers.	CO1
4	Practicing speaking for effective communication.	CO1
5	Developing sensitivity to, and understanding of, non-verbal aspects, interpersonal space governed by individual personalities, culture and relation between people.	CO2
6	Correctness, precision and accuracy in communication are especially vital. Various exercises to develop sensitivity to and understanding of language in use;	CO1
7	Ethical approach to communication – building trust and ensuring loyalty	CO6
8	Use of technology and the distancing of human interaction which needs to be bridged	CO1
9	Developing Reading skills for different purposes.	CO4
10	Developing Listening skills for the workplace.	CO5
11	The impact of technology on organizational and inter-organizational communication.	CO3
12	Space Management for Effective Communication and efficient functioning in the workplace.	CO5
13	Public Relations and the workplace.	CO5
14	Interacting with various stakeholders	CO5
15	Intercultural communication – understanding the pitfalls to be able to	CO6

	overcome them.	
16	Understanding one self. Assessing oneself before applying for a job or going for an interview: one's strengths, weaknesses, skills, values, kind of job profile one would be comfortable with, co-curricular activities, achievements, projects and assignments undertaken – their contribution to self-development.	CO5
17	Understanding the Company and how one fits into that Company and what one can contribute to that organization.	CO5

Reference Texts/Reading Material:

1	Cottrell, S., 2013. The study skills handbook. Macmillan International Higher Education.
2	Payne, E. and Whittaker, L., 2006. Developing essential study skills. Pearson Education.
3	Turner, J., 2002. How to Study: a short introduction. Sage.
4	Hamill, C., 1999. Academic essay writing in the first person: A guide for undergraduates. Nursing Standard (through 2013), 13(44), p.38.
5	Armitage, C.J. and Conner, M., 2001. Efficacy of the theory of planned behaviour: A meta-analytic review. British journal of social psychology, 40(4), pp.471-499.
6	Drew, S., 2018. The student skills: guide. Routledge.
7	Buzan, T. and Buzan, B., 2000. The mind map book (Millenium ed.).
8	Svantesson, I., 1998. Learning maps and memory skills.

Assessment:

Internal	40%
Semester End	60%

ORGANIZATIONAL BEHAVIOUR:

Semester	:	I -Core		
Title of the Course	:	Organizational Behavior		
Course Code	:	HR 101		
Credits	:	4	Duration	: 40 Hours

Introduction of the subject:

The study of Organizational Behavior covers three broad areas. The first is the study of individuals in the organization - their personalities, attitudes, motivations and interaction patterns, which are the basic raw material in the functioning of social organizations. This raw material undergoes considerable change in the process of interaction with other variables in the organization. Leadership, power and group dynamics are some of the key variables which have immediate consequences for individual behavior and performance in work organizations. The study of these factors constitutes the second area of OB. A third area is concerned with the study of broader contextual factors such as the formal structures, systems, culture, changes and processes of work organizations.

Course Learning Objectives:

1	To provide students understanding how and why people behave in organizations as they do, either as individuals or in groups and how their behaviors affect their performance and performance of the organization as a whole.
2	To provide understanding how to effectively modify their behavior through motivation and leadership for enhanced performance.
3	To provide understanding about related concepts such as Org. Structure, Design and Culture.
4	To understand human behavior in organizations and equip them to enhance their performance as well as performance of the people reporting to them.

Course Outcomes:

CO 1	Understanding	Relate to people issues in organizations & society.
CO 2	Understanding	Illustrate how human behaviors are related in an organizational context.
CO 3	Applying	Identify personal strengths and weaknesses to develop performance of self, team(s) & the organisation.
CO 4	Analysing	Discover the aspects of Organization Behavior, which applies to Human Resource Management in an organizational setting. .
CO5	Remembering	Choose the appropriate motivational cues towards enhancing leadership and managerial skills.

Mapping of Course Outcomes (CO) to the AOL goals:

CODE : HR-101	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Organisational Behaviour	PO1	PO2	PO3	PO4	PO5	PO6
CO1			2	2	1	2
CO2		1	2	2	1	
CO3	3	2	3	3	2	2
CO4	1	1	2	2	2	
CO5	3	2	2	2	2	2

Course Contents:

Sr No	Contents	CO Mapping to the Topic
1	Origin, Nature & Scope of Organizational Behaviour and its relevance to Organizational Effectiveness and Contemporary Issues	CO1
2	Personality: Meaning and Determinants of Personality: Process of Personality Formation; Personality Types; Assessment of Personality Traits for Increasing Self Awareness, MBTI	CO1
3	Perception: Perceptual Processes, Johari Window, Effect of perception on Individual Decision Making, Attitudes and Behaviour, Perceptual Errors.	CO1
4	Values: Sources of Values, Effect of Values on Attitudes and Behaviour.	CO1
5	Attitudes: Components and Effects of Attitude and Work Performance.	CO1
6	Motivation Concepts: Motives, Theories of Motivation and their Applications for Behavioural Change, Need Theories, Process Theories.	CO2
7	Self-Management: Learning Concepts and Skills, Time Management, Goal Setting, Stress Management, Personal Effectiveness.	CO2
8	Interpersonal Behaviour: Interpersonal Conflict and Management of One-to-One Relationship, Conflict Resolution styles.	CO2
9	Foundations of Group Behaviour : Definition & Classification of groups, stages of group development, Group properties - Roles, Norms, Status, Size and Cohesiveness	CO2
10	Understanding Work Teams : Differences between groups & teams, Types of teams, Team effectiveness model.	CO4

11	Basic Approaches to Leadership : Definition, Leadership & Management. Theories of Leadership - Trait, Behavioural & Contingency Theories.	CO3
12	Organizational Structure : Definition, Relationship between design and structure, elements of organizational structure, common organizational designs.	CO4
13	Organizational Culture : Definition, Characteristics of Organizational Culture, Strong Versus Weak Culture, Functions of Organisational culture, How employees learn cultures !	CO4
14	Organizational Change & Development : Nature of Change, Levels of Change, Lewin's Change Models, Factors for change in organizations, The change process, Introduction to Organizational Development, OD Techniques and Interventions.	CO2

Reference Texts/Reading Material:

1	Robins,S; & Judge, T & Vora N (2016). Organizational Behavior, Pearson, 16th edition.
2	McShane, S; Glinow, M.A.V; Sharma, R. (2017). Organizational Behavior, Tata McGraw-Hill-Indian Adaptation, 7th edition.
3	Pareek, U. (2014). Understanding Organizational Behavior, Oxford, Fourth edition.
4	Aswathappa, K. (2010) Organizational Behavior, Himalaya Publishing House, Ninth revised edition.
5	Fred Luthans (2011) An Evidence- Based Approach- Organizational Behavior, McGraw-Hill international edition, Twelfth edition.
6	Bhattacharya, D.K. (2009) Organizational Behaviour, Oxford University Press, Third Edition.
7	Singh, K. (2015) Organizational Behaviour: Text and Cases, Pearson, 3rd Edition.
8	Hersey, Paul, Dewey, E. Johnson and Kenneth, H. Blanchard. (2015) Management of Organizational Behaviour, Prentice-Hall of India, New Delhi, Tenth Edition.
9	Mullins, Lauroie (2002) Management and Organizational Behaviour, Prentice Hall. Sixth Edition
10	Sharma, R. A (2000) Organizational Theory and Behaviour. Tata McGraw-Hill Publishing Co. Ltd., Second Edition

Assessment:

Internal	40%
Semester End	60%

FINANCIAL REPORTING & ANALYSIS:

Semester	:	I - Core		
Title of the Course	:	Financial Reporting & Analysis		
Course Code	:	FIN 101		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

Financial reporting and analysis help to answer a host of vital questions on all aspects of company's financial activities, giving both internal and external stakeholders an accurate, comprehensive snapshot of the metrics they need to make decisions and take informed action.

Course Learning Objectives:

1	To read and understand the contents of an Annual Report of a company.
2	To understand and appreciate importance of accounting concepts, rules, conventions for users of accounting information.
3	To enable students to develop an ability to understand the financial statements and to analyze and interpret the data contained in these statements.
4	To learn the mechanics related to preparation of Balance Sheet, Statement of Profit and Loss Account and Cash Flow Statement.
5	To develop an ability to understand the financial statements and to analyze and interpret the data contained in these statements using financial ratios.
6	To provide an overview of accounting standards applicable in India.
7	To provide an overview of consolidated financial statements of group companies.

Course Outcomes:

CO1	Understanding	Understand importance of reading an Annual Report.
CO2	Understanding	Understand accounting concepts, principles rules and conventions in the preparation of 3 financial statements.
CO3	Applying	Construct the Balance Sheet, Profit & Loss Statement and the Cash Flow Statement.
CO4	Analysing	Analyse the financial statements using ratios.
CO5	Evaluating	Interpret financial statements.

Mapping of Course Outcomes (CO) to the AOL goals:

CODE FIN-101	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Financial Reporting and Analysis	PO1	PO2	PO3	PO4	PO5	PO6
CO1			3	2		
CO2			3	2	1	
CO3			3	2		
CO4			3	2		
CO5			3	2		

Course Contents:

Sr No	Content	CO Mapping to the Topic
1	Introduction to Annual Report of a company, its contents, why and how to read an Annual Report.	CO1
2	Introduction to Accounting: Concept, rules and conventions, necessity of understanding them, an overview of Income Statement and Balance Sheet.	CO2, CO3
3	Introduction and Meaning of GAAP, IndAs, Overview of IFRS.	CO2, CO3
4	Understanding importance of Accounting Standards in the preparation of Financial Statements, Format of Financial Statements under schedule VI of Companies Act, 2013.	CO2, CO3
5	Accounting Mechanics: Process leading to preparation of Trial Balance.	CO2, CO3
6	Accounting Mechanics: Process leading to preparation of Final Accounts with Adjustment Entries, Preparation of Income Statement and the Balance Sheet.	CO2, CO3
7	Accounting Adjustments : Revenue Recognition and Measurement : Capital and Revenue Items, Depreciation, Accounting of Inventory, Bad debts (including provision for doubtful debts)	CO2, CO3
8	Preparation of Cash Flow Statement	CO2, CO3
9	Consolidation of Financial Statements.	CO2, CO3
10	Financial Ratios	CO4, CO5
11	Analysis and Interpretation of Financial Statements by use of Ratios	CO4, CO5

12	Inflation Accounting & Ethical Issues in Accounting.	CO2
13	Interpretation of Financial Statements by students using current annual reports of companies from different sectors.	CO4, CO5

Reference Texts/Reading Material:

1	Accounting : Text and cases (13th Edition) - Robert N Anthony, David F, Hawkins and Kenneth A Merchant (AHM)
2	Financial Accounting, Reporting and Analysis - 6th Edition - Stice, Stice and Diamond (STI), South-Western Thomson Learning
3	Financial Accounting - A Managerial Perspective - 6th Edition - R. Narayanswamy (2014), Prentice Hall India (NAR)
4	Financial Accounting : A Managerial Emphasis, Excel Books, Ashok Banerjee (2009) - 3rd Edition (AB)
5	Indian Accounting Standards (IndAS) - An Overview 2019 by The Institute of Chartered Accountants of India. & International Financial Reporting Standards (IFRS), https://www.ifrs.org/research-centre/
6	Fundamentals of Financial Management (13th Edition) - Brigham & Houston (B & H).

Assessment:

Internal	40%
Semester End	60%

OPERATIONS MANAGEMENT:

Semester	:	I - Core		
Title of the Course	:	Operations Management		
Course Code	:	OPN 101		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

Operations management is the administration of business practices to create the highest level of efficiency possible within an organization. It involves utilizing resources from staff, materials, equipment, and technology. Operations managers acquire, develop, and deliver goods to clients based on client needs and the abilities of the company.

Course Learning Objectives:

1	To introduce students to operation function and systems, planning process in scheduling and inventory
2	To illustrate concepts from conceptualisation of product/service, execution & management.
3	To expose students to operations principles and techniques.
4	To comprehend operating principles in product and service industry
5	To apply different analytical techniques of Operations Management in different sectors.

Course Outcomes:

CO1	Understanding	Understand capacity utilization, overall production planning and control.
CO2	Understanding	Understand Service Operations and People Management.
CO3	Understanding	Apply quality management principles for continuous improvement in operations management.
CO4	Applying	Apply concepts of basic indices for production function.
CO5	Analysing	Examine operation processes from a variety of perspectives such as productivity, workflow, and quality through value analysis.
CO6	Analysing	Compare techniques and methodologies for managing organisations productive resources.

Mapping of Course Outcomes (CO) to the AOL goals:

CODE OPN-101	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Operations Management	PO1	PO2	PO3	PO4	PO5	PO6
CO1		2	2	2		
CO2	3			3		2
CO3	2	2	2	2	2	
CO4	1		2			1
CO5	2	1	3	1	2	2
CO6		2	3	2	2	2

Course Contents:

Sr. No	Contents	CO Mapping to Topic
1	Introduction, a few definitions & terminologies. Areas of wealth creation, importance for business, industries, work stations and production accessories.	CO1
2	Concept of value addition. Operations Ratio. Manufacturing Velocity: organizing Production Function to maximize manufacturing, velocity, superiority of flow production JIT philosophy and Practices	CO1, CO5, CO6
3	Types of Production Systems: Job, Batch & Flow systems, assembly Lines, Process Plants, Intermittent and Continuous Production	CO1, CO3
4	Various Departments: Roles and objectives of supporting services, starting from Design (R& D) to delivery of finished Goods and services. – Product Design	CO1, CO2
5	Various types of machines for various Processes	CO1, CO3
6	Operation with respect to ITES banks, Rural Manufacturing, Retail Hospitals and other various sectors of Industries	CO2, CO3
7	Basic Indices for evaluating Production function, W.I.P	CO4
8	Operations and People Management IR/HPL	CO3, CO5
9	Productivity Indicators, Men, Machine, Energy Management and others.	CO5, CO6
10	Quality Control Versus Quality Assurance Inspection Metrology Calibrations. Setting up of Quality standard, working with Bureau of Indian Standards.	CO3, CO5

Reference Texts/Reading Material:

1	Chary, S.N., 1995. Theory and problems in production and operations management. Tata McGraw-Hill Education.
2	Chary, S.N., Theory and Problems in Production and Operations Management, 4th reprint, 2005, pp-156-161.
3	Buffa, E.S., 1973. Modern production management (No. TS155. B8313 1965.). Wiley.
4	Muhlemann, A., Lockyer, K.G. and Oakland, J.S., 1992. Production and operations management. Pitman.
5	Bedi, K. and Sharma, J.K., 2006. Quality function deployment in business case studies.
6	Chunawalla, S.A. and Patel, D.R., 2009. Production and operations management. Himalaya Publishing House.
7	Dilworth, J.B., 1983. Production and Operations Management. 1. Hrsg.
8	Operation Management by Nigel Shek, Stuart chambers, Robert Johnson
9	Kanji, G.K. and Asher, M., 1996. 100 methods for total quality management. Sage.

Assessment:

Internal	40%
Semester End	60%

MARKETING MANAGEMENT:

Semester	:	I - Core		
Title of the Course	:	Marketing Management		
Course Code	:	MKT 101		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

Marketing management introduces students to the process of planning and executing of the conception, pricing, promotion and distribution of ideas, goods and services in order to create, exchange and satisfy individual and organisational objectives.

Course Learning Objectives:

1	Ability to understand the relevance and importance of the various fundamentals and concepts of Marketing viz. STDP, Marketing Mix
2	Be able to spot need gaps
3	Ability to relate various Marketing Principles, take marketing decisions using STDP & Marketing Mix
4	Develop the art of application of the same in real situations
5	Students should be aware of the several marketing strategies & evaluate the effects of the marketing concepts on the firm, consumers & society

Course Outcomes:

CO1	Understanding	Interpret need gaps in the environment, through STEP analysis and offer appropriate products/services.
CO2	Applying	Develop marketing decisions based on appropriate STDP combinations and elements of the marketing mix.
CO3	Analysing	Analyse market research to understand consumer behavior patterns for specific marketing situations.
CO4	Evaluating	Recommend a solution on situation based marketing strategies and its effects on the business.
CO5	Creating	Propose situation based marketing strategies and predict their effects on the business.

Mapping of Course Outcomes (CO) to the AOL goals:

CODE : MKT-101	Leadership	Innovation	Critical And Analytical Thinking	Communic ation Skills	Global Perspectiv e	Role Of Self In Org And Society
Marketing Management	PO1	PO2	PO3	PO4	PO5	PO6
CO1				1	3	
CO2			3	1		
CO3		2	3	3		2
CO4		2	3	2		
CO5		2	3	2		2

Course Contents:

Sr. No.	Content	CO Mapping to the Topic
1	Introduction to Marketing concept, Evolution of marketing & Customer orientation	CO1
2	Customer Centricity, Satisfaction, Value and Retention Needs & Wants, core idea to Marketing Environment and Evaluation of Market opportunities, Strategic Planning Processes	CO1
3	- Information Systems and Demand Forecasting	CO4
4	- Scanning Environment: Scanning Micro & Macro- environment, STEP analysis	CO1,CO2
5	- Understanding Consumer / Business Markets and Buyer Behaviour and Dealing with Competition; Competitive analysis Customer analysis Value to the customer and customer lifetime value	CO3
6	- Segmentation, Targeting, Differentiating and Positioning	CO2
7	- Market Research: Basics of research, interpreting and reading market research reports	CO4
8	- Designing Marketing Mix and Strategy: Product / Service and Brand, Pricing, Distribution Channels, Promotions and challenges	CO4,CO5
9-10	Different types of markets International Markets Rural Markets Social Market	CO4,CO5

Reference Texts/Reading Material:

1	Marketing Management by Kotler & Keller : 15 th Edition-Pearson Education India
2	Marketing Management : Planning, Implementation and Control --V.S. Ramaswamy and S Namakumari-2nd Edition- Macmillan India Limited,
3	Marketing Management by Rajan Saxena: 3 rd Edition-Tata McGraw-Hill Education.
4	Marketing Management Text and Cases by Tapan k Panda-2 nd Edition- Excel Books

Assessment:

Internal	40%
Semester End	60%

107. MANAGERIAL ECONOMICS:

Semester	:	I - Core		
Title of the Course	:	Managerial Economics		
Course Code	:	GM 103		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

This subject introduces the students to the basic concepts and principles of economics. The students will be introduced to various economic parameters, their impact and influence at a local as well as the global economy and business. This in turn will help the student, as potential managers take decisions while understanding the implications of constraints.

Course Learning Objectives:

1	Students will understand key economic principles and be able to apply them to making managerial decisions
2	They can apply core microeconomic and macroeconomic concepts to issues like industry prices and costs, inflation, unemployment and macroeconomic policy.
3	Students can analyze issues related to long-term growth and development

Course Outcomes:

CO1	Understanding	Understand the role of the price mechanism and competitive markets.
CO2	Applying	Apply the demand-supply model to different market trends.
CO3	Analysing	Compare different market structures and their impact.
CO4	Analysing	Analyse macroeconomic issues like Business Cycles
CO5	Evaluating	Evaluate the prevailing markets in relation to their theoretical models

Mapping of Course Outcome (CO) to the AOL:

CODE : GM-103	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Managerial Economics	PO1	PO2	PO3	PO4	PO5	PO6
CO1			3	2	2	
CO2			3	2	2	
CO3			3	2	2	
CO4			3	2	2	
CO5			3	3	3	

Course Contents:

Sr No	Contents	CO Mapping to the Topic
1	Introduction to Economics, Nature of Economic problem, Price mechanism	CO1
2	Demand Curve, Law of Demand, Elasticity of demand including pricing strategy, Applications of elasticity, Supply curve	CO2
3	Demand-supply model, Demand/supply shift, Price controls, price ceiling and floors, binding and non-binding	CO2
4	Production and Cost Analysis, Factors of Production, Production Function, Laws of Returns and Returns to Scale. Various Concepts of Cost, Cost schedule and Cost Curves, Short - run & Long – run, Learning and Cost – Economies and Diseconomies, Iso-quant Technique, Producer’s Equilibrium and Expansion Path.	CO2
5	Market & Price determination, Types of Markets: Features of Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly. Determination of Equilibrium Price under Perfect Competition, effects of changes in Demand and Supply on Price, Role of Time in Theory of Price., Pricing Policies and Practices.	CO3
6	Revenue Structure, Break- even and Profit Maximization: Total, Average and Marginal Revenues of a firm under different market categories. Break-even Volume. Equilibrium condition of a firm under Perfect Competition in the Short- run and Long-run, Normal Profit, heterogeneity of Entrepreneurs and Shut-down Point of the firm.	CO3
7	Overview of Indian Economy ...Contemporary issues in Economic Development, Management and Public Policy	CO3
8	Basic Concepts-National Income –Savings, Consumption, Investment Inflation; Unemployment; Business Cycles (Current Indian Context)	CO4
9	Basic Themes in Open Economy Macroeconomics – Balance of Payments; Exchange rate Determination; Role of Foreign Investment	CO4
10	Introduction to Macroeconomic Policy – Monetary and Fiscal Policy	CO4
11	Theories of International Trade – Traditional and Modern	CO4
12	Basic Models of Growth and Development and their Relevance to the Indian Development Issues	CO5

Reference Texts/Reading Material:

1	Mankiw,N.G. (2015), Principles of Economics,(7 th edition), New Delhi Cengage Learning Samuelson,P.A. and Nordhaus,W.D.(2010),Economics,(19 th edition) ,McGraw Hill
2	Samuelson,P.A. and Nordhaus,W.D.(2010),Economics,(19 th edition) ,McGraw Hill
3	Mankiw, N. Gregory(2012), Principles of Macroeconomics, (6 th edition), 2012, Cengage Learning D'Souza Errol(2014),Macroeconomics, (2 nd edition),Pearson.
4	D'Souza Errol(2014),Macroeconomics, (2 nd edition),Pearson.
5	Mishra &Puri(2015), Indian Economy , 33rd Edition, Himalaya Publishing House
6	H.L. Ahuja(2015), Macroeconomics theory and policy ,20th edition, S.Chand,

Assessment:

Internal	40%
Semester End	60%

BUSINESS STATISTICS:

Semester	:	I - Core			
Title of the Course	:	Business Statistics			
Course Code	:	GM 104			
Credits	:	4	Duration	:	40 Hours

Introduction of the Subject:

Business Statistics refers to the application of statistical tools and techniques to business and managerial problems for the purpose of decision making.

Course Learning Objectives:

1	To know statistical and mathematical techniques for analysis of business and economic data.
2	To understand the role of probabilistic concepts and different discrete and continuous distributions are examined.
3	To prepares students to describe, gather and analyze business data, and to use statistical tools to make effective business decisions in operations, finance, marketing management, and new product development
4	To introduce the emphasis is given on topics related to model formulation estimation of parameters, hypothesis testing and simple correlation and regression.
5	To understand importance of decision support provided by analysis techniques
6	To appreciate and apply it in business situations using case lets, modeling, cases and projects
7	To understand Managerial applications of Statistics

Course Outcomes:

CO 1	Remembering	Show use of descriptive statistics for exploratory data analysis.
CO 2	Applying	Apply probability rules for calculating probability of an event.
CO 3	Applying	Apply theoretical probability distributions for calculating probability of an event.
CO 4	Applying	Make use of sampling distributions for estimation and testing hypothesis.
CO 5	Understanding	Infer about relationship between variables.

CO 6	Applying	Build linear regression model for prediction by using least square method.
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Mapping of Course Outcome (CO) to the AOL goals:

CODE : GM-104	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Business Statistics	PO1	PO2	PO3	PO4	PO5	PO6
CO1			2	2		
CO2			3			
CO3			2			
CO4		1	2			
CO5			1	2		
CO6			2	1		

Course Contents:

Sr No	Content	CO Mapping to the Topics
1	Introduction to Business Statistics: Research, Primary, Secondary, Data Types, Qualitative, Quantitative, Scales, nominal, Ordinal, Interval, Ratio, Population Samples. Homogeneous, Heterogeneous	CO1
2	Descriptive statistics & Presentation	CO1
3	Practice of descriptive Statistics through Excel (Summarizing data through graphs and tables) : Frequency Table, Relative Frequency Table, Cumulative frequency table, Cumulative Relative Frequency Table, Cross tabulation, Bar graph, Histogram, Pie chart, Stem Leaf Graph, Scatter Plot, Ogive	CO1
4	Central Tendency : Mean, Mode, Median, Percentile, Quartiles, Outlier, Box Plot.	CO1
5	Central Tendency : Grouped Data, Z-score	CO1
6	Probability Concept, Discrete & Continuous Probability Distribution, Inventory Case, Radial Tire and handout problem, Binomial	CO3
7	Case Study : Specialty Toys	CO2

8	Sampling distribution, standard error, Sample Size, Small sample, finite Population, Infinite Population, EAI Problem, Hypothesis formation, Research Hypothesis, Validation Hypothesis, Decision Making Hypothesis, Type I error, type II error, Null Hypothesis. Alternate Hypothesis. Z-test, Cases : Young professional gulf Real Estate	CO4
9	Inference about the difference between two populations Z & T – Test, Case :Quality Associates, Unemployment study, Par inc.	CO4, CO5
10	Chi Square Test : Testing Goodness of fit,	CO4, CO5
11	Chi Square Test : Test for Independence,	CO4, CO5
12	F-Test : Inference about Population Variances	CO4, CO5
13	Anova : Analysis of Variance, case : Air traffic controller stress test, compensation for sales professional	CO4, CO5
14	Least Squared method, Simple regression, Coefficient of Determination R^2 . Hypothesis formation for regression and test significance, Armand's Pizza Case discussion.	CO5
15	Case discussion : Butler Case, Department of Transportation, Measuring stock market Risk, Alumni Giving, Consumer Research, Additional explanation of Multiple regression.	CO5

Reference Texts/Reading Material:

1	Business Statistics in Practice – Bowerman, O’Connell, Murphee (5 th Edition, Tata McGraw Hill Publication)
2	Statistics for Business & Economics – Anderson, Sweeney, Williams (12 th Edition, Cengage Learning)
3	Statistics for Managers Using Microsoft Excel – Levine, Stephen, Krehbiel, Berenson (5 th Edition, Pearson Education)
4	Business Statistics for Contemporary Decision Making – Ken Black (5 th Edition, Wiley India)
5	SPSS for Windows – Daren George, Paul Mallery (Pearson Education)
6	Business Research methods, Zikmund , 8th edition, 2013,Cengage Learning India Pvt Ltd.

Assessment Method:

Internal	40%
Semester End	60%

DESIGN THINKING:

Semester	:	I - Core		
Title of the Course	:	Design Thinking		
Course Code	:	GM 105		
Credits	:	3	Duration	: 30 Hours

Introduction of the Subject:

This course introduces the student to the process of design thinking, as an important tool, to solve business problems. It sharpens the analytic and creative abilities of the student. This elementary course exposes the student to the human centered design.

Course Learning Objectives:

1	To inculcate amongst business students the drive for creative expression, the power of creative thinking and lateral thinking
2	To inculcate a learning by doing approach, and build empathy for the user, who's central to the design process
3	To come up with both tangible and intangible solutions for the chosen areas of the project, and evaluate them from the lenses of novelty, feasibility, negative repercussions and What ifs

Course Outcomes:

CO1	Understanding	Understand the concept of design thinking in business processes.
CO2	Understanding	Understand the application of ethnography and its utility in the business world.
CO3	Applying	Construct prototypes and presentations.
CO4	Understanding	Understand strategies and techniques like blue ocean strategy, PMI techniques etc.
CO5	Understanding	Understand design process and visual thinking.

Mapping of Course Outcome (CO) to the AOL goals:

CODE-GM-105	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Design Thinking	PO1	PO2	PO3	PO4	PO5	PO6
CO1		3	3	3	2	2
CO2	2	2	3	3	2	2
CO3	2		3	3		2
CO4	1	3	3	2	2	
CO5		3	3	2		

Detailed Contents:

Sr. No.	Content	CO Mapping to the Topics
1	What is design thinking – 5 stages of design thinking	CO1
2	What is design thinking – examples of innovation using design thinking	CO1
3	Problem statement – sensitization to perceiving problems in day to day life and how to state it. Group formation. Problem statement related to business domain / social space	CO1, CO2
4	Perception and ethnographic skills – observation, empathy, survey, user journey and user research, interview , audio and video recording, view from different angles, stake holder mapping and analysis, primary and secondary research Apply on problem stated in (3)	CO4, CO5
5	Analysis – Assimilation of information , Identification of gaps Apply on problem stated in (3)	CO1, CO2, CO3
6	Ideation – How to address the gaps . Ideation techniques : brain storm , question , six paths of Blue Ocean Strategy, insights from user research Apply on problem stated in (3)	CO1, CO2, CO4,
7	Ideate and form new concepts to address the gaps 9 Apply on problem stated in (3)	CO2
8	Develop solution – this should eliminate the gaps identified earlier Apply on problem stated in (3)	CO3
9	Develop prototype – this could be 2 dimensional or 3 dimensional Apply on problem stated in (3)	CO3
11	Group presentations	CO4, CO5

Reference Texts/Reading Material:

1	Design of everyday things, by Norman Don, ISBN-13: 978-0465050659, Published by Basic books.
2	Creative confidence , by Kelly Tom & Kelly David, ISBN-13: 978-0385349369
3	Steal like an artist, by Kleon Austin, ISBN-13: 978-0761169253, published by Adams Media.
4	Thinking fast and slow , by Kahneman Daniel , ISBN-13: 978-0374533557, published by Farrar, Straus and Giroux.
5	Design Thinking: Understanding How Designers Think and Work, by Nigel Cross, ISBN-13: 978-1847886361, published by Bloomsbury India publishing Pvt. Ltd.

Assessment Method:

Evaluation	% of Marks Assigned
Internal	40%
Semester End	60% (jury based)

GLOBAL CITIZEN LEADERSHIP:

Semester	:	I - Core		
Title of the Course	:	Global Citizen Leader		
Course Code	:	GM 110		
Credits	:	1	Duration	: 10 Hours

Introduction of the Subject:

This course is broken into 4 parts (i) leading self (ii) collaborate (iii) innovate & (iv) social impact through action, which will eventually help students to build capability to lead themselves, work effectively with others, enact creative & conscientious change.

Course Learning Objectives:

1	To develop self & socially aware individuals who are able to work courageously & collaboratively.
2	To identify the importance of Continual & agile learners who are able to step into new environments & empathize from multiple perspectives
3	Prepare students who seek to transform the world from a positive & collaborative mind-set & are not confined by local paradigms when developing solutions.

Course Outcomes:

CO1	Understanding	Understand Social Identity Mapping, Mental Models, Emotional Intelligence and Mindfulness.
CO2	Understanding	Compare and contrast lessons in observations.
CO3	Understanding	Relate design thinking principles to business activities.
CO4	Understanding	Apply leadership skills, creativity for growth mind-set.
CO5	Understanding	Understand the innovation concepts and the processes.

Mapping of Course Outcome (CO) to the AOL goals:

CODE:GM-110	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Global Citizen Leadership	PO1	PO2	PO3	PO4	PO5	PO6

CO1	3	3				
CO2			3	3	3	
CO3		3				
CO4			3			
CO5		3		3	3	

Course Contents:

Program is broken into 4 parts (i) leading self (ii) collaborate (iii) innovate & (iv) social impact through action, which will eventually help them build capability to lead themselves, work effectively with others, enact creative & conscientious change. Students are taken through experiential learning processes

Sr. No.	Content	CO Mapping to the Topics
1	Social Identity Mapping, Mental Models, Emotion Mental Models, Mindfulness.	CO1
2	Lessons in Observations (Orange example), Design thinking principles.	CO2, CO3
3	Empathy, Data visualization, Life Journey Map.	CO4, CO5
4	Learning Curve, Growth Mind set, Hero's journey.	CO3, CO4
5	Visioning, Innovation Process, Opportunity Analysis.	CO4, CO5

Reference Texts/Reading Material:

1	Developed & Provided by Centre for Creative Leadership, (CCL)USA.
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Assessment Method:

Evaluation	% of Marks Assigned
Internal	-
Semester End	100%- Group Presentations

SEMESTER II Courses

Core Courses for All Specialisations + 3 Specialisation Electives (to be chosen out of 5)

Course Code	Course Name	No of sessions and hours	Total Duration	Marks	Credits
FIN201	Cost & Management Accounting	20 X 2 hrs each	40 Hours	100	4
FIN202	Financial Management	20 X 2 hrs each	40 Hours	100	4
FIN 203	Legal & Tax Aspects of Business	20 X 2 hrs each	40 Hours	100	4
OPN 201	Operations Research	20 X 2 hrs each	40 Hours	100	4
HR 201	Human Resource Management	20 X 2 hrs each	40 Hours	100	4
MKT 201	Business Research Methods	20 X 2 hrs each	40 Hours	100	4
GM 201	Business, Environment & Society	20 X 2 hrs each	40 Hours	100	4
Refer the respective syllabus	Specialization Elective	20 X 2 hrs each	40 Hours	100	4
Refer the respective syllabus	Specialization Elective	20 X 2 hrs each	40 Hours	100	4
Refer the respective syllabus	Specialization Elective	20 X 2 hrs each	40 Hours	100	4
GM 210	Global Citizen Leader (Theory)		10 Hours	50	1
	Total		410	1050	41

ELECTIVES

Electives for Marketing Specialisation (Any Three out of Five)

Course Codes	Course Name	No of Sessions and Hours	Total Duration	Total Marks	Credits
MKT 202	International Marketing	20 X 2 hrs each	40 Hours	100	04
MKT 203	Retail Management	20 X 2 hrs each	40 Hours	100	04
MKT 204	Rural Marketing	20 X 2 hrs each	40 Hours	100	04
MKT 205	Event Management	20 X 2 hrs each	40 Hours	100	04
TEC 201	Information Technology for Management	20 X 2 hrs each	40 Hours	100	04

Electives for Operations Specialisation (Any Three out of Five)

Course Code	Course Name	No of Sessions and Hours	Total Duration	Total Marks	Credits
OPN 202	Materials Management	20 X 2 hrs each	40 Hours	100	04
OPN 203	Technology Management & Manufacturing Strategy	20 X 2 hrs each	40 Hours	100	04
OPN 204	Total Quality Management	20 X 2 hrs each	40 Hours	100	04
OPN 205	Productivity Techniques	20 X 2 hrs each	40 Hours	100	04
TEC 201	Information Technology for Management	20 X 2 hrs each	40 Hours	100	04

Electives for Finance Specialisation (Any Three out of Five)

Course Code	Course Name	No of Sessions and Hours	Total Duration	Total Marks	Credits
FIN 204	International Finance	20 X 2 hrs each	40 Hours	100	04
FIN 205	Fundamentals of Financial Markets & Banking	20 X 2 hrs each	40 Hours	100	04
FIN 206	Behavioural Finance	20 X 2 hrs each	40 Hours	100	04
FIN 207	Analysis of Financial Statements	20 X 2 hrs each	40 Hours	100	04
TEC 201	Information Technology for Management	20 X 2 hrs each	40 Hours	100	04

Electives for Human Resources Specialisation (Any Three out of Five)

Course Code	Course Name	No of Sessions and Hours	Total Duration	Total Marks	Credits
HR 202	Human Resources Planning	20 X 2 hrs each	40 Hours	100	04
HR 203	Compensation & Benefits	20 X 2 hrs each	40 Hours	100	04
HR 204	Talent Management & Employee Engagement	20 X 2 hrs each	40 Hours	100	04
HR 205	Recruitment & Selection; Employer Branding	20 X 2 hrs each	40 Hours	100	04
TEC 201	Information Technology for Management	20 X 2 hrs each	40 Hours	100	04

CORE COURSES

COST & MANAGEMENT ACCOUNTING:

Semester	:	II –Core		
Title of the Course	:	Cost and Management Accounting :100 Marks		
Course Code	:	FIN 201		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

Success in any business, from the smallest corner store to the largest multinational corporation requires the use of cost accounting concepts and practices. Cost & Management Accounting provides key data to managers for planning and controlling as well as costing products, services and even consumers. The theme, 'different costs for different purposes' help managers to take right short term and long term decisions.

Course Learning Objectives:

1	To understand the cost concepts and techniques of analyzing cost for effective decision making and cost control in the competitive business environment.
2	To develop skills for design and implementation of management control system to be used for effective planning and controlling.
3	To emphasize the decision facilitating aspects of cost accounting by using the theme of 'Different costs for different purpose'.

Course Outcomes:

CO1	Understanding	Understand concept of cost, costing and cost analysis and its relevance for effective decision making.
CO2	Applying	Build the cost and management accounting system as a managerial tool for effective planning and decision making.
CO3	Applying	Apply relevant costs for taking short run alternative choices decisions.
CO4	Applying	Construct budgets and variance analysis as an effective tool for planning and control.
CO5	Applying	Utilise responsibility accounting for the assessment of managers.

Course Outcome (CO) Mapping to AOL goals:

CODE : FIN-201	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Cost and Management Accounting	PO1	PO2	PO3	PO4	PO5	PO6
CO1			3			
CO2			3	2		
CO3			3	2		
CO4			3	2		
CO5			3	2		

Course Contents:

Sr. No.	Content	CO Mapping to the Topics
A.	Cost Accounting	CO1
1	Fundamentals: The Accountant's role in the organization,(management accounting, financial accounting and cost accounting, strategic decisions and the management accountant etc.), How the contemporary business environment has influenced cost management., Explain the use of cost management information in the different functions of management and in different types of organizations, Introduction to cost, cost terms, their use and importance, Classification of cost by function, elements and behavior, Measurement of cost in a required format, Preparation of cost sheet.	CO1
2	Materials control : Financial Aspects	CO1
3	Overheads accounting and control : Introduction to 'Activity Based Costing'	CO2
4	Methods of costing : job costing, process costing and service costing.	CO1
B.	Management Accounting	CO3
1	Distinction between Cost Accounting & Management Accounting.	CO3
2	Marginal Costing & Cost Volume Profit Analysis: Limitations of absorption costing, Segregation of Costs – purpose and importance, Cost-volume-profit assumptions and terminology, essentials of CVP analysis, Computation of Breakeven Point, Margin of safety, Angle of incidence, CVP analysis for decision making- make v/s buy, operate v/s shut down, Product mix, capacity utilization, profit Planning, export pricing etc.	CO3
3	Tools for planning and control-Budgetary Control: Budgets and budgeting cycle, advantages of budgets, budget committee, and Budget manual, Functional Budgets, Master Budget, Responsibility budget and performance Budget, Flexible Budgeting –its importance, Zero Based Budgeting, achieving success with ZBB and drawbacks of ZBB.	CO4
4	Responsibility Accounting : Meaning of responsibility accounting, Cost Centre, Profit Centre, Revenue Centre & Investment Centre approach, Use of Responsibility Accounting in Performance evaluation, Transfer pricing for decision making	CO5

5	Standard costing and Variance analysis : . What is standard costing? Why Standard costing?, What is variance analysis?, Basic variances- Quantity, Price, Rate and combined total variance.	CO4
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Reference Texts/ Reading Material:

1	Charles Horngren, Srikant Datar, S.M., Rajan, Cost accounting: A Managerial Emphasis.- 14th Edition, Pearson Education, 2012.
2	Collin Drury, C., 2006. <i>Management & Cost Accounting</i> : Cengage Learning - 9th Edition, 2018
3	Banerjee, B., 2014. <i>Cost accounting theory and practice</i> . - 13th Edition, PHI Learning Pvt. Ltd..

Assessment:

Internal	40%
Semester End	60%

FINANCIAL MANAGEMENT:

Semester	:	II - Core			
Title of the Course	:	Financial Management- 100 marks			
Course Code	:	FIN 202			
Credits	:	4	Duration	:	40 Hours

Introduction of the Subject:

Financial Management is the study of procuring and judicious uses of financial resources with a view to maximising the value of the firm thereby maximizing the shareholder's value. In the ever changing business environment, core principles of finance which includes time value of money, risk analysis, capital budgeting, valuation etc help managers to make wise investment decisions for the organisation which help in achieving the firm's objective. This course will provide a structured approach to the theory and practice of financial concepts.

Course Learning Objectives:

1	To introduce students to the fundamentals of financial management. To make them understand, that the goal of financial management is to 'maximize the value of the shareholder'.
2	To enable students understand various financial concepts and tools that help in creating value for a company and its shareholders.
3	To facilitate students understanding the role of a Finance Manager in effective sourcing and judicious utilization of the scarce financial resources for the organization which leads to value creation and sustainability for an enterprise,

Course Outcomes:

CO1	Analysing	Analyse financial statements using financial ratios.
CO2	Creating	Construct projected financial statements for forecasting long-term financial needs.
CO3	Applying	Apply the concept of time values of money to take investment decisions.
CO4	Applying	Apply risk and return concepts and valuation techniques to stocks and corporate valuation.
CO5	Applying	Solve cost of debt, cost of equity and the cost of capital.
CO6	Analysing	Examine the role of working capital management, its components, key strategies and techniques in managing liquidity.
CO7	Analysing	Examine major sources of short-term and long-term financing available to the firm.
CO8	Applying	Apply capital budgeting techniques including real options in investment decisions.
CO9	Creating	Examine the factors influencing dividend policy.

Course Outcome (CO) mapping to the AOL goals:

CODE : FIN- 202	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Financial Management	PO1	PO2	PO3	PO4	PO5	PO6
CO1			3	3		
CO2			3	1		
CO3			3	1		
CO4			3	2		
CO5			3	2		
CO6			3	2		
CO7			3	2		
CO8			3	2		
CO9			3	2		

Course Contents:

Sr. No	Content	CO Mapping to the Topics
1	Objective of Financial Management : What is Finance?, What is Financial Management?, Forms of business organizations, Financial performance appraisal using ratios, Free cash flow, MVA and EVA, Integrated case	CO1, CO2
2	Time Value of Money- using excel : Future values, Present Values, Finding the interest rates, Finding the number of years, Annuities, ordinary annuity and annuity due, Present value of an ordinary annuity, Finding annuity payments, number of periods, interest rates, Uneven cash flows, Future value of an uneven cash flow, Semiannual and other compounding periods, Comparing interest rates, fractional time periods, Amortized loans	CO3, CO4
3	Cost of capital : Cost of debt, Cost of preferred stock, Cost of retained earnings-The CAPM approach, Bond yield plus risk premium approach, dividend yield plus, Growth rate or discounted cash flow (DCF) approach, Cost of new common stock- with flotation costs, Composite or Weightage average cost of capital-WACC, Factors that affect WACC, Adjusting the cost of capital for risk	CO5
4	The Basics of Capital Budgeting- using excel : NPV, IRR, MIRR, NPV Profiles, Payback Period, Discounted Payback Period.	CO8
5	Cash flow estimation and risk analysis : Concept of Cash Flow, Different scenarios- expansion, Replacement, Measuring risks.	CO8
6	Real options and other topics in capital budgeting : Introduction to real options, Growth, abandonment, shutdown options, Investment timings options	CO8
7	Sources of finance : Short term- long term, Domestic-Foreign, Equity-Mixed,	CO7
8	Working capital management : Concept, The Cash Conversion Cycle, Cash Management - The Cash Budget, Inventory management, Account receivables management, Accounts payable, Working capital financing	CO6
9	Financial forecasting- using excel : The AFN equation, Forecasted financial	CO2

	statements, Integrated case	
10	Capital structure & dividend policy	CO9

Reference Texts/Reading Material:

1	Brigham & Houston - Cengage Learning, Fundamentals of Financial Management 13th edition.
2	Khan & Jain- Tata McGraw Hill- Financial Management Text, Problems & Cases 6th Edition
3	Prasanna Chandra- Tata McGraw Hill. Financial Management Theory and Practice 8th edition
4	I M Pandey- Vikas Publishing House, Financial Management 11th edition.

Assessment:

Internal	40%
Semester End	60%

LEGAL & TAX ASPECTS OF BUSINESS:

Semester	:	II –Core		
Title of the Course	:	Legal & Tax Aspects of Business 100 Marks		
Course Code	:	FIN 203		
Credits	:	4	Duration	: 40 Hours

Introduction of the subject:

Legal Aspects of business: Legal aspects are an indispensable part of any business in any country. They reflect the policy framework and the mindset of the Governmental structure of that country. They ensure that every business is functioning as per the statutory and legal framework of the country.

Tax Aspects of business: This course largely deals with Income Tax Act provisions applicable for doing business in India. It includes basic components and principles of Direct Tax Laws- The Indian Income Tax Act, and the Indirect Tax Law- Goods & Services Tax (GST).

Course Learning Objectives:

1	To familiarise students with the basic concepts of law, understand the main principles of current applicable business laws and how it affects the functioning of different businesses in India.
2	To familiarise students with Fundamentals of Indian Income Tax Act.
3	To familiarise students with salient features of Goods and Services Tax.

Course Outcomes:

CO1	Understanding	Understand current business laws applicable in India.
CO2	Analysing	Analyse the implications of applicable sections of Indian Contract Act, Companies Act, Competition Act, etc.
CO3	Understanding	Understand basic principle governing Indian Income Tax Act.
CO4	Understanding	Understand different heads of income and deductions available.
CO5	Understanding	Understand the fundamentals of Goods and Services Tax.

Course Outcome (CO) Mapping to AOL goals:

CODE : FIN-203	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Legal & Tax Aspects of Business	PO1	PO2	PO3	PO4	PO5	PO6
CO1			3	2	2	
CO2			3	2	2	
CO3			3	2	2	
CO4			3	2	2	
CO5			3	2	2	

Course Contents:

Sr. No.	Content	CO Mapping to the Topics
1	Basic Concept of Law (Definition of Law, Classification, Writs U/Article 226 & 32), Jurisdiction of Courts (Civil & Criminal prevailing within Mumbai) – Basics of Evidence, (Oral, documentary, burden of proof, Examination – in – Chief, Cross Examination, re – examination) – Principles of Natural Justice (Audi Alterem Partem, Rule Against Bias, Speaking Order)	CO1, CO2
2	Indian Contract Act 1872 – Principles of Contract, sections – 2 – 30, 56, quasi – contracts, damages /73 – 74. Special contracts (Indemnity, Guarantee, bailment, pledge, agency)	CO1, CO2
3	Indian Companies Act 2013 – Salient Features of the New Act	CO1, CO2
4	Competition Act – 2002 – Definition & S/3. S/4 and S/5 and Consumer Protection Act.	CO1, CO2
5	Cyber Law- salient features-Information Technology Act and e-commerce regulations.	CO1, CO2
6	Intellectual Property Law- salient features -relating to Intellectual Property Rights.	CO1, CO2
7	Income Tax Act 1961 – Income, Residence, Heads of Income. Introduction to fundamentals of Income Tax: Inclusion, its applicability, overview of different heads of income, applicable sections, applicable deductions, exemptions etc.	CO3, CO4
8	Tax Planning Concepts and principles: Meaning, Rationale, concepts and principles.	CO3, CO4

9	Income under the head “Business or Profession”. (Section 28): Meaning, its applicability, items of expenditure which are to be allowed as deductions while computing business income, Business profits – : Sections 30, 31, 35, 35D, 36, 37, Etc.	CO3, CO4
10	The concept of Depreciation under Income Tax Act: its applicability, methods, applicable rates etc.	CO3, CO4
11	The disallowances under Income Tax Act -Sections 40, 40A(2),40A(3), Practical Examples including Case Laws.	CO3, CO4
12	Fundamentals of Goods & Services Tax (GST), Principles, Procedures, structure etc.	CO5

Reference Text/Reading Material:

1	Elements of Mercantile Law- N D.Kapoor-34 th Edition -Sultan Chand & Sons.
2	Business Laws-N Kapoor- 30 th Edition- 2015- Sultan Chand & Sons
3	Business Law, P.C.Tulsian and Bharat Tulsian-3 rd edition- Publisher- Tata McGraw Hill- 2018
4	Company Law, by Singh Avtar., Edition: 17th , Publisher: Lucknow Eastern Book 2016.
5	Cyber Laws and Information Technology- Dr.Jyoti Rattan and Vijay Rattan-Bharat Publication- 6 th edition, 2017.
6	Intellectual Property Law by P.Narayanan, 3rd edition, Publisher: Kolkata Eastern Law House 2002
7	Law relating to Intellectual Property Right- V.K.Ahuja-3 rd Edition-LexisNexis Publications-2017
8	Guide to Competition Act,2002. S.M.Dugar & Sudhanshu Kumar- 7 th Edition- LexisNexis Publication -2017
9	Bare Act of Income Tax..
10	Government Notifications, Rules, Circulars & Clarifications.
11	Students Guide to Income Tax including GST- Dr.Vinod Singhania- Taxman Publication- for the current year.

Assessment:

Internal	40%
Semester End	60%

OPERATIONS RESEARCH:

Semester	:	II - Core		
Title of the Course	:	Operations Research- 100 marks		
Course Code	:	OPN 201		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

Operations Research (OR) is a scientific method of providing executive departments with an analytical & objective basis for decision making. It has a widespread application in all facets of management i.e. Production, marketing, Finance, Budgeting & Investment etc.

Course Learning Objectives:

1	To learn to convert the business problems into various optimizing techniques.
2	To explain the process of enhancing business value through Operations Research Techniques.
3	To prepare students for advanced analytical methods to help make effective business decisions.
4	To address and solve diverse business issues by applying various analytical / quantitative techniques and methods. For example: logistics and supply chain management.

Course Outcomes:

CO1	Understanding	Understand the relevance of operations research and its applications in Business.
CO2	Understanding	Understand replacement theory to reduce the maintenance costs.
CO3	Applying	Apply project Management techniques PERT, CPM for any given project.
CO4	Applying	Apply queuing theory to reduce the customer's queue in real life business cases
CO5	Applying	Develop linear programming (LP) models for Business situations.
CO6	Creating	Create simulation to the business problems and practicing the same.

Course Outcome (CO) Mapping to the AOL goals:

CODE : OPN-201	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Operations Research	PO1	PO2	PO3	PO4	PO5	PO6
CO1			2			
CO2			3			
CO3			3	2		
CO4			3			
CO5			3			
CO6			3			

Course Contents:

Sr. No.	Content	CO Mapping to the Topics
1	Introduction to OR: Genesis, Concepts, Application, Scope & Limitations.	CO1
2	Linear Programming (LP): Concepts, Formulation of Models, Diverse Problems – Graphical Explanation of Solution - Maximization / Minimization – Simplex Algorithm – Use of Slack / Surplus / Artificial Variables – Big M Method/ Two Phase Method – Interpretation of the Optimal Tableau – (Unique Optimum, Multiple Optimum, Unbounded-ness, Infeasibility & Redundancy Problems.)	CO1, CO2
3	Transportation Problem (TP): Concepts, Formulation of Model – Solution Procedures for IFS and Optimality Check - Balanced / Unbalanced - Maximization / Minimization – Case of Degeneracy – Prohibited Routing Problems – Post-Optimal Sensitivity Analysis.	CO1,CO2
4	Assignment Problems : Concepts, Formulation, Hungarian Model, Maximization / Minimization, Balanced / Unbalanced problems.	CO1, CO2
5	Queuing (Waiting- line) Models: Concepts- Types of Queuing Models, Problem Solving pertaining to queuing models.	CO4
6	Game Theory: Concepts, 2* n-games, zero sum and Non-zero-sum games, Solution Procedures to 2* zero sum games – Saddle point, Mixed Strategy, Sub-games Method for m x 2 or 2 x n games – Graphical Methods.	CO4
7	Replacement & Maintenance Models: Replacement of Items Subject to Deterioration and Items Subject Random Total Failure – Group vs. Individual Replacement Policies.	CO5

8	Simulation : Monte Carlo Simulation, its Application and Problem Solving.	CO6
9	Project Management: PERT; CPM; Phases of a Project; Network Arrow Diagrams Slack; Critical Path; Float; Crashing the Network.	CO3
10	Inventory Models Types of Inventory Situations Fixed Quantity Fixed Review Period 3 costs Involved- Deterministic Probability Models- Economic Order Quantity-(EOQ) and EBQ for Finite production rate- Sensitivity Analysis EOQ- EOQ under price break Determination of safety stock and Reorder levels – Static inventory model	CO6
11	Decision making environment under certainty, uncertainty and risk, Decision trees and its applications.	CO6
12	Introduction to excel solver.	CO1, CO2, CO3, CO4, CO5, CO6

Reference Texts/Reading Material:

1	Operations research: an introduction. Taha, H.A., 9th Edition Pearson
2	Quantitative Techniques in Management - Vohra, N.D., 2006. , 3e. Tata McGraw-Hill Education.
3	Quantitative Techniques in Management - Sharma, J.K. and JAIN, M., 2014. . Laxmi Publications..
4	Operations research--methods and problem Sasieni, M.W., 1959..
5	Real world research (Vol. 3). - Robson, C., 2011. Chichester: Wiley.

Assessment:

Internal	40%
Semester End	60%

HUMAN RESOURCE MANAGEMENT:

Semester	:	II - Core		
Title of the Course	:	Human Resource Management- 100 marks		
Course Code	:	HR 201		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

This course encompasses the various policies, practices, and systems in HR such as Planning, Recruiting, Retention, Learning, Training and Development, Performance Management besides providing an overview of Industrial Relations and Labour laws. The course aims to sensitize learners about the social impact of HR practices and decisions. Further, it endeavors to build sensitivities towards ethical & moral issues while driving an organization's human resource development & human capital management initiatives.

By way of exposure to best practices in analysis and design of work systems, HR planning, recruitment, selection, training, performance management, compensation, and employee relations, the course intends to inform students to appreciate the finer nuances of benchmarking against the best-in-class.

Course Learning Objectives:

1	To enhance awareness of the policies, practices, and systems that influence employees' behaviour, attitudes, and performance
2	To appreciate the impact of employees' behaviour, attitudes, and performance on team and organizational performance
3	To provide exposure to best practices in analysis and design of work systems, HR planning, recruitment, selection, training, performance management, compensation, and employee relations
4	To familiarise with quantitative models for optimizing of the effectiveness of HR processes
5	To be sensitive to the large scale social impact of human resource practices and ethical/moral considerations while implementing human resource practices

Course Outcomes:

CO1	Applying	Understand theory & application of Human Resource Management for the achievement of the organization's strategic & operational goals.
CO2	Understanding	Understand of the core HR processes, systems, related to the Employee Life Cycle Framework.
CO3	Applying	Understand how an organization's Human Resource Development & Human Capital Management

		approaches are in alignment with expectations of key stakeholders, and identify ethical & moral challenges.
CO4	Understanding	Develop an overall understanding of how the HR process, HR Function, HR professionals and the Business Managers collaborate to deliver value for the organization..
CO5	Understanding	Understand ethical and moral challenges involved in HRM.

Course Outcome (CO) Mapping to the AOL goals:

CODE : HR 201	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Human Resource Management	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	3			
CO2			2	2		1
CO3	1		3	2	2	3
CO4	2	2	3	3	1	1
CO5	2	1	2	2	2	3

Course Contents:

Sr. No.	Content	CO Mapping to the Topics
1	Nature & Concept: Introduction to Human Resource Management: Its nature & scope; relationship with other social sciences; recent trends, Human Capital Management and role of Line manager in HR functions.	CO1, CO2, CO3, CO4
2	HRM in Dynamic Environment: Social, economic, regulatory, and legal environment of HRM, HRM practices in India, Work-life balance	CO3, CO4
3	Strategic HRM: Linkages between Strategy & HRM, SHRM model, HR Strategies, SHRM & organizational performance , Dave Ulrich , Wayne Brokeback	CO1, CO2, CO4
4	Human Resource Planning: Need for HR planning; Types of HR planning; Quantitative approaches to HR forecasting and planning, Outsourcing, temporary workforce, and contingent workforce.	CO1. CO2
5	Recruiting , Selection & Retention: Factors affecting recruitment, constraints & challenges in the recruitment processes , channels and effectiveness, Selection methods and their effectiveness	CO1, CO2, CO3, CO4
6	Selection methods and their effectiveness: Quantitative approaches to measurement, deciding parameters for selection process : Recruitment practices in India/overseas: Challenge of employee retention	CO1, CO2, CO3, CO4

7	Learning, Training & Development Difference between Learning, Education and Training; Learner characteristics, Learning Styles, Training as a means of improving performance & productivity, Training as an enabler to achieving organizational transformation, Need and importance of training	CO1, CO2, CO3, CO4
8	Training & Development: Training methods, New training techniques, Evaluation of training, Emerging issues in training	CO1, CO2, CO3, CO4
9	Performance Management: - Performance Appraisal, Objectives of performance appraisal, Methods, Errors in the Appraisal process, Performance improvement planning, Link with Balanced Score Card	CO1, CO2, CO3, CO4
10	Rewarding human resources: Methods for deciding relative importance of jobs within the organization; Methods of determining the worth of jobs as compared to similar jobs in other companies/industries; Pay for performance; Administration of compensation; Social perspectives.	CO1, CO2, CO3, CO4
11	HR Accounting & Audit: HR Accounting – opportunities & challenges: HR Audit- challenges, methodology, scope of HR audit, limitations of HR Audit, Balanced scorecard- application and alignment: HR Score Card	CO1, CO4
12	Industrial relations and labour laws: Introduction to industrial relations and labour laws; labour law reforms; Approaches to industrial approaches, best employer practices, emerging issues & challenges.	CO1, CO2, CO3, CO4
13	Industrial Relations and Labour laws: Trade unions, Employer associations, grievance redressal, employee welfare, contract labour: Emerging legislation, decent work, safety health and environment issues.	CO1, CO2, CO3, CO4
14	HRM in new Business Models, new age companies: ER/HRM challenges (IT, KPO's, BPO's, Retail, Private Insurance etc) Unions and Collective action- challenges in emerging workplaces	CO1, CO2, CO3, CO4
15	Corporate Social Responsibility: Value systems- past & present: evolution of CSR, definition: social responsibility vs Business: positive correlation between CSR & Business success-UN Compaq, Triple Bottom Line, corporate Reputation	CO3

Reference Texts/Reading Material:

1	Cascio, W.F., 2015. <i>Managing human resources</i> . McGraw-Hill.
2	Kelly, J., 2012. <i>Rethinking industrial relations: Mobilisation, collectivism and long waves</i> . Routledge.
3	Stone, R.J. and Stone, R.J., 2013. <i>Managing human resources</i> . Wiley.
4	Boxall, P. and Purcell, J., 2011. <i>Strategy and human resource management</i> . Macmillan International Higher Education.

5	Noe, R. A; Hollenbeck, J. R; Gerhart, B & Wright, P.M. (2016) Human Resource Management: Gaining a Competitive Advantage. Tata McGraw-Hill, Tenth Edition
6	Dessler, G., Cole, N.D. and Munro, C.R., 2011. <i>Management of human resources</i> . W. Ross MacDonald School Resource Services Library.
7	DeCenzo, D.A. and Robbins, S.P., 1988. <i>Personnel: human resource management</i> . Prentice-Hall.
8	Rao, V.S.P. and Krishna, V.H., 2009. <i>Management: Text and cases</i> . Excel Books India.
9	Armstrong, M., 2006. A handbook of Human Resource Management practice. Kogan Page Publishers.
10	Beardwell, J. & Thompson, A. (2017) Human Resource Management: A Contemporary Approach, Pearson, 8th Edition
11	Ivancevich, J.M. (2010), Human Resource Management. Tata McGraw-Hill, Eleventh Edition
12	Dessler, G & Varkkey, B (2011), Human Resource Management, Pearson, Twelfth Edition

Assessment:

Internal	40%
Semester End	60%

BUSINESS RESEARCH METHODS:

Semester	:	II - Core			
Title of the Course	:	Business Research Methods- 100 marks			
Course Code	:	MKT 201			
Credits	:	4	Duration	:	40 Hours

Introduction of the Subject:

The course attempts to introduce students to research process in the context of Business management and allied areas, with potential applicability to managerial problems across domains, verticals and industries.

Further it enables students/ potential researchers to transform business problems into researchable problems.

Students are introduced to a variety of research methods and tools which can be pressed into service depending on the contours of each situation.

The course also provides excellent opportunity to analyse data by way of case studies, thereby gaining hands-on expertise.

Key takeaway being students gaining an understanding of research to solve business dilemma and reach precise decisions.

Course Learning Objectives:

1	To understand the importance of research and various methods that researcher uses to investigate problems.
2	To understand the challenges faced in collecting the data and its analysis.
3	To interpret the data to make meaningful business decisions.
4	To derive business strategies from the research.

Course Outcomes:

CO1	Remembering	Spell 11 steps involved in business research.
CO2	Applying	Identify management problem.
CO3	Creating	Formulate research problem.
CO4	Evaluating	Decide research design to conduct business research.
CO5	Creating	Design questionnaire to collect primary data.
CO6	Evaluating	Select sample for collecting primary data.
CO7	Applying	Apply statistical techniques to primary data.
CO8	Understanding	Summarise research findings.

Course outcomes (CO) Mapping to the AOL goals:

CODE : MKT- 201	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Business Research Methods	PO1	PO2	PO3	PO4	PO5	PO6
CO1		1	1			
CO2		2	2	2	1	1
CO3			3	2	1	
CO4			1	1		
CO5			3	3	1	
CO6			2			
CO7			2	2		
CO8		1	2	3	2	

Course Contents:

Sr. No	Content	CO Mapping to the Topics
1	Introduction to Business Research, its importance in decision making, various research methods etc.	CO1
2	Research Problems and Formulation of Research Hypotheses.	CO2, CO3
3	8 step fold Research process	CO1
4	Primary and Secondary Data- collection methods	CO3
5	Attitude Measurement and Scaling techniques.	CO7
6	Netnography, Ethnography	CO3
7	Sampling methods – Prob & Non prob.	CO7
8	Questionnaire Design – Estimation of Sample size.	CO5
9	Sampling and Data Processing.	CO6

10	Univariate and Bivariate Analysis of Data	CO7
11	Testing of Hypotheses – Tests of correlation and regression.	CO6, CO7
12	Chi-square Analysis ‘ Student test for proportions..	CO6, CO7
13	Analysis of Variance	CO6, CO7
14	Research Report Writing and Ethics in research	CO8

Reference Texts/Reading Material:

1	Business Research Methods - Cooper Schindler- 11 th Edition- Tata McGraw Hill-2017.
2	Research Methodology Methods & Techniques - C. R. Kothari- 4 th Edition- New Age International Edition-2019
3	Statistics for Management - Richard L Levin- 7 th Edition- Pearson
4	D. K. Bhattacharyya, Research Methodology (Excel)
5	P. C. Tripathy, A text book of Research Methodology in Social Science (Sultan Chand)
6	Saunders, Research Methods for business students (Pearson)
7	Business Research Methods - Alan Bryman & Emma Bell - Oxford Publications.
8	Business Research Methods - Naval Bajpai - Pearson Publications.

Assessment:

Internal	40%
Semester End	60%

BUSINESS, ENVIRONMENT & SOCIETY:

Semester	:	II –Core		
Title of the Course	:	Business, Environment & Society- 100 marks		
Course Code	:	GM 202		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

This subject introduces to the evolution of business, business models, and different forms of business organisations. It also gives an understanding of environmental concerns, the preventive and corrective measures to be taken for its conservation along with societal concerns.

Course Learning Objectives:

1	To understand the evolution and updated perspective on what is business, business Models, & different forms of business organizations.
2	To understand how the Environment & Societal stakeholder perspectives are increasingly influencing and impacting the design of business, organization of business models & business Organizations.
3	To understand how the Environment & Societal concerns are being increasingly linked to the resource mobilization and utilization.
4	To understand how the leadership and all employees should engage with Environment, Society stakeholders (and other related & relevant ones) in meaningful response management and reporting.

Course Outcomes:

CO1	Understanding	Understand business, different forms of business (traditional and new age), scales of business, changing roles of business, functions of business.
CO2	Understanding	Understand challenges for the sustainability in the world and Businesses.
CO3	Understanding	Demonstrate a responsible attitude towards use of non-renewable resources to build growing organisations, ensuring a reducing carbon-foot print.
CO4	Understanding	Demonstrate role of responsible individual towards preservation, sustainability and growth.
CO5	Understanding	Explain various stakeholders about its importance while running different businesses.

Course Outcomes (CO) Mapping to the AOL goals:

CODE : 207	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective
Business, Environment & Society	PO1	PO2	PO3	PO4	PO5
CO1					3
CO2					2
CO3	2	2	2		2
CO4	2	2	2		2
CO5	2	2	2		2

Course Contents:

PART - A: BUSINESS:

Sr. No	Content	CO Mapping to the Topics
1	Introduction: Meaning, features and importance of business in a country's economy.	CO1
2	Role of business (profit and nonprofit), trade and commerce in human societies.	CO1
3	Scales of businesses: Micro, small, medium enterprises (MSME's), large scale enterprises, public enterprises and their structures, multinational corporations.	CO1
4	Business functions: marketing, finance, operations and human resources and all new age functions.	CO1
5	Forms of business organizations: Sole proprietorship, HUF, Partnership, Limited liability partnership (LLP), Company-Private, Public, Cooperative Society, Trust, Statutory body, Corporations, joint ventures, strategic alliances etc.	CO1
6	Emerging trends in businesses: Business process outsourcing, knowledge process outsourcing, E-commerce, Franchising, Aggregator, Digital economy, Mobile commerce, Counter trade, off-sets.	CO1
7	Factors of doing business- Domestic and Global.	CO1
8	The role of business in shaping the 4.0 world	CO1
9	National guidelines on Responsible Business Conduct (NGBRC) as formulated by the Ministry of Corporate Affairs.	CO1

PART - B : ENVIRONMENT & SOCIETY:

Sr. No	Content	CO Mapping to the Topics
1	<p>Significance of Environmental consideration in Business:</p> <p>Introduce the linkages between national and global economic growth & development models (highlight problems of following a linear economy model) and implications on the environment citing examples of key events of environmental impacts (global issues like climate change, Ozone depletion, biodiversity loss, deforestation, ocean acidification etc.). Explain the environment-water-energy-resource nexus that is critical for sustainable development. Present and discuss recent State of Environment report on India.</p>	CO2, CO3, CO4
2	<p>Policy and Regulation on Environment :</p> <p>Brief on global environmental policy and its inception in India; discuss various national policies (environment, forest, biodiversity, energy, etc.), regulatory reforms and status of enforcement. Discuss requirements of key Central and State regulation on environment, discuss allied regulation in other sectors that have linkage with environment.</p> <p>International Environmental and Social Safeguards and their relevance / application in raising growth capital for business through lending, mergers and acquisitions / business investment through private equity – World Bank, Asian Development Bank, International Finance Corporation, Equator Principles etc.</p> <p>Discussion on methods of creating a culture of environmental prudence in business decision making, integrity, examine and evaluate methods such as due diligence processes, risk assessment, sustainability assessment to integrate responsibility into day today business positions.</p>	CO2, CO3, CO4
3	<p>Response on Environmental Management :</p> <p>State and Business response on Environment Management, Management systems , Quality Management Systems (QMS), Environment Management Systems (EMS), Occupational Health and Safety Management Systems (OHSMS), Energy Management Systems Certification Bodies (EnMS), etc. Ways to transform from a linear economy into a circular economy, Accounting for Natural Capital ,Waste management as a billion-dollar industry for reclaiming resources, CSR, Sustainability (non-financial) reporting, climate mitigation and adaptation.</p> <p>Case studies to discuss how governments and businesses have attempted this transformation through a four-pillar structure of Policy, Regulation, Programs and Projects ,Challenges ahead and ways to overcome</p>	CO2, CO3, CO4
4	<p>Linking and Engaging Stakeholders & Its reporting:</p> <p>Business practices need to reflect responsibility not just to shareholders, customers and staff, but also towards the local community.</p> <p>I) Corporate social responsibility: CSR: This topic will focus on corporate</p>	CO5

	<p>responsibility, including social and environmental obligations. This will consider methods of creating a culture of integrity; examine and evaluate methods such as due-diligence processes, risk assessment, sustainability assessment to integrate responsibility into day to day business positions; and evaluate social and sustainability reports; evaluate methods to determine the link between responsibility and increased profitability and benchmark responsibility in different business sectors including non-profit organizations.</p> <p>II) Corporate Sustainability Accounting & Reporting: This includes the environmental reporting mechanisms required of businesses in India Environmental Reporting has emerged as an important tool to assess benefits of changing environment from business communities' point of view and costs from society's point of view. Disclosure of environmental issues in the Annual Report is a fundamental requirement for a company in order to satisfy the information needs of its stakeholders, which include Shareholders, Creditors, Employees, Consumers, Government and Society at large.</p>	
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Reference Texts/Reading Material:

1	National Guidelines on Responsible Business Conduct- NGRBC
2	Department of Public Affairs- Policy on Corporate Social Responsibility
3	CSR applicability and norms -Ministry of Corporate Affairs.
4	Circulars of Ministry of Corporate Affairs on different forms of businesses organisations.
5	Income tax applicability on different forms of business organisations.
6	National Guidelines on Responsible Business Conduct- NGRBC
7	Business And Society : Management, Public Policy, Ethics by Davis Keith – 5th Edition (1984), Published by : McGraw Hill Publications.
8	Business, Government and Society : A Study of Business Environment by Maheshwari R. P. – Published by : New Delhi Vikas Publication (1986).
9	Business And Environment : by Cherunilam Francis, Published by : Himalaya Publishing – 25th Revised Edition
10	Business And Society : Corporate Strategy, Public Policy, Ethics by Frederick W.C. – 6th Edition (1988) Published by : New York McGraw Hill
11	Formation And Management of a Society : – 3rd Edition Published by : Nabhi Publications, New Delhi.
12	Business And Society : Management, Public Policy, Ethics by Davis Keith – 5th Edition (1984), Published by : McGraw Hill Publications.
13	Business, Government and Society : A Study of Business Environment by Maheshwari R. P. – Published by : New Delhi Vikas Publication (1986).
14	Business And Society : Management, Public Policy, Ethics by Davis Keith – 5th Edition (1984), Published by : McGraw Hill Publications.

Assessment:

Internal	40%
Semester End	60%

MARKETING ELECTIVES

INTERNATIONAL MARKETING:

Semester	:	II- Elective		
Title of the Course	:	International Marketing- 100 Marks		
Course Code	:	MKT 202		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

International marketing is trading of goods and services among different countries. This subject is designed to understand the nuances of the procedure of planning and executing the rates, promotion and distribution of products and services while marketing in different countries.

Course Learning Objectives:

1	To develop good understanding of International Marketing
2	To provide systematic ways to formulate effective global marketing strategies and to make crucial trade-offs between standardizing and localizing marketing programs.
3	To understand of the how to select country markets; how to enter markets; how to develop branding, product, services, pricing, distribution and communications strategies; and how to create a global marketing organization.
4	To provide knowledge about how to create a global marketing organization.
5	To give opportunities to apply the course concepts in a variety of cases and in a term project on a topic they select.

Course Outcomes:

CO1	Applying	Apply the international marketing concepts in the business environment
CO2	Analysing	Analyse the similarities & differences between Domestic & International marketing.
CO3	Evaluating	Evaluate Cross Border, Cross Cultural differences for marketing strategies based on the same.
CO4	Evaluating	Recommend decisions on pricing, operations, advertising & promotion suiting market nuances.
CO5	Creating	Design an export company & propose an international business plan

Course Outcomes (CO) Mapping to the AOL goals:

CODE: M-208	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
International Marketing	PO1	PO2	PO3	PO4	PO5	PO6
CO1			2	3	3	
CO2				3	3	
CO3			2	2	3	
CO4			2	3	3	
CO5			2	3	3	

Course Contents:

Sr. No	Content	CO Mapping to the Topics
1	Financial transactions between exporter & importer open account D/P, D/A, Letters of credit etc, Exchange control regulations regarding export and foreign exchange expenditure on export promotion, pre-shipment and post-shipment finance from banks, Policies of ECGC.	CO1 & CO2
2	Decision and need to enter into International marketing organization problems – International marketing environment <ul style="list-style-type: none"> - Institutions in world economy, GATT / UNCTAD - Trade Groups in different countries - legal environment of international marketing - WTO - Political environment - cultural environment - economic environment - India's trade relations with other countries - Government assistance for export. 	CO2 & CO3
3	International marketing intelligence and task <ul style="list-style-type: none"> - Appraising opportunities and risks - product planning and development - managing channels of distributions, foreign market channels & global logistics - study of U.S.A. Canada, Latin America, Middle East, Africa, South East Asia and Europe for export potential - market research and export promotion - international marketing operations and communications - export pricing and costing 	CO2, CO3 & CO4

	- Case studies.	
4	<p>Export procedures and documentation</p> <ul style="list-style-type: none"> - registration with various agencies - compulsory quality control and pre-shipment with inspection - processing export orders - export production and packing - procedure for claim of central excise duty on export goods - customs and shipment procedure - duty drawback - procedures to claim REP license and cash assistance - DEPB - export houses etc. 	CO3, CO4, CO5

Reference Texts/Reading Material:

1	Onkvisit, S. and Shaw, J.J., 2004. <i>International marketing: Analysis and strategy</i> . Published by Routledge (4th Edition - 2005)
2	Global Marketing - Keegan, Warren.J., Mark C Green, Published by Pearson Education Dorling Kindersley; 9th edition (January 1, 2018)
3	Yang, J. and Valdés-Cotera, R., 2011. <i>Conceptual Evolution and Policy Developments in Lifelong Learning</i> . UNESCO Institute for Lifelong Learning. Feldbrunnenstrasse 58, 20148 Hamburg, Germany.
4	Bhattacharya, C., 2009. <i>Services marketing</i> . Excel Books India. (New 8th Edition (2017) available) - Pearson Publications, Authors - Jochen Wirtz Christopher Lovelock, Jayanta Chatterjee

Assessment:

Internal	40%
Semester End	60%

RETAIL MANAGEMENT:

Semester	:	II- Elective		
Title of the Course	:	Retail Management- 100 marks		
Course Code	:	MKT 203		
Credits	:	4	Duration :	40 Hours

Introduction of the Subject:

Retail management includes all the steps required to bring the customers into the store and fulfill their buying needs. This subject teaches various processes which help the customers to procure the desired merchandise from the retail stores for their end use refer to retail management.

Course Learning Objectives:

1	The learning outcome from this subject, is that the student shall be acquainted with working knowledge on the Retail Industry in India for various brick and mortar retail formats
2	The course will also touch upon key functions of Store Profitability, Decision Making, Store planning, Location Analysis, Evolution of Modern Retail in India, etc
3	This being a case study driven subject, the learnings can be implemented in the day to day working in their career
4	Students also develop a broader understanding of the career opportunities in Retail Industry in India

Course Outcomes:

CO1	Understanding	Interpret terminologies, concepts and principles for better knowledge of the retail environment
CO2	Analysing	Analyse different formats of retail and the relevant retail strategies pertaining to them
CO3	Applying	Identify the importance of Merchandise Management, Store Operations, Location Planning, SCM, Visual Merchandise and Technology in Retail
CO4	Evaluating	Assess the opportunities and challenges in retail sector
CO5	Creating	Design relevant retail strategies for omni-channel retailing.

Course Outcomes (CO) Mapping to the AOL goals:

CODE : MKT203	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Retail Management	PO1	PO2	PO3	PO4	PO5	PO6
CO1			3	3	2	
CO2		2	3	3		
CO3		2	3	3	2	
CO4		2	3		2	
CO5		2	3	3	2	

Course Contents:

Sr. No	Content	CO Mapping to the Topic
1	Definition & Scope of retailing, Retail Sectors & Challenges to Retail Development, Global Retail – Size and Growth rate, Top 10 retailers, Retail in Key Regions.	CO1, CO2, CO3, CO4
2	Retail Formats and Classification – Store based retailing, Non Store based retailing, Service retailing.	CO1, CO2, CO3, CO4
3	Retail in India – Size and Growth rate, Evolution, Organized and Unorganized Retail, Market Segments, Key Drivers and Bottlenecks.	CO1, CO2, CO3, CO4
4	Store Location– Significance, Dependent factors, Types, Trade Area Analysis.	CO1, CO2, CO3, CO4
5	Store Design and Visual Merchandising – Principles of Store Design, Store Exterior, Store Interior, Meaning of VM, VM Techniques, Display Areas, Fixtures, Atmospherics.	CO1, CO2, CO3, CO4
6	Store Operations – Concept, Functions, Elements, Check Lists, Role of Store Manager, Measures of Performance.	CO1, CO2, CO3, CO4
7	Merchandise Management – Concept, Seven Rights, Implications of Merchandise Planning, Types of Merchandise, Merchandise Hierarchy, Assortment Plan, Open To Buy, Model Stock plan, National Brands, Private Label, Merchandise Sourcing, Allocation to Stores, Replenishment Methods.	CO1, CO2, CO3, CO4
8	Evaluating Merchandise Performance – Importance and Methods.	CO1, CO2, CO3, CO4
9	Customer Service and Retail Selling Skills– Concept, Principles of Distinctive Service, Customer Evaluation of Service Quality, GAP Model for improving retail service quality, Factors Affecting Service Gap, Loyalty Programs, Role of sales associate, Retail Selling Process.	CO1, CO2, CO3, CO4
10	Supply Chain Management – Concept, Significance, Pull & Push Supply Chain, Retail Logistics, Distribution Centres and Challenges in developing the supply chain framework.	CO1, CO2, CO3, CO4
11	Role of Technology in Retail –Introduction & Significance of technology in retail, Factors affecting the use of technology,	CO1, CO2, CO3, CO4

	Applications of technology, Impact of technology in business and society.	
12	Legal and Ethical Aspects in Retail – Legal Aspects in Retail of Consumer, Store Operations, Sale & Purchase of Merchandise and People Employed, Ethical Aspects in Retail towards customers, community & general public, employees, business partners and shareholders.	CO1, CO2, CO3, CO4
13	Mall Management – Factors to be considered before setting up a mall, Stages in a mall development process, Key Aspects of Mall Management	CO1, CO2, CO3, CO4
15	Case Study & Presentations	CO1, CO2, CO3, CO4, CO5

Reference Texts/ Reading Material:

1	Retailing Management-Text and Cases, Swapna Pradhan, 5e,2016,McGraw Hill Education.
2	Retail Management – A Strategic Approach, Barry Berman, Joel Evans, Ritu Srivastava, 13e, 2018, Pearson Publishing.
3	Retailing, Patrick M.Dunne, Robert F. Lusch, James R. Carver, 8th edition, 2014, New Delhi Cengage Learning India Pvt Ltd.
4	Retailing Management, Michael Levy, Barton Weitz, Ajay Pandit, 8e, 2012, New Delhi Tata McGraw Hill Education Private Limited.
5	Visual Merchandising, Swati Bhalla, Anuraag S, 28th August 2009 New Delhi Tata McGraw Hill Education Private Limited.
6	Customer Service in Retailing, Anil Mishra, Ruchi Gupta, Indian Text Edition (2009), Biztantra Management for the Flat World.
7	Information Technology for Retail, Giridhar Joshi, New Delhi Oxford University Press 2009.
8	Supply Chain Management for Retailing, Rajesh Ray, New Delhi Tata McGraw Hill 2010.
9	Mall Management, Harvinder Singh, Srimi R. Srinivasan, New Delhi Tata McGraw Hill Education Private Limited 2012

Website References::

1. <https://www2.deloitte.com/content/dam/Deloitte/at/Documents/about-deloitte/global-powers-of-retailing-2019.pdf>
2. <https://www.atearney.com/documents/10192/12766530/The+Age+of+Focus%E2%80%93The+2017+Global+Retail+Development+Index.pdf/770c5a53-d656-4b14-bc6c-b0db5e48fdc1>
3. <https://www.businesswire.com/news/home/20190102005213/en/Global-31.88-Billion-Retail-Industry-Analysis-Outlook>
4. <https://www.statista.com/statistics/379046/worldwide-retail-e-commerce-sales/>
5. <https://www.statista.com/statistics/534123/e-commerce-share-of-retail-sales-worldwide/>
6. <https://www.ibef.org/industry/retail-india.aspx>
7. <http://www.re-meter.com/4-biggest-challenges-facing-retailers-in-2017-18/>
8. https://www.funsgolars.org/sites/default/files/publications/global_retail_development_feb_2014.pdf
9. <http://www.yourarticlelibrary.com/stores/retail-stores-store-based-retailer-and-non-store-retailing/7586/>

10. <https://www.smartsheet.com/retail-store-operations>

Assessment:

Internal	40%
Semester End	60%

RURAL MARKETING:

Semester	:	II- Elective		
Title of the Course	:	Rural Marketing- 100 marks		
Course Code	:	MKT 204		
Credits	:	4	Duration	: 40 Hours

Introduction of the subject:

The subject deals with rural marketing environment, growing rural market and opportunities and challenges in marketing products and services in rural market.

Course Learning Objectives:

1	To build awareness of the nuances of marketing in rural areas.
2	To enable students to understand and appreciate changes in approach and handling of marketing situations in rural and non-urban surroundings.

Course Outcomes:

CO1	Applying	Apply the nuances of marketing in rural areas for serving rural India better.
CO2	Analysing	Analyze the approaches and handling of marketing situations in rural and semi-urban environment.
CO3	Evaluating	Determine the role of rural credit institutions and cooperatives in rural marketing for upliftment of rural customers.
CO4	Creating	Formulate in marketing strategies for consumables and durables in rural market for better products.
CO5	Evaluating	Interpret Marketing of agricultural produce – regulated markets, rural and cottage industry products, contract farming ,agricultural exports zone (AEZ) artisan products to ensure compliance.

Course Outcomes (CO) Mapping to the AOL goals:

CODE : MKT 204	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Rural Marketing	PO1	PO2	PO3	PO4	PO5	PO6
CO1				2		
CO2		3	3			
CO3		3	3			3

CO4		3	3			
CO5				2		3

Course Contents:

Sr. No	Content	CO Mapping to the Topic
1	Rural marketing environment - Definition – scope of rural marketing – concepts – components of rural markets – classification of rural markets – rural vs. urban markets	CO1
2	Population – occupation pattern – income generation – location of rural population – expenditure pattern – literacy level – land distribution – land use pattern – irrigation – development programs – infrastructure facilities – rural credit institutions – rural retail outlets – print media in rural areas – rural areas requirement – problems in rural marketing – rural demand – rural market index.	CO2
3	Marketing of agricultural input - Illustration Consumable inputs – durable inputs – fertilizers – product – price – distribution – promotion – SWOT analysis of fertilizer market – agro chemicals – product - price – distribution – promotion – SWOT analysis of agro chemicals market – seeds – cattle – poultry – aqua feeds – tractors – power tillers – irrigation equipment – other farm machinery.	CO3
4	Marketing of consumables and durables Product – price – distribution strategies – product redesign – modification needs.	CO4
5	Marketing of agricultural produce and rural and cottage industry products Marketing of agricultural produce – regulated markets – formation of cooperative organizations – contract farming – agricultural exports zone (AEZ) – marketing of rural / cottage industries – artisan products.	CO5
6	Role of financial institutions in rural marketing Agricultural credit situation – types of credit – rural credit institutions – NABARD – commercial banks – state cooperative banks (SCB) – state cooperative agricultural and rural development banks (SCARDB) – regional rural banks RRB – local area banks – flow of institutional credit to agriculture – kisan credit card scheme – impact on rural market.	CO3
7	Role of cooperative institutions in rural marketing Cooperatives as organizations – structure of cooperative organizations – types – share of cooperatives in national economy – impact of cooperatives on rural marketing.	CO5

Reference Texts/Reading Material:

1	Gopaldaswamy, T.P., (3rd edition) 2009. <i>Rural Marketing-Environment, Problems And Strategies, 3E</i> . Vikas Publishing House Pvt Ltd.
2	Badi, R.V. and Badi, N.V., 2007. <i>Rural Marketing</i> Himalaya Publishing House. <i>New Delhi</i> , pp.10-20.

3	Krishnamacharyulu, C.S.G., 2011. <i>Rural Marketing: Text And Cases, 2/E</i> . Pearson Education India.
4	Habeeb-Ur-Rahman, K.S., 2003. <i>Rural Marketing in India: Y KS Habeeb-Ur-Rahman</i> . Himalaya Publishing House.
5	Singh, S., 2010. <i>Rural Marketing; Focus on Agricultural Inputs</i> . Vikas Publishing House Pvt. Limited.
6	Krishnamacharyulu, C.S.G., 2011. <i>Rural Marketing: Text And Cases, 2/E</i> . Pearson Education India.
7	Acharya, S.S., 2004. <i>Agricultural Marketing In India, 4/E</i> . Oxford and IBH Publishing.

Assessment:

Internal	40%
Semester End	60%

EVENT MANAGEMENT:

Semester	:	II-Elective	
Title of the Course	:	Event Management- 100 marks	
Course Code	:	MKT 205	
Credits	:	4	Duration : 40 Hours

Introduction of the Subject:

This subject of Event management is the application of project management to the creation and development of small and/or large-scale personal or corporate events such as festivals, conferences, ceremonies, weddings, formal parties, concerts, or conventions. It involves studying the brand, identifying its target audience, devising the event concept, and coordinating the technical aspects before actually launching the event.

Course Learning Objectives:

1	To develop an effective Event Plan to create and design memorable events
2	To utilize specific techniques and tools of the event planning process to manage and monitor the success of the event.
3	To appreciate the importance of proper time management and task management to an event's success
4	To demonstrate leadership skills (event managers need to consistently get the best out of their teams)
5	To achieve maximum exposure for their event
6	To demonstrate a new and open minded approach to Event Management

Course Outcomes:

CO1	Understanding	Understand the importance of effective planning in designing an event through basic concepts of event management.
CO2	Understanding	Understand the conceptual framework for organizing events.
CO3	Understanding	Understand various aspects of planning events from the perspective of execution keeping in mind time management.
CO4	Understanding	Understand requirements of various compliances for successfully organizing an event.
CO5	Understanding	Understand all the practical aspects of event management.

Course Outcomes (CO) Mapping to the AOL goals:

CODE : MKT 205	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Event Management	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1		2	2		
CO2	1		2	2		
CO3	1		2	2		
CO4	1	1	2	2		
CO5	1		2	2		

Course Contents:

Sr. No	Content	CO Mapping to the Topic
1	Principles of Event Management : Historical Perspective, Introduction to even Management, Size & type of event, Event Team, Code of ethics.	CO1, CO2
2	Principles of Event Management, Concept & Designing : Analysis of concept, Logistics of concept.	CO2
3	Feasibility, Keys to Success, SWOT Analysis.	CO2, CO3
4	Event Planning & Team Management : Aim of event, Develop a mission, Establish Objectives, Preparing even proposal, Use of planning tools.	CO3
5	Protocols, Dress Codes, Staging and Staffing, Leadership Traits and Characteristics.	CO3
6	Event Marketing & Advertising : Nature of Marketing, Process of Marketing, Marketing Mix, Sponsorship, Image, Branding, Advertising, Publicity & Public Relations.	CO4
7	Event Leadership & Communication : Leadership skills, Managing team, Group development, Managing meetings, Written communications (official, demi-official, Invoice), Verbal communication.	CO5
8	Event Safety & Security : Security, Occupational safety, Crowded management, Major risks and emergency planning, Incident reporting, emergency procedures.	CO4, CO5

Reference texts/Reading Material:

1	Allen, J. and Allen, J., (5th Edition 2011). <i>Festival & special event management</i> (pp. 129-141). Milton: John Wiley & Sons Australia.
2	Van der Wagen, L. and Carlos, B.R., 2008. <i>Event management-Upravljanje događanjima. Mate, Zagreb.</i>
3	Sharma, D., (15 October 2005). <i>Event Planning and Management</i> . Deep and Deep Publications.

4	Dr. Ashutosh Chaturvedi, (1st Edition - 1 October 2009). <i>Event Management: A Professional and Development Approach</i> . Global India Publications.
5	Getz, D. and Getz, D., 1997. <i>Event management & event tourism</i> . Published by : New York : Cognizant Communication Corp., 1997.

Assessment:

Internal	40%
Semester End	60%

INFORMATION TECHNOLOGY FOR MANAGEMENT:

Semester	:	II-Elective (Cross Functional)	
Title of the Course	:	Information Technology for Management	
Course Code	:	TEC 201	
Credits	:	4	Duration : 40 hours

Introduction of the subject:

During the past decade, computers and communications technologies have proliferated in offices and homes. Organizations distribute the responsibility for technology to all levels of management and to different geographic locations. As a result, managers from supervisor to CEO encounter information technology on a daily basis. Every day managers make decisions that determine how much value the firm obtains from its investment in technology. Organizations have the opportunity to become more efficient and competitive. Skilled and creative managers are required to accomplish these goals. This subject gives an overview of the developments in the technology, IT solutions, emerging technologies which are useful to carry out business.

Course Learning Objectives:

1	To familiarise students to the key business processes in all key functional areas of an organization
2	To familiarise /Review Digital and Emerging Technologies so that students have a basic understanding about each technology and are able to visualize use cases of these technologies within their chosen specialization areas – Students would also be exposed to a typical technology infrastructure that should exist in a contemporary enterprise.
3	To familiarise students to the notion of a digital business and the elements which drive the same.
4	To familiarise students to a wide variety of IT solutions which can help support every function in the organization

Course Outcomes:

CO1	Understanding	Understand about Information Technology.
CO2	Understanding	Understand its use in the organizations, Business for the overall progress of the company.
CO3	Understanding	Understand use of cases for a given technology in their functional specialization.
CO4	Applying	Apply information technology in a suitable diagram to represent the flow of a business process.
CO5	Applying	Create a vision for digital business in a given industry vertical or specialization.

Course Outcomes (CO) Mapping to the AOL goals:

CODE :	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Information Technology for Management	PO1	PO2	PO3	PO4	PO5	PO6
CO1		2	2	2	2	
CO2		2	3		2	
CO3		1	3	3		1
CO4		3	2	3		2
CO5	3	2	3	2		3

Course Contents:

Sr. No	Content	CO Mapping to the Topic
1	Business processes– An overview of all major business processes in all the 4 functional areas viz Marketing, Finance, Operations and HR – The purpose is to enable a student to be able to describe a business process in his/her chosen specialization – eg an HR student should be able to draw a flow diagram to depict the flow of work in a recruitment process. Screenshots or demo of a software product such as Accounting or an ERP would help.	CO2,CO3
2	Overview of Technology and Infrastructure: It would be ideal to describe the IT Infrastructure of a typical mid-sized organization including the server farm, the network infrastructure (including wi-fi access points) and Software and application infrastructure such as email servers etc – the discussion can then move to technology platforms (proprietary& open source) for each of the infrastructure components. This could include OS Platforms, Software Development platforms	CO2,CO3
3	Overview of Contemporary and emerging Technologies: The Gartner Hype Curve for Emerging Technologies should be discussed to highlight some of the contemporary technologies. These in the present day context could include RFID/ QR codes, Analytics, Machine Learning, Block chain, IOT, AR/VR etc – focus is to understand what these are and broadly how do they work	CO2, CO3
4	Contemporary Technology Solutions: Marketing, Finance, HR, Operations Here the discussion would be around Enterprise solutions, portals, dashboards/ visual analytics solutions and other specific solutions for each of the functional areas mentioned above. Also the use case	CO3

	cases on contemporary/emerging technologies In the functional areas.	
5	Digital Transformation: What is Digital Transformation? Blueprinting, Digital Transformation Journey, Frameworks for Digital Transformation & IT Strategy – Frameworks such as those presented by KPMG could be used. The emphasis being to help the student to think about an existing organization from a completely digital point of view. The ability to visualize such an organization and the key drivers and business case for it and the possible impact of such a digital transformation and the transition towards its final form needs to be discussed.	CO5
6	Writing a Business Case for an Technology Initiative Technology initiatives are fairly large and also in many cases affect core aspects of a business. It has therefore become necessary to write a meaningful justification note called the Business Case which projects the outcomes of the initiative not merely in operational KPIs but also in terms of business impacts.	CO3,CO4
7	Overview of Information Security and Cyber-security With increasing emphasis on Digital transformation, and the vast amount of data collected through various digital channels security and privacy are becoming important. The discussion here is to understand the risks and threats in the digital world and the possible solutions. The importance of Process standards such as the GDPR, the IT Act , ISO 27000 etc as well as governance principles need to be highlighted.	CO5, CO6

Reference Texts/Reading Material:

1	J.P. Management Information Systems: Managing the Digital Firm. Laudon, K.C. and Laudon (Harlow: Pearson, 2015) 14th edition
2	Business Analysis: solving business problems by visualizing effective processes and it solutions, Dr.Pradeep Pendse, PHI Learning, 2nd Edition. 2016.

Assessment:

Internal	40%
Semester End	60%

OPERATIONS ELECTIVES

MATERIALS MANAGEMENT:

Semester	:	II-Elective			
Title of the Course	:	Materials Management-100 Marks			
Course Code	:	OPN 202			
Credits	:	4	Duration	:	40 Hours

Introduction of the Subject:

Materials Management is a method for planning, organizing and controlling the activities that are related to the flow of materials in a company. This can lead to the control of the location, movement and time of those materials from their introduction, production, manufacturing process and final delivery.

Course Learning Objectives:

1	To enable students to understand the Importance of Materials Management in the context of Business.
2	To understand various aspects of Purchase & Warehousing.
3	To enable students to understand Stores Management.
4	To enable students to understand Financial aspects of Materials Management.
5	To sensitise students on the importance of Ethics in Materials Management.

Course Outcomes:

CO1	Understanding	Understand the strategic role of Materials Management from the financial, cost and operational point of views.
CO2	Understanding	Understand of how purchasing function can be considered as a profit centre.
CO3	Understanding	Understand the importance of controlling the costs on materials with ethical balance.
CO4	Evaluating	Evaluate tools & techniques for management of materials (i.e.Inventory Control, Purchasing and Stores)
CO5	Creating	Propose modern & efficient solutions for Material Management in business organization.

Course Outcomes (CO) mapping to AOL goals:

CODE OPN:202	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Individual In Org And Society
Materials Management	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1		2	2	2	
CO2	3		3	2	2	
CO3	3		3	2	2	
CO4	3		3	2	2	
CO5	2		3	2	3	

Course Contents:

Sr. No	Content	CO Mapping to the Topic
1	Materials Management an overview : a) Introduction, b) Importance of Materials Management, c) Objectives of Materials Management, d) Costs involved in the Management of Materials, e) Integrated approach to Materials Management, f) Organizing Materials Management, g) Organization Based on Commodities/Location/function, h) Centralized versus Decentralized materials management. Materials Planning : a) Introduction and factors influencing materials planning, b) Techniques of materials planning, c) Bill-of-Materials, d) Materials Requirement Planning (MRP), e) Past Consumption Analysis Technique.	CO1 CO2
2	Purchasing : a) Purchasing principles, policies, Procedures & Practices, b) Objectives, scope, responsibility and limitations, c) Sources of supply and Supplier selection, d) Vendor development-evaluation and rating, e) Price forecasting, f) Price-cost analysis, g) Negotiations, h) Reciprocity, i) Legal aspects of purchasing, j) Purchase orders/ contracts, k) Method of buying- under certainty, under risk, and under uncertainty.	CO1 CO2
3	Purchasing and Procurement Activities under Materials Management : a) Supplier Quality Assurance Programme, b) Buyer Supplier Relationship, c) Self certified suppliers., d) Elements of procurement cycle. Purchasing of Capital Equipment : a) Significant differences, b) Considerations in evaluation of bids, c) Purchase of used equipment, d) Sources of used equipment, e) Purchase versus lease., f) Role of Purchasing Committees/ Purchase Managers.	CO4
4	International procurement-Imports : a) International commercial terms., b) Import procedures and documentation, c) Categories of importers, d) Identification of foreign sources, e) Payment terms including Letter of credit, f) Types of L/Cs., g) Custom tariff, h) Custom clearance, i) Bill of Lading and other documents.	CO4
5	Classification of Materials : a) Introduction and objectives of classification, b) Basis of classification, c) Classification on the basis of nature of materials., d) Classification on the basis of usability of materials, f) Types of inventories.	CO2 CO3 CO4

6	Materials receipt and Warehousing : a) Introduction and functions of scientific store management, b) Types of stores and benefits of scientific storekeeping, c) Store location and layout, d) Typical layout plans, e) Storing practices and identification of materials, f) Centralization and Decentralization of stores, g) Preservation of materials, h) Issue control. Codification :- a) Introduction, b) Benefits of codification, c) Stages of scientific codification, d) Systems of codification, e) Color coding, f) Bar Coding, g) RFID	CO1
7	Standardization : a) Introduction and different levels of standards (BIS,ISI), b) Various Foreign Standards in use in India, c) How is an Indian standard evolved?, d) Advantages of Standardization, e) Standardization as a tool for variety reduction, f) The Role of Materials Management, (Purchase/Stores) in Standardization/ Variety Reduction.	CO1
8	Obsolete, Surplus and Scrap Management : a) Definition, b) Need for Scrap yard, c) Identification and control, d) Categorization of obsolete/ surplus, e) Control of scrap/ obsolescence, f) Responsibility for disposal, g) Procedures and documentation for disposal of scrap/ obsolete/ surplus, h) Disposal of Hazardous materials.	CO1 CO5
9	Stores Accounting and Stock verification - Importance from the overall business planning : a) Costing of Receipt of Materials, b) Costing of Issues to Production, c) Stock verification, d) Periodic Verification, e) Perpetual Verification, f) Process of Verification.	CO1
10	Ethics in Materials Management : a) Importance of Ethics, b) Business Ethics, c) Ethics in buying, d) Code of ethics, e) Backdoor selling.	CO1
11	Material Handling : a) 20 Principles of Material Handling, b) Palletisation, c) Containerization, d)Transportation Modes / Attributes, e)Transportation mix in Economy, f)Total cost concept in Material.	CO1, CO5

Reference Texts/ Reading Material:

1	Integrated Materials Management by P Gopalakrishnan & C M Sundaresan Publisher: PHI (15 August 2004)
2	Materials and Logistics Management' - Jhamb, L.C., 2003.. <i>EPH</i> ..
3	Introduction to materials management - Arnold, J.T., (8th Edition 2017). Pearson Education India.
4	Material Management - Purchasing, N.N., 1994.. <i>VOL</i> , 33, pp.2-9.
5	Total Quality Management: Text and Cases. - Bhatt, K.S., 2002. Himalaya Publishing House
6	Handbook of materials management - Gopalakrishnan, P. and Haleem, A., 13 Jan 2015. . PHI Learning Pvt. Ltd..
7	Critical study of Risk Assessment tools and Mitigation strategies in Materials Management. - Khedkar, A.P. and Shrigiriwar, S., 2016.
8	Stores Management - K S Menon (Laxmi Publications Pvt Ltd - 2011)

Assessment:

Internal	40%
Semester End	60%

TECHNOLOGY MANAGEMENT & MANUFACTURING STRATEGY:

Semester	:	II-Elective		
Title of the Course	:	Technology Management & Manufacturing strategy-100		
Course Code	:	OPN 203		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

Technology is used to maximise product quality and reduce production costs. Technology was identified as the most important area of manufacturing process decision making, followed by quality assurance and control. Manufacturing strategy is defined as “a sequence of decisions that, over time, enables a business unit to achieve a desired manufacturing structure, infrastructure, and set of specific capabilities”. This subject explains the need for technology management with manufacturing strategy.

Course Learning Objectives:

1	To enable students to understand how technology brings about changes in products and services.
2	To enable students to understand the role of technology for new processes new product development.
3	To sensitise students to the impact of technology on management and manufacturing strategy.

Course Outcomes:

CO1	Understanding	Understand the need for technology management with manufacturing strategy.
CO2	Understanding	Understand how technology can be deployed for the greater good of the existing businesses and new businesses.
CO3	Applying	Demonstrate the changing contours of business due to the technology disruption.
CO4	Applying	Demonstrate the application of technology management in discrete or process manufacturing industry.
CO5	Evaluating	Assess IOT in manufacturing industry using Industry 4.0 reference architecture.

Course Outcomes (CO) Mapping to the AOL goals:

CODE : OPN-203	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
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Technology Management and Manufacturing Strategy	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	3	1	3	3	3
CO2	2	3	2	2	3	3
CO3	3	3	2	2	2	2
CO4	2	3	3	2	2	
CO5	1	3	2	2	3	

Course Contents:

Sr. No	Content	CO Mapping to the Topics
1	Technology Management for new processes of existing products OR New Product Development. Use of Robotics in Manufacturing	CO1 CO2
2	Technology management and Idea Generation for NPD Discovering customer needs Sources for new product ideas Market assessment and value analysis Evaluation of new product ideas and concept testing.	CO4
3	Design For Environment , Design for Logistics, Design for Recycling, Use of 3D printing in NPD, Financial viability.	CO4 CO2
4	Technology Management and Product design Integrated product design for Quality using Quality Function Deployment Design for Reliability, Design for Manufacturability	CO4
5	Use of AI / Robotics in manufacturing, Robotics in Hazardous industries.	CO5
6	Process Choice, Business Implication of process choice, Technology Strategy and applications.	CO1
7	Choice of Machines / Tools / Instrumentations.	CO1
8	Re-skilling for Technology changes and training of workforce	CO2
9	Technology in services - Hotels, Banks, Hospitals etc.	CO2 C4
10	Just-in-Time Manufacturing Principles, Time-based Competition, Customization.	CO5 CO1

11	Mass Customization Market trends, Theory of Constraints (TOC), Basics of TOC, Drum-Buffer-Rope solutions to manufacturing, TOC in project management and supply chain management, use of AI / Robotics.	CO3
12	Disruptive Technologies - Case Study & Presentations	CO2 CO4 CO5

Reference Texts/Reading Material:

1	Chase, R.B., Aquilano, N.J. and Jacobs, F.R., 2008 (?). Operation Management for Competitive Advantage, USA: Mc. <i>GrawHill Inc.</i>
2	Hill, T., 2017. <i>Manufacturing strategy: the strategic management of the manufacturing function</i> . Macmillan International Higher Education.
3	Shank, J.K., 2006. 16 Strategic cost management: upsizing, downsizing, and right (?) sizing. <i>Contemporary issues in management accounting</i> , p.355.
4	Rothaermel, F.T., Published by McGraw-Hill Education; 3 edition (January 11, 2016). <i>Strategic management</i> . McGraw-Hill Education.
5	Goldratt, E.M. and Cox, J., (3rd Revised Edition 2016). <i>The goal: a process of ongoing improvement</i> . Routledge.
6	Operations and Supply Chain Management by Ravishankar, F. Robert Jacobs & Richard B-Chase. Published by : McGraw Hill Education; 14th Edition (1 July 2017)

Assessment:

Internal	40%
Semester End	60%

TOTAL QUALITY MANAGEMENT:

Semester	:	II-Elective		
Title of the Course	:	Total Quality Management- 100 marks		
Course Code	:	OPN 204		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

Total quality management (TQM) describes a management approach to long-term success through customer satisfaction. In a TQM effort, all members of an organization participate in improving processes, products, services, and the culture in which they work.

Course Learning Objectives:

1	To enable students to understand the need and role of Total Quality Management.
2	To build awareness of students on the tools for quality, TEI, JIT & MOC – 7 Tools of problem solving
3	To enable students to understand the relationship of cost and value in a business
4	To enable students to appreciate how to bring about a TQM culture at work place.

Course Outcomes:

CO1	Understanding	Understand the concept of Total Quality Management (Principles and Practice).
CO2	Understanding	Understand the importance of TEI (Total Employee Involvement) / Total Vendor Quality Control Management.
CO3	Applying	Apply tools for Quality Control and Management through case studies.
CO4	Analysing	Compare the relationship of QUALITY and COST in manufacturing and service business.
CO5	Creating	Propose solution to the organization as a part of Quality Improvement Program.

Course Outcome (CO) Mapping to the AOL goals

CODE : OPN- 210	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Total Quality Management	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	1	1	3	3	3
CO2	3	1	2	3	2	2
CO3	2	1	3	2	3	2
CO4	3	2	3	1	2	3
CO5	1	2	3	1	2	2

Course Contents:

Sr. No	Content	CO Mapping to the Topics
1	Current Business scenario. Globalization and need for competitiveness.	CO1
2	TQM Organisation – Start at Top – Bench Marked companies.	CO1 CO4
3	Total employee involvement. How ? Humans are not robots. They are hired for their brains and brawns.	CO2
4	JIT philosophy and understanding VA/NVA.	CO5
5	TQ (Tools) Problem Solving.	CO3 CO5
6	Total Vendor Management - TVQC	CO2
7	Other structured QMS systems like ISO, EMS etc.	CO2 CO3 CO4 CO5
8	Management of change through TQM	CO1
9	Summing up and integrating with all functions.	CO1

Reference Texts/Reading Material:

1	Quality Improvement - Besterfield, D.H., (9th Edition 21 Jan 2012). Pearson Higher Ed.
2	Chronicles of Quality Detective - Dr. Srinivas T Gondhalekar, Payal Sheth Published by : Indus Source Books (7 July 2014)
3	The Management and Control of Quality - Evans, J.R. and Lindsay, W.M., 2005. (6th edi.). <i>South-Western, Mason, OH</i> . Published by South-Western College Pub; 6 edition (April 2, 2004)
4	Total Quality Management - Suganthi, L. and SAMUEL, A., L. 2004. Published by : Prentice Hall India Learning Private Limited; New title edition (2004)
5	Total quality management: Text and cases - Janakiraman, B. and Gopal, R.K., 2006. PHI Learning Pvt. Ltd..
6	Rethinking the fifth discipline: Learning within the unknowable - Flood, R.L., (ebook 2002) (1st Edition 1999). . Routledge.

Assessment:

Internal	40%
Semester End	60%

PRODUCTIVITY TECHNIQUES:

Semester	:	II- Elective		
Title of the Course	:	Productivity Techniques- 100 Marks		
Course Code	:	OPN 205		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

This subject covers various approaches for the measurement of productivity planning & conditions improvement and how to convert to one of the competitive dimension of the business.

Course Learning Objectives:

1	To understand importance, scope and application of productivity, comparison between Production and Productivity.
2	To understand linkage of the productivity concept between individual, departments & functions, sectors of economy, (National and Global)
3	To understand various approaches for the measurement of productivity planning & conditions improvement and how to convert to one of the competitive dimension of the business.
4	To understand productivity technique as a system approach.

Course Outcomes:

CO1	Understanding	Understand the importance and scope of productivity.
CO2	Applying	Apply of models of productivity- total productivity measures, total factor productivity measures, partial productivity measures, composite productivity measures.
CO3	Analysing	Analyse the concept of productivity from individual, department wise & functional areas wise by way of comparison method.
CO4	Evaluating	Compare productivity with respect to the industry sectors and national as well as international economic conditions.
CO5	Evaluating	Assess the industry & generate plenty of ideas for improving productivity combined with flexibility by using productivity techniques.
CO6	Creating	Elaborate techniques and concepts used to raise the productivity of a manufacturing unit through continuous improvement project, resulting reduction in manufacturing cost besides optimizing production resources.

Course Outcomes (CO) Mapping to the AOL goals:

CODE : OPN-205	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Individual In Org And Society
Productivity Techniques	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	2	1	2	3	2
CO2	2	1	2			1
CO3	2	1	3		3	2
CO4			3		3	
CO5	3	1	3	2	2	3
CO5	1	2	3	2	1	2

Course Contents:

Sr. No	Content	CO Mapping to the Topic
1	Concept of productivity application in manufacturing and service industries and different functional areas. Production Vs. Productivity.	CO1
2	Measurement of productivity : Understanding improvement cycle importance of measurement like partial total factor multifactor and their applications for analysis measurement of resource production. Productivity of every resource, manpower, Time, Capital employed, Machines, Energy, Space and Management.	CO1 CO2
3	Various Approaches to production : Classic ILO approach, Kaizen/TQC approach, BPR & Productivity.	CO1
4	Application of new/old techniques lectures of productivity improvement & application in all area of management : JIT & Lean type of production system, ERP - Optimization., TQM ISO quality systems, B.P.R. & Productivity.	CO5 CO6
5	Work study : 1.Method study, 2.Motion & Time study / PMTS / MTM, 3.Works measurement, 4.Objectives, method, application.	CO5 CO6
6	Value analysis & Value Engineering : 1.Concept, 2.Difference, 3.Procedure used, 4.Importance in today's business environment, 5. Various application functional areas for Product process and system.	CO1 CO6
7	People/ Enrolment/ Participation : 1.Quality circles, 2.Group kaizen, 3.Suggestion schemes, 4.Suggestion schemes, 5.Small group involvement. S.M.E.D.	CO5 CO6
8	Productivity of indirect areas : Like stores, material handling, retail transportation, inspection, hotels, restaurants etc.	CO4

9	Creative techniques : 1.Brain storming, 2.Whole brain thinking, 3.Nominal group, 4.Use in creative problem solving.	CO5 CO6
10	Ergonomics & Productivity : 1.Concept design of work place to suit human being use of anthropometric data principles of motion economy effect of environment of productivity, 2. Design of work stations use in connection with process observation, 3.Concept of muri and limitation.	CO5 CO6
11	Learning curves Concept, application, Quantitative, estimation, limitation.	CO1
12	Incentives Schemes : Financial, Non financial, various incentive schemes based on the group, profit sharing systems, result oriented schemes, calculation of incentive index, pitfalls of incentives schemes, oriented schemes, 5.Calculation of incentive index.	CO3
13	Various models of productivity : Sumanths total productivity model (Coverage/Efficiency factors) , Sumanths five pronged model, Merican productivity model, Sink Multi factor model, Application by numerical. PMTS/MTM methods coverage and efficiency factors.	CO1 CO2

Reference Texts/Reading Material:

1	Productivity Techniques : By Dr. Uday Salunkhe & Dr. Srinivas Gondhalekar, Himalaya Publishing House, (2008 edition)
2	TQM : By Shridhar Bhat, Himalaya Publishing House (2011 ?) (2010 edition)
3	Productivity Techniques : By Shirke, Bombay Vipul Prakashan ?
4	ILO Workstudy - Any Edition
5	Schermerhorn J.R., Management for productivity Published by : John Wiley & Sons; 3rd Edition (February 14, 1994)
6	Prokopenko, J., <i>Productivity management: A practical handbook</i> . Published by : International Labour Organization, 1987
7	Sink, D.S., 1985. <i>Productivity management: planning, measurement and evaluation, control, and improvement</i> . John Wiley & Sons.

Assessment:

Internal	40%
Semester End	60%

INFORMATION TECHNOLOGY FOR MANAGEMENT:

Semester	:	II-Elective (Cross Functional)		
Title of the Course	:	Information Technology for Management- 100 Marks		
Course Code	:	TEC 201		
Credits	:	4	Duration	: 40 hours

Introduction of the Subject:

During the past decade, computers and communications technologies have proliferated in offices and homes. Organizations distribute the responsibility for technology to all levels of management and to different geographic locations. As a result, managers from supervisor to CEO encounter information technology on a daily basis. Every day managers make decisions that determine how much value the firm obtains from its investment in technology.

Organizations have the opportunity to become more efficient and competitive. Skilled and creative managers are required to accomplish these goals. This subject gives an overview of the developments in the technology, IT solutions, emerging technologies which are useful to carry out business.

Course Learning Objectives:

1	To familiarise students to the key business processes in all key functional areas of an organization
2	To familiarise/Review Digital and Emerging Technologies so that students have a basic understanding about each technology and are able to visualize use cases of these technologies within their chosen specialization areas – Students would also be exposed to a typical technology infrastructure that should exist in a contemporary enterprise.
3	To familiarise students to the notion of a Digital Business and the elements which drive the same.
4	To familiarise students to a wide variety of IT solutions which can help support every function in the organization

Course Outcomes:

CO1	Understanding	Understand about Information Technology.
CO2	Understanding	Understand its use in the organizations, Business for the overall progress of the company.
CO3	Understanding	Understand use of cases for a given technology in their functional specialization.
CO4	Applying	Apply information technology in a suitable diagram to represent the flow of a business process.
CO5	Applying	Create a vision for digital business in a given industry vertical or specialization.

Course Outcome (CO) Mapping to the AOL goals:

CODE :	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Information Technology for Management	PO1	PO2	PO3	PO4	PO5	PO6
CO1		2	2	2	2	
CO2		2	3		2	
CO3		1	3	3		1
CO4		3	2	3		2
CO5	3	2	3	2		3

Course Contents:

Sr. No.	Content	CO Mapping to the Topic
1	Business processes– An overview of all major business processes in all the 4 functional areas viz Marketing, Finance, Operations and HR – The purpose is to enable a student to be able to describe a business process in his/her chosen specialization – eg an HR student should be able to draw a flow diagram to depict the flow of work in a recruitment process. Screenshots or demo of a software product such as Accounting or an ERP would help.	CO2, CO3
2	Overview of Technology and Infrastructure: It would be ideal to describe the IT Infrastructure of a typical mid-sized organization including the server farm, the network infrastructure (including wi-fi access points) and Software and application infrastructure such as email servers etc – the discussion can then move to technology platforms (proprietary& open source) for each of the infrastructure components. This could include OS Platforms, Software Development platforms	CO2, CO3
3	Overview of Contemporary and emerging Technologies: The Gartner Hype Curve for Emerging Technologies should be discussed to highlight some of the contemporary technologies. These in the present day context could include rf-id/ QR codes, Analytics, Machine Learning, Block chain, IOT, AR/VR etc – focus is to understand what these are and broadly how do they work	CO2, CO3
4	Contemporary Technology Solutions: Marketing, Finance, HR, Operations Here the discussion would be around Enterprise solutions, portals, dashboards/ visual analytics solutions and other specific solutions for each of the functional areas mentioned above. Also the use case cases on contemporary/emerging technologies In the functional areas.	CO3

5	Digital Transformation: What is Digital Transformation? Blueprinting, Digital Transformation Journey, Frameworks for Digital Transformation & IT Strategy – Frameworks such as those presented by KPMG could be used. The emphasis being to help the student to think about an existing organization from a completely digital point of view. The ability to visualize such an organization and the key drivers and business case for it and the possible impact of such a digital transformation and the transition towards its final form needs to be discussed.	CO5
6	Writing a Business Case for an Technology Initiative Technology initiatives are fairly large and also in many cases affect core aspects of a business. It has therefore become necessary to write a meaningful justification note called the Business Case which projects the outcomes of the initiative not merely in operational KPIs but also in terms of business impacts.	CO3, CO4
7	Overview of Information Security and Cyber-security With increasing emphasis on Digital transformation, and the vast amount of data collected through various digital channels security and privacy are becoming important. The discussion here is to understand the risks and threats in the digital world and the possible solutions. The importance of Process standards such as the GDPR, the IT Act , ISO 27000 etc as well as governance principles need to be highlighted.	CO5, CO6
8	Case Studies and Presentations The cases could cover any or all aspects mentioned above. Student Presentations could include use cases of technologies in contemporary/emerging areas.	CO1, CO2, CO3, CO4, CO5, CO6

Reference Texts/Reading Material:

1	J.P. Management Information Systems: Managing the Digital Firm. Laudon, K.C. and Laudon (Harlow: Pearson, 2015) 14th edition
2	Business Analysis: solving business problems by visualizing effective processes and it solutions, Dr.Pradeep Pendse, PHI Learning, 2nd Edition. 2016.

Assessment:

Internal	40%
Semester End	60%

FINANCE ELECTIVES

INTERNATIONAL FINANCE:

Semester	:	II - Elective		
Title of the Course	:	International Finance- 100 Marks		
Course Code	:	FIN 204		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

The subject of international finance deals with Balance of payments, trade financing methods, economic perspectives of various financial crisis, Functions of WTO etc. The need for studying the subject arises in view of changing global financial aspects/ situations. The subject enables students to apprise himself of latest developments in international finance.

Course Learning Objectives:

1	To learn the concepts and terminology related to fundamentals of international finance, foreign exchange markets etc.
2	To identify the dynamics underlying the global economic environment, trade policies and barriers, cross-border flows of capital.
3	To understand the regulatory framework for financing international operations.
4	To prepare the students for online work experience in banks and corporate in the area of banking.

Course Outcomes:

CO1	Understanding	Understand concepts used in international finance.
CO2	Understanding	Understand the nuances of derivative products like forwards, currency options and futures.
CO3	Understanding	Understand the global perspective of international finance.
CO4	Analysing	Examine the impact of economic/currency crisis on the health of the economy.
CO5	Understanding	Understand real exchange rate, real effective exchange rate, price of foreign currency in relation to domestic currency based on parameters.

Course Outcome (CO) Mapping to the AOL goals:

CODE : FIN 204	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
International Finance	PO1	PO2	PO3	PO4	PO5	PO6
CO1			3		3	
CO2			3		3	
CO3			3		3	
CO4			3		3	
CO5			3		3	

Course Contents:

Sr. No	Content	CO Mapping to the Topic
1	Introduction to International Finance - International Flow of funds.	CO1,CO3
2	Balance of Payments - Concepts, Terminologies, Surplus, Deficits - Impact on the economy.	CO2,CO3
3	Foreign Exchange Markets, Exchange Rate Determination, Currency Derivatives and Risk Management.	CO3,CO4
4	International Monetary System - Prior to 1945, 1946-1971 and post 1971.	CO3
5	International Trade Finance -Methods of payment, Letter of Credit and Guarantee, Buyers Credit and Suppliers Credit.	CO3
6	Export Finance - Insurance, Pre and Post Shipment finance.	CO5
7	Economic Perspectives of various financial crisis, country risk.	CO4
8	International Capital Markets.	CO3
9	Case Study Analysis & Presentations	CO1, CO2, CO3, CO4, CO5

Reference Texts/Reading Material:

1	Shapiro, A.C., <i>Multinational financial management</i> . Published by : John Wiley & Sons - 10th Edition November 2013).
2	Vij, M., 2005. The determinants of country risk analysis: an empirical approach. <i>Journal of Management Research</i> , 5(1), p.20.
3	Apte, P.G., <i>International financial management</i> . (Published by : McGraw Hill

	Education; 6th Edition (25 July 2011)
4	Chandra, P., 2011. <i>Financial management</i> . Published by : Tata McGraw-Hill Education. (8 Edition (4 May 2011)
5	Clark, E., 2002. <i>International finance</i> . Published by Cengage Learning EMEA; 2nd edition (June 20, 2002)
6	Jeff Madura, International Financial Management, (Published by Cengage Learning 13th Edition 1 Jan 2017) .
7	Anders Grath, Handbooks of International Trade & Finance (Published by : Kogan Page; 4th Edition (28 August, 2016)
8	Ian H Giddy - Global Financial Markets AITBS Publisher and Distributors, Delhi 1997.
9	Geert Bekaert & Rober J Hodrick - International Financial Management - PHI Learning Private Ltd - By Pearson (2nd Edition - 27 August, 2013).

Assessment:

Internal	40%
Semester End	60%

FUNDAMENTALS OF FINANCIAL MARKETS & BANKING:

Semester	:	II-Elective		
Title of the Course	:	Fundamentals of Financial Markets & Banking- 100 Marks		
Course Code	:	FIN 205		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

Financial Markets and System plays a vital role in capital formation and economic growth. Fundamentals of Banking are designed to give an understanding about the broad functions of the commercial banks. This course aims to equip students with various concepts of broad Financial System including Banking. The course would also cover the broad areas of the risks in the financial and banking system.

Course Learning Objectives:

1	To provide a broad exposure and knowledge of Indian Financial Market and various Financial Instruments including derivatives, latest developments.
2	To provide an overview of role of commercial banks in economic growth.
3	To sensitise students on the fundamental concepts of Retail and Wholesale Banking, Priority Sector Credit and Business Development processes.

Course Outcomes:

CO1	Understanding	Understand the Indian financial system, financial markets and instruments.
CO2	Understanding	Explain the importance of the insurance sector and mutual funds in the economy and insurance and mutual fund products.
CO3	Applying	Solve problems on bond prices, yields of fixed income securities and derivatives with respect to their role in risk management.
CO4	Understanding	Understand commercial banking, role of banks in economic growth and bank assets and liabilities
CO5	Understanding	Explain credit appraisal and monitoring by banks and the importance of priority sector lending and financial inclusion.

Course Outcomes (CO) Mapping to the AOL goals:

CODE : FIN 205	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Fundamentals of Financial Markets & Banking	PO1	PO2	PO3	PO4	PO5	PO6
CO1			2	1	1	
CO2			2	1		
CO3			2	1		
CO4			2	1		
CO5			2	1		

Course Contents:

Sr. No	Content	CO Mapping to the Topic
1	Introduction to International Finance - International Flow of funds.	CO1,CO3
2	Balance of Payments - Concepts, Terminologies, Surplus, Deficits - Impact on the economy	CO2,CO3
3	Foreign Exchange Markets, Exchange Rate Determination, Currency Derivatives and Risk Management.	CO3,CO4
4	International Monetary System - Prior to 1945, 1946-1971 and post 1971.	CO5
5	International Trade Finance -Methods of payment, Letter of Credit and Guarantee, Buyers Credit and Suppliers Credit.	CO3
6	Export Finance - Insurance, Pre and Post Shipment finance.	CO5
7	Economic Perspectives of various financial crisis, country risk.	CO4
8	International Capital Markets.	CO3
9	Presentation by groups on the topics taught	CO1,CO2, CO3,CO4, CO5
10	Case study Analysis	CO1,CO2, CO3,CO4, CO5

Reference Texts/Reading Material:

1	Fundamentals of Financial Management by Brigham & Houston (B & H) - (14th Edition - 1 January, 2015) - Cengage Learning
2	Financial Institutions and Markets by Meir Kohn (FIM) - (2nd Edition - 3rd July, 2003) Published by: Oxford University Press.
3	Indian Financial System by Bharati V. Pathak (IFS) - (5th Edition- 2 Jan, 2018) Published by : Pearsons

4	Options, Futures and other Derivatives by John C. Hull & Sankarshan Basu (OFD) - (10th Edition - 30 May 2018) by Pearson Publications.
5	IC 33 Life Insurance - Insurance Institution of India.
6	IC 34 General Insurance - Insurance Institution of India.
7	Websites like www.policybazaar.com etc.
8	Websites like www.amfiindia.com (Association of Mutual Funds)
9	Tit Bits (GB) - Chapter 6,23,24,26,27, BBF Chapter - 1 Published by Himalaya Publishing House (2014 Edition), MBFS - Chapter 13 Published by Pearson (2018 Edition)
10	RBI website www.rbi.org.in, MBFS - Chapter 2 Section III Published by Pearson (2018 Edition)

Assessment:

Internal	40%
Semester End	60%

BEHAVIOURAL FINANCE:

Semester	:	II – Elective		
Title of the Course	:	Behavioral Finance- 100 Marks		
Course Code	:	FIN 206		
Credits	:	4	Duration	: 40 Hours

Introduction of the subject:

Behavioral finance is the study of the influence of psychology on the behavior of investors or financial analysts. It also includes the subsequent effects on the markets. It focuses on the fact that investors are not always rational, have limits to their self-control, and are influenced by their own biases.

Course Learning Objectives:

1	To learn about how individuals and firms make financial decisions, and how those decisions might deviate from those predicted by traditional financial or economic theory.
2	To explore the existence of psychological biases in financial decision-making, and examine the impacts of these biases in financial markets and other financial settings.
3	To learn about how the insights of behavioral finance complements the traditional finance paradigm.
4	To introduce students to behavioural and experimental methodologies used in finance, economics and other disciplines.

Course Outcomes:

CO1	Understanding	Understand psychological biases in financial decision-making.
CO2	Understanding	Understand the impact of these biases in financial markets and other financial settings.
CO3	Understanding	Identify various insights of behavioral finance complements the traditional finance paradigm.
CO4	Understanding	Understand behavioural methodologies used in finance, economics and other disciplines.
CO5	Understanding	Understand behavioural methodologies used in finance, economics and other disciplines.

Course Outcomes (CO) Mapping to the AOL goals:

CODE : FIN-206	Leadership	Innovation	Critical And Analytical Thinking	Communicat ion Skills	Global Perspective	Role Of Self In Org And Society
Behavioral Finance	PO1	PO2	PO3	PO4	PO5	PO6
CO1			3	2		
CO2			3	2		
CO3			3	2		
CO4			3	2		
CO5			3	2		

Course Contents:

Sr. No	Content	CO Mapping to the Topic
1	Investment Decision Cycle: Judgment under Uncertainty, Cognitive information perception, Peculiarities (biases) of quantitative and numerical information perception, Weber law, Subjective probability, Representativeness, Anchoring Asymmetric perception of gains and losses framing and other behavioral effects, Exponential discounting, Human economic behavior, Discount factors for short and long horizons, Experimental measurement of the discount factor, Hyperbolic discounting.	CO1,CO2
2	Utility/ Preference Functions : Expected Utility Theory [EUT] and Rational Thought, Decision making under risk and uncertainty, Expected utility as a basis for decision-making, Theories based on Expected Utility Concept, Decision making in historical prospective, Allais and Ellsberg's Paradoxes, Rationality from an economics and evolutionary prospective, Herbert Simon and bounded rationality, Investor rationality and market efficiency, Empirical data that questions market efficiency	CO1,CO2
3	Behavioral Factors and Financial Markets : The Efficient Markets Hypothesis, Fundamental Information and Financial Markets, Information available for Market Participants and Market Efficiency, Market Predictability, The Concept of limits of Arbitrage Model, Asset management and behavioral factors, Active Portfolio Management, Return statistics and sources of systematic underperformance, Fundamental Information, Technical Analysis, and Behavioral Factor,	CO1,CO2
4	External Factors and Investor Behavior: Emotional content of news articles and their correlation with market dynamics, Social trends and market dynamics: music, fashion, demographics – Active portfolio management, The source of the systematic underperformance. Fundamental information and technical analysis, The case for psychological influence.	CO4,CO5

5	External Factors and Investor Behavior : Weather, Emotions, and Financial Markets: Sunshine, Geomagnetic Activity, Mechanisms of the External Factor influence on risk perception and attitudes, Connection to human psychophysiology and emotional regulation - Misattribution as a mechanism for externals factors influence, Statistical methodology for capturing the effects of external influence onto stock market returns	CO4,CO5
6	Behavioral Corporate Finance : Behavioral factors and Corporate Decisions on Capital Structure and Dividend Policy, Capital Structure dependence on Market Timing, Timing of Good and Bad Corporate News Announcement, Mergers and Acquisitions and the Winner's Curse, M&A waves and market timing, IPO underpricing, Systematic excessive optimism and Over confidence in managers' decisions., Company Name and its Market value - Sunk costs and mental accounting, Evolutionary explanations for behavioral effects, Evidence from behavioral game theory, Systematic approach to using behavioral factors in corporate decision making	CO4
7	Emotions and Decision : Making: Experimental measurement of risk-related, Measuring Risk, Emotional mechanisms in modulating risk-taking attitude, Neurophysiology of risk taking., Personality traits and risk attitudes in different domains, Evolutionary prospective and emotions. Proximal and ultimate mechanisms framework, Making decisions with "play" and real money, Modulating altruistic behavior by utilizing the essentials of the specific proximal mechanisms, Emotions and rationality - Antonio Damasio and somatic markers	CO5
8	Financial Planning and Behavioral Finance : Measuring Risk Averseness of Investor., Use for various test for understanding types of investor, Designing financial products keeping in mind investor traits	CO5

Reference Texts/Reading Material:

1.	Forbes, W., Published by : John Wiley & Sons. (1st Edition - 2009). <i>Behavioral finance</i> .
2.	Sulphrey, M.M., <i>Behavioral finance</i> . Published by : PHI Learning Pvt. Ltd.. (1st Edition - 1st Sept. 2014)
3.	Parikh, P., <i>Value investing and behavioral finance</i> . Published by : Tata McGraw-Hill Education. (15 April, 2009 Edition)
4.	Value Investing and Behavioral Finance by Suyash Bhatt Published by : Packt (21 June 2013 Edition)

Assessment:

Internal	60 %
Semester End	40%

ANALYSIS OF FINANCIAL STATEMENTS:

Semester	:	II-Elective		
Title of the Course	:	Analysis of Financial Statements- 100 Marks		
Course Code	:	FIN 207		
Credits	:	4	Duration	: 40 Hours

Introduction of the subject:

Financial statement analysis is the process of analyzing a company's financial statements for decision-making purposes. External stakeholders use it to understand the overall health of an organization as well as to evaluate financial performance and business value. Internal management use it as a monitoring tool for managing the finances.

Course Learning Objective:

1	To highlight important relationships between items in the financial statements. Financial Statement analysis embraces the methods used in assessing and interpreting the results of past performance and current financial position as they relate to particular factors of interest in investment decisions. It is an important means of assessing past performance and in forecasting and planning future performance.
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Course Outcomes:

CO1	Understanding	Understand Financial statement analysis.
CO2	Understanding	Understand its use to different users and decision makers.
CO3	Understanding	Understand advance accounting concepts.
CO4	Analysing	Analyse Financial Statements.
CO5	Evaluating	Interpret Financial Statements.

Course Outcomes (CO) Mapping to the AOL goals:

CODE : FIN-207	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Analysis of Financial Statements	PO1	PO2	PO3	PO4	PO5	PO6
CO1			3	2		
CO2			3	2		
CO3			3	2		
CO4			3	2		
CO5			3	2		

Course Contents:

Sr. No	Content	CO Mapping to the Topic
1	Economy-Industry-Company Analysis : Top-down and bottom-up approach. Different macro-economic variable inflation rates, Interest rates, Commodities exchange rates and their impact on equity markets.	CO1,CO2,CO3
2	Assessing Business Performance : Revision of Balance Sheet and P&L statement fundamentals : Indian Accounting Standards, Indian Accounting Standard vs US GAAP, Operational efficiency ratios (Gross Profit, Net Profit margins and various turnover ratios), Liquidity ratios - Current Ratio/Acid Test ratio, Profitability ratios, Valuation Ratios, • EPS/ ROE/ ROCE/ Total Shareholder returns, Linkages between ROE & ROCE & optimal capital structure and determinants of PE multiple, Price to book value, EV/EBDITA multiple, EVA, MVA. Capitalization ratios - Debt Equity, Debt to Assets, Du-pont Analysis, Coverage ratios and credit analysis and ratings (The emphasis will be on correct interpretation and correct measurement i.e. with necessary accounting adjustments for these ratios).	CO1,CO2,CO3
3	Cash Flow Analysis : Measuring operating/financing and investing Cash Flows, Cash Flows and life cycle state of a company, Cash Flows and financial flexibility (linkages to dividend policy and over retention of profits).	CO1,CO2,CO3
4	Industry Specific Ratios : Analysis of Performance of a FMCG Company, Analysis of Performance of an IT Company, Analysis of Performance of a Banks under CAMEL framework.	CO4,CO5
5	Free Cash Flows to Equity / Firm : From earnings to free cash flows, Adjustment from standard accounting to correctly measure free cash flow, Capitalization leasing expense and R&D expenditure, correct treatment for amortization expense and deferred taxes, Measuring correct ROE & ROC after adjusting for inter-corporate investments, Implication of the above mentioned adjustments on fundamental valuations / company and PE or Price / Book Value or EBDITA multiple.	CO4,CO5
6	Forecasting Free Cash Flow to Equity (FCFE) and Free Cash Flow to Firm (FCFF) and Security Valuation.	CO4,CO5
7	Valuation of a Company: Discounted cash flows, Terminal value, Equity value multiples.	CO4,CO5
8	Introduction to Advance Accounting Concepts : Mergers & Acquisitions, Consolidation of balance sheets, Deferred Taxes, Minority interest, NOPAT and adjustments to NOPAT from EVA perspective to measure correct economic cash flows, Economic value added (EVA) and linkages between value of a company and EVA, Equity Analysis, Stock Splits and Buy back, Managing Productivity of Corporate Capital, Composite Index for measuring productivity.	CO3,CO4, CO5
9	Analysis & interpretation of "Auditor's Report as well as Notes Forming part of the accounts with special reference to Disclosures , Disclaimers & Qualifications of the Auditors in the Financial Statements & "Understanding of Chairman's letter, Directors' Report.	

Reference Texts/Reading Material:

1	Fundamentals of Financial Management by Brigham & Houston - (14th Edition - 1st Jan, 2015) Published by : Cengage Learning
2	Principles of Corporate Finance - Myers, Brealey & Franklin Allen Published by: McGraw Hill Education; 11th Edition (1st July 2017)
3	Financial Management - M.Y. Khan and P K Jain - Published by : McGraw Hill Education; 7th Edition (1st July 2017)
4	Financial Management - Prasanna Chandra - Published by McGraw Hill Education; 9th Edition (1st July 2017)
5	Fundamentals of Financial Management - James Van Horne - Published by : Financial Times / Prentice Hall; 13th Edition (4th November 2008)

Assessment:

Internal	40%
Semester End	60%

INFORMATION TECHNOLOGY FOR MANAGEMENT:

Semester	:	II – Elective (Cross Functional)	
Title of the Course	:	Information Technology for Management- 100 Marks	
Course Code	:	TEC 201	
Credits	:	4	Duration : 40 hours

Introduction of the Subject:

During the past decade, computers and communications technologies have proliferated in offices and homes. Organizations distribute the responsibility for technology to all levels of management and to different geographic locations. As a result, managers from supervisor to CEO encounter information technology on a daily basis. Every day managers make decisions that determine how much value the firm obtains from its investment in technology. Organizations have the opportunity to become more efficient and competitive. Skilled and creative managers are required to accomplish these goals. This subject gives an overview of the developments in the technology, IT solutions, emerging technologies which are useful to carry out business.

Course Learning Objectives:

1	To familiarise students to the key business processes in all key functional areas of an organization
2	To familiarise/Review Digital and Emerging Technologies so that students have a basic understanding about each technology and are able to visualize use cases of these technologies within their chosen specialization areas – Students would also be exposed to a typical technology infrastructure that should exist in a contemporary enterprise.
3	To familiarise students to the notion of a Digital Business and the elements which drive the same.
4	To familiarise students to a wide variety of IT solutions which can help support every function in the organization

Course Outcomes:

CO1	Understanding	Understand about Information Technology.
CO2	Understanding	Understand its use in the organizations, Business for the overall progress of the company.
CO3	Understanding	Understand use of cases for a given technology in their functional specialization.
CO4	Applying	Apply information technology in a suitable diagram to represent the flow of a business process.
CO5	Applying	Create a vision for digital business in a given industry vertical or specialization.

Course Outcomes (CO) mapping to the AOL goals

CODE :	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society	Cognitive level as per Bloom's Taxonomy
Information Technology for Management	PO1	PO2	PO3	PO4	PO5	PO6	
CO1		2	2	2	2		2
CO2		2	3		2		2
CO3		1	3	3		1	2
CO4		3	2	3		2	3
CO5	3	2	3	2		3	3

Course Contents:

Sr. No.	Content	CO Mapping to the Topics
1	Business processes– An overview of all major business processes in all the 4 functional areas viz Marketing, Finance, Operations and HR – The purpose is to enable a student to be able to describe a business process in his/her chosen specialization – eg an HR student should be able to draw a flow diagram to depict the flow of work in a recruitment process. Screenshots or demo of a software product such as Accounting or an ERP would help.	CO2,CO3
2	Overview of Technology and Infrastructure: It would be ideal to describe the IT Infrastructure of a typical mid-sized organization including the server farm, the network infrastructure (including wi-fi access points) and Software and application infrastructure such as email servers etc – the discussion can then move to technology platforms (proprietary& open source) for each of the infrastructure components. This could include OS Platforms, Software Development platforms	CO2,CO3
3	Overview of Contemporary and emerging Technologies: The Gartner Hype Curve for Emerging Technologies should be discussed to highlight some of the contemporary technologies. These in the present day context could include RFID/ QR codes, Analytics, Machine Learning, Block chain, IOT, AR/VR etc – focus is to understand what these are and broadly how do they work	CO2, CO3
4	Contemporary Technology Solutions: Marketing, Finance, HR, Operations Here the discussion would be around Enterprise solutions, portals, dashboards/ visual analytics solutions and other specific solutions for each of the functional areas mentioned above. Also the use case cases on contemporary/emerging technologies In the functional areas.	CO3

5	Digital Transformation: What is Digital Transformation? Blueprinting, Digital Transformation Journey, Frameworks for Digital Transformation & IT Strategy – Frameworks such as those presented by KPMG could be used. The emphasis being to help the student to think about an existing organization from a completely digital point of view. The ability to visualize such an organization and the key drivers and business case for it and the possible impact of such a digital transformation and the transition towards its final form needs to be discussed.	CO5
6	Writing a Business Case for an Technology Initiative Technology initiatives are fairly large and also in many cases affect core aspects of a business. It has therefore become necessary to write a meaningful justification note called the Business Case which projects the outcomes of the initiative not merely in operational KPIs but also in terms of business impacts.	CO3,CO4
7	Overview of Information Security and Cyber-security With increasing emphasis on Digital transformation, and the vast amount of data collected through various digital channels security and privacy are becoming important. The discussion here is to understand the risks and threats in the digital world and the possible solutions. The importance of Process standards such as the GDPR, the IT Act , ISO 27000 etc as well as governance principles need to be highlighted.	CO5, CO6
8	Case Studies and Presentations The cases could cover any or all aspects mentioned above. Student Presentations could include use cases of technologies in contemporary/emerging areas.	

Reference Texts/Reading Material:

1	J.P. Management Information Systems: Managing the Digital Firm. Laudon, K.C. and Laudon (Harlow: Pearson, 2015) 14th edition
2	Business Analysis: solving business problems by visualizing effective processes and it solutions, Dr.Pradeep Pendse, PHI Learning, 2nd Edition. 2016.

Assessment:

Internal	40%
Semester End	60%

HUMAN RESOURCE MANAGEMENT ELECTIVES

HUMAN RESOURCE PLANNING:

Semester	:	II - Elective		
Title of the Course	:	Human Resource Planning- 100 Marks		
Course Code	:	HR 202		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

Human resource planning (HRP) is the continuous process of systematic planning ahead to achieve optimum use of an organization's most valuable asset—quality employees. Human resources planning ensures the best fit between employees and jobs while avoiding manpower shortages or surpluses.

Course Learning Objectives:

1	To generate learning as to why there is need for Workforce Planning –Global and Local- and the related factors that encourage/discourage global mobility.
2	To develop knowledge of different models in Workforce planning- Quantitative & Qualitative approaches, including Forecasting.
3	To generate learning as to how organisations, (India and Global) are optimizing their workforce: (Permanent, Outsourced/Contingent, Contractual & Temporary, Expatriates, Inpatriates , Gig, Freelancers etc)
4	To provide perspective on the influence and impact of AI, Machine Learning , Deep Learning, Robotics on Workforce levels and mix

Course Outcomes:

CO1	Understanding	Understand the concepts and approaches to Workforce Planning.
CO2	Understanding	Understand the HRP processes, including sub processes, stages & techniques.
CO3	Understanding	Understand the changing external environment, stakeholders.
CO4	Applying	Plan internal approaches to be relevant and aligned.
CO5	Analysing	Examine soft and hard data, identify patterns & prepare MIS reports.

Course Outcomes (CO) Mapping to the AOL goals:

CODE : HR 202	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society	Cognitive Level as per Bloom's Taxonomy
HR Planning	PO1	PO2	PO3	PO4	PO5	PO6	
CO1	1	2	2	1	2	1	2
CO 2	2	2	3	2	2	2	2
CO3	2	2	2	1	2	1	2
CO4	2	3	3	1	2	1	3
CO5	2	2	3	3	2	1	4

Course Contents:

Sr. No	Content	CO Mapping to the Topic
1	Introduction- Workforce Planning, Basis for WP, Meaning and objectives of WP, alignment and linkages with Strategic Planning, Operational Planning, Productivity and setting standards, Global Mobility, Automation	CO1, CO2
2	Work Force Planning and Forecasting – Demand forecasting, Supply forecasting, Mobility options, Redeployment, Rightsizing . Workforce numbers and Costs, Company Budget/P&L – determining right mix of different types of workforce profiles.	CO1, CO2
3	Optimising Workforce Costs, applying Modelling: Why and how of Qualitative & Quantitative Models/ approaches – Managerial Judgment, Organisation & Methods Study, Statistical Methods (Ratio/Trend Analyses, Regression Analysis, Burek –Smith Model, Delphi, Nominal, Markov chain models, Renewal Models , Ecological Model, Network Models, Simulations	CO1, CO2, CO3, CO4
4	Macro-Economic conditions and Work Force Planning : Unemployment, Employment, Underemployment, Unemployability rates : Market conditions- wages/salaries- India and Global	CO1, CO2, CO3,
5	Human Capital Management and Investment approach based workforce Planning	CO1, CO2, CO3, CO4
6	Job Analysis and its relationship with HRM processes: Job Design, Roles, Job Descriptions, Job Specifications, Person specifications, Legal issues and Job Analysis, Modeling competencies.	CO1, CO2, CO3, CO4
7	International Staffing & Global Mobility.	CO1, CO2, CO3, CO4

8	HR Planning and Performance Management	CO1, CO2, CO3, CO4, CO5
9	HR Planning and Total Rewards Management- Approach, Philosophy, Organisational imperatives International Compensation- Expatriation, In-patriation, including Taxation- India and Global	CO1, CO2, CO3, CO4, CO5
10	HR Planning and Employee Performance Development- Assessment of ROI: Employee Development investments- Make v/s Buy choice.	CO5
11	HR Planning & Ethical challenges: Equal Opportunity, Methods of selection, Discrimination, Data protection/privacy, Diversity and Inclusion, Conflicts of Interest)	CO5
12	HR Planning and Character/Reputation building- Values, Mission/Vision alignment, Corporate Governance, whistle blowing, Ombudsman, POSH, Work Ethics.	CO1, CO2, CO3, CO4

Reference Texts/Reading Material:

1	Bhattacharyya, D.K., <i>Human resource planning</i> . Published by : Excel Books India. 2nd Edition - 31 May 2012)
2	Sekhri, A. (2010) <i>Human Resource Planning And Human Resource Auditing</i> . Published by : Himalaya Publishing House; 1st Edition (2016)
3	Haldar, U.K., <i>Human resource development</i> . Published by: Oxford University Press (2nd January 2009 Edition)
4	Mor Barak, Michalle E. - <i>Managing Diversity: Toward a Globally Inclusive Workplace</i> . Published by : <i>SAGE Publications Inc; 4th Edition (27 October 2016)</i>
5	Reddy, M.S., 2005. <i>Globalisation and Manpower Planning</i> . Discovery Publishing House. ?
6	Rothwell, W.J. and Kazanas, <i>Planning and managing human resources: strategic planning for human resources management</i> . Human Resource Development. Published by : HRD Press, Inc.; 2nd Edition (13th June, 2014)
7	HR Transformation- Ulrich, Brockbank & others- McGraw Hill Publishing - 1st Edition (16th August, 2009)

Assessment:

Internal	40%
Semester End	60%

COMPENSATION AND BENEFITS:

Semester	:	II - Elective		
Title of the Course	:	Compensation and Benefits- 100 Marks		
Course Code	:	HR 203		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

Compensation and benefits refers to the compensation/salary and other monetary and non-monetary benefits passed on by a firm to its employees. It helps give benefits to employees based on their performance and actions and brings the best out the employees at workplace.

Course Learning Objectives:

1	To sensitise students with the economic, psychological, and strategic principles, underlying Executive Compensation and its interaction in a socio-legal environment.
2	To generate learning with the process of designing and managing a Compensation System, that meets the needs and expectations of all stakeholders.
3	To become sensitive to some of the current issues in Compensation Management (e.g. diversity, social equity, ethics, etc.)

Course Outcomes:

CO1	Understanding	Understand the philosophy and the elements of a Total Reward Strategy approach.
CO2	Understanding	Interpret, sensitively, issues & challenges related to Compensation & Benefits, in the organization.
CO3	Analysing	Examine data/information and identify how to better balance Employee expectations and organization requirements.
CO4	Understanding	Understand of the relationship between Executive Compensation and /Business performance & the involved complexities
CO5	Analysing	Conclude the Total Reward strategy approach, that the organization should adopt, ensuring affordability and risk mitigation

Course Outcomes (CO) Mapping to the AOL goals:

CODE : HR 203	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of self In Org And Society
Compensation & Benefits	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	2	2	2		
CO2	2	2	3	1		2
CO3	1		3	1	1	
CO4	1			3	2	2
CO5	2	2	3	3	2	2

Course Contents:

Sr. No	Content	CO Mapping to the Topic
1	Compensation Fundamentals: What is Compensation- History & Origin, Compensation & linkages with Organization hierarchy & Organisation structure	CO1, CO1
2	Total Rewards approach to compensation and Benefits : Building blocks & employee perspective Reward Strategies: linkage between HRM philosophy and the Total Rewards approach Understanding the context of business strategy and choosing appropriate TR policy- Global and Local/domestic & its features/elements	CO1, CO3
3	Internal alignment: Job analysis, and job evaluation techniques, External competitiveness: Salary surveys, Deciding pay levels and pay mix.	CO1, CO3
4	Measuring and rewarding individuals' and group contribution: Economic theories of incentives and psychological theories of motivation Pay for performance and Incentive design	CO1, CO4
5	Strategic Reward Management : The role of compensation in strategic human resource management, Developing a retention policy, using the concept of Strategic Reward Management	CO1, CO2
6	Strategic Reward Management : Rewarding's external business context: the impact of the legal, social and economic context on Reward Management Developing reward policies that enhance strategic alignment	CO1, CO2
7	Internal alignment : Role Analysis, Job analysis, documentation and job evaluation techniques. Aligning compensation to organizational culture.	CO1, CO3
8	External competitiveness: Salary surveys, Deciding pay levels and pay mix.	CO1

9	Pay levels for Senior Management: Using financial & market performance indicators - stock based compensation TR/ Compensation Management for Expatriates/Inpatriates.	CO1, CO2
10	Management of compensation systems, Diversity and fairness in compensation, and Compensation budgeting	CO2
11	Taxation and regulatory issues in Compensation: Global and Local Global Mobility Compensation : Balance Sheet approach, Going Rate approach Middle East, USA, UK, Europe, Australia, Asia	CO1,CO4

Reference Texts/reading Material:

1	Milkovich,G. T, & Newman, J.M. Compensation (2010). Published by : McGraw-Hill/Irwin; 10th Edition (2010)
2	Henderson, I.R., 2006. Compensation management in a knowledge-based world - Published by Pearsons .(10th Edition. - 24th June, 2005).
3	Bhattacharyya, D.K., 2011. <i>Performance management systems and strategies</i> . Pearson Education India. (1st Edition - 20th June, 2011)
4	Rao, P.S., 2009. <i>Personnel and human resource management</i> (pp. 236-345). Himalaya Publishing House. ?
5	Bohlander, G., Snell, S. and Sherman, A.W., 2004. <i>Managing human resources</i> Mason. <i>OH: Thomson/South-Western</i> . (New Edition arrived : Publisher: Cengage Learning; 18th Edition (3rd August, 2018)
6	Gomez-Mejia, L.R., Balkin, D.B. and Cardy, R.L., <i>Managing human resources</i> . Publisher: Pearson; 8th Edition (3rd January, 2015)
7	The Worldatwork (2015) <i>Handbook of Compensation, Benefits & Total Rewards: A Comprehensive Guide for HR Professionals</i> - Publisher: Wiley; 1st Edition (5th March 2015)
8	Berger, L.A. & Berger D.R. - <i>The Compensation Handbook, : A State-Of-The-Art Guide to Compensation Strategy and Design</i> . Publisher: McGraw-Hill Education; 6th Edition (2nd June, 2015)
9	www.ilo.org www.paycheck.com onet.org

Assessment:

Internal	40%
Semester End	60%

TALENT MANAGEMENT & EMPLOYEE ENGAGEMENT:

Semester	:	II - Elective	
Title of the Course	:	Talent Management & Employee Engagement-100 Marks	
Course Code	:	HR 204	
Credits	:	4	Duration : 40 hours

Introduction of the Subject:

Talent management is the full scope of HR processes to attract, onboard, develop, motivate, and retain high-performing employees.
Employee engagement is a workplace method designed to improve an employee's feelings and emotional attachment to the company, their job duties, and position within the company, their fellow employees, and the company culture.

Course Learning Objectives:

1	To develop knowledge - concept, philosophy of Talent and the Management of Talent.
2	To sensitize the broad approaches strategies to manage Talent in specific industries and across the board.
3	To learn how the function of HRM is linked to various touch points if the Talent Management Process.
4	To learn the conceptual foundation and related conceptual linkages with Employee Engagement. (EE)
5	To learn how to measure EE and plan for interventions/initiatives to enhance EE levels (in the organisation at individual and team levels).
6	To understand how EE is linked to Productivity and Performance excellence

Course Outcomes:

CO 1	Understanding	Understand key concepts, processes of (ie: Talent Planning, Talent Acquisition & On Boarding, Engagement, Career and Succession Management, Talent Development.
CO 2	Understanding	Understand high level approaches s, latest practices followed by different companies..
CO 3	Understanding	Develop perspectives on the role of HR in Talent Management, to enable the optimization of organization requirements & employees' expectations
CO 4	Understanding	Understand employee engagement approaches of different organizations and how a company manages the same end to end.
CO 5	Applying	Demonstrate measure EE levels, track and enhance the same, working collaborating with Business Managers.

Course Outcome (CO) Mapping to the AOL goals:

CODE : HR204	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Talent Management & Employee Engagement	PO1	PO2	PO3	PO4	PO5	PO6
CO1			2	2		
CO2		2	3		2	1
CO3	3	2	3	3		
CO4	2		2	3		
CO5		3	3	3		

Course Contents:

Sr. No.	Content	CO Mapping to the Topic
1	Introduction to Talent Management: Introduction and overview. History, scope of Talent Management, need, Key Processes, Talent vs knowledge people, Source of Talent Management, Consequences of Failure in Managing Talent & Tools for Managing Talent	CO 1, CO 2
2	Building Blocks for Talent Management: Introduction, Effective Talent Management System, Strategy & Framework for Organizational Excellence and sustainable competitive advantage, Talent Management Approaches, Developing a Talent Management Strategy, Different Business Strategies and Talent Management Strategies	CO 1, CO 2
3	Talent Management System: Introduction, Critical Success Factors, critical success factors of best practice Talent Management System, unique talent management approach and Key Elements of Talent Management System	CO2, CO3
4	Life Cycle of Talent Management: Introduction, Linkage between Talent Management Process and Workforce, Importance of Talent Management Process, Important Steps to Assess Talent Management Process, Stages of Talent Management and other essentials.	CO 1, CO 2, CO 3
5	Talent Planning: Objectives of Talent Planning, Steps in Strategic Talent Planning, Succession Planning Program, Innovative talent planning, Industry Practices in Strategic Talent Planning, Career track planning, ensuring Leadership pipeling, Risk Management, Talent Development (Coaching, Mentoring, Training, Education, Learning , High Stretch roles etc).	CO 1, CO 2, CO 3
6	Talent Management and Organisational Environment: Introduction, An Overview, shaping Talent Planning and Developing Values, Promoting Ethical Behaviour	CO 1, CO 2, CO 3
7	Global Talent Management:- Surplus, Deficits, Economic and GeoPolitics: Issues, Challenges & Responses	CO3

8	Leadership for Talent Management : Structures, Processes, Governance, Talent Management and Employability: Talent Management and making 'ordinary employees become 'extraordinary performers'.	CO 1, CO 2, CO 3
9	Concept, evolution of Employee Engagement, differences with Employee Satisfaction. Employee engagement models: (Gallup, GPTW) Developing the Engagement approach for a specific organisation, aligned to its Business Goals	CO 4, CO 5
10	Annual Employee Engagement Calendar: Organizational Commitment -Survey Findings & outcomes Measurement of Employee Engagement: EE surveys, results, analysis of gaps , opportunities for improvement / enhancement of scores	CO 4, CO 5
11	-Monitor progress of initiatives, execution excellence and metrics to enable decision making -Collaborate with Cross Functional Teams (CFTs) - development of EE Solutions -HR role – opportunities and challenges: -Engagement (EE) initiatives	CO 4, CO 5
12	Best in class/Industry EE practices : Benchmarking Internal communication-Values, culture, team building and other important EE interventions	CO 4, CO 5
13	Organization Development , Employee Engagement, Interventions for improvement- alignment, Budget/Spends	CO 4, CO 5

Reference Texts/ Reading Material:

1	Berger, D. (2011). The Talent Management Handbook, Second Edition: Creating a Sustainable Competitive Advantage by Selecting, Developing, and Promoting the Best People. McGraw-Hill Education; (2nd Edition - 1st December, 2010).
2	Conaty, B. & Charan, R. (2010). The Talent Masters: Why Smart Leaders Put People Before Number, Publisher: Crown Business; 1st Edition (9th Nov, 2010)
3	Sims, D.& Gay, M. (2007). Building Tomorrow's Talent: A Practitioner's Guide to Talent Management and Succession Planning. Publisher: AuthorHouse; 1st Edition (23rd February, 2007)
4	Goldsmith, M. & Carter, L. (2009) Best Practices in Talent Management: How the World's Leading Corporations Manage, Develop, and Retain Top Talent. Publisher: Pfeiffer; 1st Edition (30th December, 2009)
5	Wilcox, M. (2016). Effective Talent Management: Aligning Strategy, People and Performance - Publisher: Routledge; 1 edition (10 June 2016)
6	Cheese, P. , Thomas, R. & Craig, E. (2007) The Talent Powered Organization: Strategies for Globalization, Talent Management and High Performance. Publisher: Kogan Page; Reprint Edition (1st November, 2007)
7	www.gallup.org :: www.gptw.org
8	Good to Great: Why Some Companies Make the Leap...and Others Don't Book by Jim Collins: Publisher: HarperBusiness; 1st Edition (19th July, 2011)
9	Louder Than Words: Ten Practical Employee Engagement Steps That Drive Results: Bob

	Kelleher: Publisher: BLKB Publishing; 1 edition (15th July, 2010)
10	Employee Engagement through Effective Performance Management: A Practical Guide for Managers Paperback - Edward M Mone - Publisher: McGraw Hill Education; 1st Edition (21 December, 2009)

Assessment:

Internal	40%
Semester End	60%

RECRUITMENT & SELECTION & EMPLOYER BRANDING:

Semester	:	II - Elective	
Title of the Course	:	Recruitment & Selection : Employer Branding-100 Marks	
Course Code	:	HR 205	
Credits	:	4	Duration : 40 Hours

Introduction of the Subject:

Recruitment and Selection Process in an organization is about setting and applying the Talent Management techniques for attracting and retaining the talent.
Employer branding is the strategic process that involves creating a unique place of work that attracts the talent whose knowledge and skills are needed to meet the organization's goals and objectives in the context of talent management globally.

Course Learning Objectives:

1	To understand the Recruitment and Selection Process (R & S) end to end
2	To understand the Recruitment and Selection Process, in context of Talent Management
3	To understand the tools, techniques, methods, processes associated with R&S
4	To understand the issues, challenges, generic R &S approaches and those customizes with Industries/Sectors/geographies
5	To understand what is Employer Branding and how it is linked to the Product/.Corporate Brand.
6	To understand the role of Employer Branding in Talent Acquisition, Engagement and Retention - tangible/intangible payoffs.
7	To understand the role of Employer Branding, in aspiring to be an Employer of choice

Course Outcomes:

CO1	Understanding	Understand concepts of job analysis and selection.
CO2	Understanding	Understand different recruitment methods and selection techniques
CO3	Applying	Apply HR Planning and link the same with R& S Processes.
CO4	Applying	Identify the different approaches in employer branding, across different industries, sectors and organizations.
CO5	Applying	Build for the development of an Employer Branding strategy and execution.
CO6	Evaluating	Examine employer branding elements and linkages with talent acquisition, Talent Management, Retention & employee development.

Course Outcome (CO) Mapping to the AOL goals:

CODE : HR211	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Recruitment ,Selection & Employer Branding	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	2	3	3	2	3
CO2	2	3	2	3	3	2
CO3	3	2	2	2	2	3
CO4	1	3	3	2	3	3
CO5	3	3	1	3	1	1
CO6	2	3	3	3	2	3

Course Contents:

Sr. No	Content	CO Mapping to the Topic
1	Recruitment & Selection in the context of Talent Acquisition & Management. Introduction to Job Analysis & Methods.	CO1,CO2, CO3
2	Internal Recruitment Methods (Internal Job Portals, Promotion, Job Rotation, Employee Referral and others) External Recruitment Methods (Advertisements and its types, social media, Consultants, Head hunters, Social networking media, employment exchanges, professional or trade associations, alumni associations etc).	CO1, CO2
3	External Recruitment Methods (Campus Recruitment, Walk-ins, Write ins and Talk ins, Contingent work forces, differently challenged people, ex-servicemen, Displaced Persons, Acquisition and Mergers, Poaching).	CO1, CO2, CO3
4	Recruitment Costs, Budgeting, Effectiveness, including metrics. Selection- Purpose and Strategies-legal issues, designing the process,	CO1, CO2
5	Application forms (soft, hard copy, video resume),Screening of Resumes- criteria , graphology, integrity testing, Drug Testing, Medical Check-up, reference checks, criminal record etc.	CO1, CO2, CO3
6	Selection process, methods, techniques- Group Discussions, Case Analysis, Presentations, Interviews, Testing Intelligence, Testing EQ/SQ, Ability Tests, Physical ability tests, Assessment, Benchmarks etc	CO1, CO2, CO3
7	Job offers, negotiation, on boarding, appointment letters, early to Productivity etc -State of art Processes and emerging vistas in Recruitment and Selection	CO1,CO2,CO3
8	Introduction- Genesis of the employer branding, objectives and concept of employer brand building.	CO4,CO5

9	Building an Employer Brand- External and internal conditions of development of the concept of employer branding, Internal and external communication in the process of employer branding. Employer Branding in practice- The scale of use of the concept of employer branding in practice, Refashioning an existing Employer Brand, An employer of the choice, as an organization with a strong brand : Employer Branding- for Profit organizations, Not for profit organizations, Government.	CO4,CO5
10	Organizing the employer brand: Employee branding as a tool to engage employees in building the brand, Using social media marketing in the process of employer branding, Digital world and Employer Branding.	CO4,CO5
11	‘Shine’ employer brand strength: The results of empirical research, Employer Value Proposition, Employer Branding, Ed Moseley’s research.	CO4,CO5
12	Employer Branding and HR : Applications in Talent Management, Talent Retention, Employee Engagement : Benefits / Learnings, rankings of employers, employers' participation in competitions (eg Equal Opportunity Company, Leader in Human Resource Management) : Motivating through employer branding: (Employee satisfaction surveys).	CO4,CO5,CO6

Reference Texts/Reading Material:

1	Brannick, M.T., Levine, E.L. and Morgeson, F.P., 2007. Job and work analysis: Methods, research, and applications for human resource management. Published by Sage Publications - (2nd Edition - 15th Feb, 2007) .
2	Barak, M.E.M., 2016. Managing diversity: Toward a globally inclusive workplace. Publisher: SAGE Publications, Inc; 4th Edition (October 27, 2016)
3	Haldar, U.K., 2009. Human resource development. Publisher: Oxford University Press (2 January 2009)
4	Barrow, S & Mosley, R. (2005) The Employer Brand: Bringing the Best of Brand Management to People at Work, Publisher: Wiley; 2nd Edition (4th November 2005).
5	Martin, G (2009) Employer Branding and corporate reputation management, The Peak Performing Organisation, Chapter 13, pp 252, Routledge, London
6	Budhwar, P.S., &Bhatnagar, J. (2008). Employer Branding as a differentiator, The changing face of people management in India, Routledge
7	Linked-In Employer Branding Play Book- 5 Steps to Crafting a Highly Social Talent Brand
8	Brands and Branding- by Rita Clifton Et Al (Author) - Published by : Profile Books Ltd; new edition (10th February 2014) <i>Arrives after Dussehra</i>

Assessment:

Internal	40%
Semester End	60%

INFORMATION TECHNOLOGY FOR MANAGEMENT:

Semester	:	II – Elective (Cross Functional)	
Title of the Course	:	Information Technology for Management- 100 Marks	
Course Code	:	TEC 201	
Credits	:	4	Duration : 40 hours

Introduction of the Subject:

During the past decade, computers and communications technologies have proliferated in offices and homes. Organizations distribute the responsibility for technology to all levels of management and to different geographic locations. As a result, managers from supervisor to CEO encounter information technology on a daily basis. Every day managers make decisions that determine how much value the firm obtains from its investment in technology.

Organizations have the opportunity to become more efficient and competitive. Skilled and creative managers are required to accomplish these goals. This subject gives an overview of the developments in the technology, IT solutions, emerging technologies which are useful to carry out business.

Course Learning Objectives:

1	To familiarise students with the key business processes in all core functional areas of an organization
2	To familiarise/Review Digital and Emerging Technologies, to generate basic understanding Technology and are able to visualize use cases of these technologies (within their chosen specialization areas) : Students would be exposed to a typical technology infrastructure that would be present in a contemporary enterprise.
3	To familiarise students with the concept of Digital Business and the elements which drive the same.
4	To familiarise students with a wide variety of IT solutions, which can help support every function in the organization

Course Outcomes:

CO1	Understanding	Understand about Information Technology.
CO2	Understanding	Understand its applications in the organizations, Business for the overall progress of the company.
CO3	Understanding	Understand use of cases for a given technology in their functional specialization.
CO4	Applying	Apply information technology in a suitable diagram to represent the flow of a business process.
CO5	Applying	Create a vision for digital business in a given industry vertical or specialization.

Course Outcome (CO) Mapping to the AOL goals:

CODE :	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Information Technology for Management	PO1	PO2	PO3	PO4	PO5	PO6
CO1		2	2	2	2	
CO2		2	3		2	
CO3		1	3	3		1
CO4		3	2	3		2
CO5	3	2	3	2		3

Course Contents:

Sr. No	Content	CO Mapping to the Topic
1	Business processes : Overview of all major business processes in 4 functional areas viz Marketing, Finance, Operations and HR : eg as an HR student should be able to draw a PFD, to depict the flow of work in a recruitment process : Screenshots or demo of a software Products (eg Accounting or an ERP).	CO2,CO3
2	Overview of Technology and Infrastructure : What is the IT Infrastructure of a typical mid-sized organization : server farms, network infrastructure (including wi-fi access points), Software and application infrastructure (email servers etc) Technology Platforms (proprietary& open source) the infrastructure components. (eg OS Platforms, Software Development platforms)	CO2,CO3
3	Overview of Contemporary and emerging Technologies: The Gartner Hype Curve for Emerging Technologies : In the present day context, it could RFID / QR codes, Analytics, Machine Learning, Block chain, IOT, AR/VR etc.	CO2, CO3
4	Contemporary Technology Solutions: Marketing, Finance, HR, Operations : Enterprise Solutions, Portals, Dashboards/ Visual Analytics solutions and other function- Specific situation. Use case cases on contemporary/emerging technologies in functional areas.	CO3
5	Digital Transformation: What is Digital Transformation? Blueprinting, Digital Transformation Journey, Frameworks for Digital Transformation & IT Strategy : Framework - KPMG has an existing organization needs to think from a completely digital point of view: Visualize such an organization, key drivers and Business case and the possible impact of such a digital transformation and the transition towards its final form.	CO5
6	Writing a Business Case for an Technology Initiative Has Technology initiative affect core aspects of a business : It develops a meaningful justification Business Case (projecting the outcome of the	CO3,CO4

	initiative in operational KPIs and business impact).	
7	Overview of Information Security and Cyber-security Vast amount of data collected through various digital channels Security and Privacy challenges. Understand the risks and threats in the digital world and possible solutions: Process standards (GDPR, the IT Act , ISO 27000 etc) and governance principles.	CO5, CO6

Reference Texts/Reading Material:

1	Laudon, K.C. and Laudon, J.P. Management Information Systems: Managing the Digital Firm. (Harlow: Pearson, 2015) 14th edition
2	Dr.Pradeep Pendse, Business Analysis , PHI (2016), 2/e

Assessment:

Internal	40%
Semester End	60%

GLOBAL CITIZEN LEADER – (THEORY):

Semester	:	II – Core		
Title of the Course	:	Global Citizen Leader (Theory)		
Course Code	:	GM 210		
Credits	:	1	Duration	: 10 hours

Introduction of the Subject:

This course is broken into 4 parts (i) leading self (ii) collaborate (iii) innovate & (iv) social impact through action, which will eventually help students to build capability to lead themselves, work effectively with others, enact creative & conscientious change.

Course Learning Objectives:

1	To create self and socially aware individuals, who are able to work courageously and collaboratively, to take boundary spanning challenges.
2	To sensitise students on the need for contribution to transform organisations and self.
3	To emphasis the importance of managing groups and innovating for social action.

Course Outcomes:

1	Students will be more conscious about self and understand their role in the society.
2	Students will demonstrate, in action, what it takes to overcome challenges.
3	Students will appreciate their role, while managing / participating groups and innovating for social action.

Course Outcome:

CO1	Understanding	Relate with requirements, be more conscious about self, realize and understand their role in the society.
CO2	Applying	Identify, plan, and demonstrate, in action, what it takes to overcome challenges.
CO3	Analysing	Discover roles, while managing relationships in participating groups and innovative for social action.
CO4	Analysing	Compare different criteria and develop competencies of a Global Citizen Leader.
CO5	Creating	Adapt the role of Global Citizen Leader.

Course Outcome (CO) Mapping to the AOL goals:

CODE : 211	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Global Citizen Leader	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	3	3	2	2
CO2	3	2	3	3	2	2
CO3	3	2	3	3	2	2
CO4	3	2	3	3	2	2
CO5	3	2	3	3	2	2

Course Contents:

Sr. No	Content	CO mapping to the Topic
1	Assessment- Challenge- Support.	CO1
2	Innovation and leadership characteristics.	CO2, CO3
3	Story Telling.	CO5
4	Pitching.	CO2
5	Direction- Alignment- Commitment.	CO3
6	Fist To Five.	CO3
7	Situation-Behaviour-Impact	CO3
8	360 Degree Feedback	CO3
9	Design Thinking- Green v/s Yellow v/s Red light thinking.	CO3
10	Brain Storming and Prototyping	CO2,CO3
11	After Action Review	CO1,CO4, CO5
12	Hero's Journey	CO1, CO4, CO5

Reference Text/ Reading Material:

1	Developed and Provided by Center For Creative Leadership (CCL), USA.
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Assessment:

Internal	100%
Semester End	-

MARKETING SPECIALISATION (SEMESTER III)

SEMESTER III

3 Core Courses + 5 Major Courses + (2 Electives out of 4)

CORE COURSES

Course Code	Course Name	No. of sessions & hours	Total Duration	Marks	Credits
GM302	International Business	20 x 2 hrs each	40 Hours	100	4
GM303	Strategic Management	20 x 2 hrs each	40 Hours	100	4
GM304	Business Ethics & Corporate Governance	20 x 2 hrs each	40 Hours	100	4

MAJOR COURSES-MARKETING

Course Code	Course Name	No. of sessions & hours	Total Duration	Marks	Credits
MKT301	Marketing Strategy	20 x 2 hrs each	40 Hours	100	4
MKT302	Sales Management	20 x 2 hrs each	40 Hours	100	4
MKT303	Consumer Behaviour	20 x 2 hrs each	40 Hours	100	4
MKT304	Services Marketing	20 x 2 hrs each	40 Hours	100	4
MKT305	Product and Brand Management	20 x 2 hrs each	40 Hours	100	4

MARKETING ELECTIVES (Any Two out of Four)

Course Code	Course Name	No. of sessions & hours	Total Duration	Marks	Credits
MKT306	Marketing Research & Analytics	20 x 2 hrs each	40 Hours	100	4
MKT307	Digital Marketing	20 x 2 hrs each	40 Hours	100	4
MKT308	Distribution, Logistics & Supply Chain Management	20 x 2 hrs each	40 Hours	100	4
MKT309	Direct Marketing & CRM	20 x 2 hrs each	40 Hours	100	4

INTERNATIONAL BUSINESS:

Semester	:	III - Core		
Title of the Subject/course	:	International Business -100 Marks		
Course Code	:	GM 302		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

International Business (IB) would address the conceptual understanding of the subject and its significance in the modern economy and global business environment, especially the post covid – 19 scenario. IB encompasses – exports, imports, third country trade, barter, investments, technology transfers, alliances, joint ventures, subsidiaries etc .

The subject would cover practical aspects and operational challenges of undertaking IB in different geographies /countries, company specific strategies for market entry, PESTLE analysis , geo –political challenges, compliance to rules and regulations , adhering to global regulatory requirements stipulated by governments, WTO, regulatory bodies, Trade blocks etc .

Students would get conceptual understanding and practical knowledge of real life global business environment and prepare them to be business ready.

Course Learning Objectives:

1	To understand how trade is done at global level and how it attempts to bring all the countries together for the purpose of doing business.
2	To understand effects of globalization by understanding the integration the economies of different countries.
3	To understand and comprehend roles of International business organisations in International business.
4	To identify global business opportunities to fulfill organizational objective of growth and sustainability.

Course Outcome:

CO1	Applying	Develop a thorough understanding of the real global business environment using PESTLE.
CO2	Evaluating	Assess business opportunities at the international level.
CO3	Analysing	Analyse and respond to the local and global market place challenges using EPRG and Hoffstede Model.
CO4	Creating	Formulate business strategies in the complex global, social & legal environment.
CO5	Creating	Discuss the globalization route towards enhancing return on investment, optimal use of resources and capacity optimization.

Course Outcome (CO) Mapping to the AOL goals:

CODE: GM302	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
International Business	PO1	PO2	PO3	PO4	PO5	PO6
CO1				2	3	
CO2			3	2	3	
CO3		2	3		3	
CO4		2	3	2	3	
CO5		2	3	2	3	

Course Contents:

Sr. No	Content	CO Mapping to the Topic
1	Introduction: Objective and Scope, importance and current trends, domestic business v/s international business, reasons for international business - For Corporate and Country, Modes of entry and operations.	CO 1
2	PESTEL Analysis and its Impact on International Business: Risk Analysis, Decisions to overcome or managing risks.	CO1,CO2
3	Cross Cultural Management: Hofstede's Cultural Dimension, CAGE Framework by Prof. Pankaj Ghemawat, Culture and Leader Effectiveness: The GLOBE Study.	CO3
4	Modes of Entry : Market/Country Entry Strategic Alliances / JV / M&A	CO1 CO2, CO3, CO4
5	Investment Management in International Business : Foreign Direct Investment, Offshore Banking, Foreign Exchange Dealings and numerical in business, Resource Mobilization through portfolio/GDR/ADR	CO4
6	Multinational Corporations: Structure, system and operation, advantages and Disadvantages - Case discussion, Current opportunities of Indian MNCs and Case discussion, Issues in foreign investments, technology transfer, pricing and regulations, international collaborative arrangements and strategic alliance.	CO2, CO3, CO4
7	Globalisation: Concepts and practice, role of global organisation and global managers, stages of building global companies and competitiveness, global competitive advantages of India - Sectors and Industries.	CO1, CO2, CO3, CO4, CO5
8	International Organisations and their role in international business: WTO, World Bank, ADB, IMF and others.	CO1, CO2, CO3
9	Regional Trade Agreements and Free Trade Agreements (RTA and FTA) : NAFTA, EC, ASEAN, COMESA, LAC, Others	CO1, CO2, CO3
10	Investment Decisions : Drivers of FDI – Special emphasis on emerging markets, Offshore Banking, Forex Management – ADR-GDR's- EU bonds	CO5

11	WTO Regional Trade Agreements : Building Blocks of WTO, Major agreements of WTO	CO2, CO3
12	Management of Multinationals : Organization Structure –Matrix – Geographic-Product, International HRM-Expatriate Management-Staffing of Subsidiaries, Integration Responsive Models, Types of subsidiaries & Control of subsidiaries, Global manufacturing and supply chain, Optimizing of Supply chain & Offshoring V/S Outsourcing	CO2, CO3, CO4, CO5

Reference Texts:

1	Meyer, K. and Peng, M.W., 2nd edition 2016. <i>International business</i> . Cengage Learning.
2	ANANT, K.S. and BLACK, J.S., 1996. <i>The international business environment: text and cases</i> . Prentice-Hall.
3	Hill, C.W. and Hernández-Requejo, W., <i>Global business today</i> . New York: McGraw-Hill Irwin. McGraw-Hill Higher Education; Global edition of 7th revised edition (November 1, 2010)
4	Ferraro, G.P., - The cultural dimension of international business - Pearson; 6 edition (October 9, 2009)
5	Cullen John, B. and Praveen, P.K., Multinational Management. A Strategic Approach.- South-Western College Pub; 6 edition (April 16, 2013)
6	International Management - Arvind V Pathak - Tata McGraw Hill.
7	International Business: Challenges and Choices - Alan Sitkin, Nick Bowen - Oxford Press.

Assessment:

Internal	40%
Semester end	60%

STRATEGIC MANAGEMENT:

Semester	:	III - Core		
Title of the Subject/course	:	Strategic Management- 100 Marks		
Course Code	:	GM 303		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

Strategic Management provides overall direction by developing plans and policies designed to achieve objectives and then allocating resources to implement the plans. Strategic Management is a core subject which enables the students to gear up for understanding how strategies are required in every walk of life with respect to their individual domain working area and focusing on the science of the business by setting up systems ,so that the business works smoothly This subject also connects all the functions of the business viz Marketing- Finance-HR-IT and operations stream , thus gives a broader picture to run the business effectively using Business Integration Process model as a tool.

Course Learning Objectives:

1	To understand the role and importance of Strategic thinking in an ever changing business environment.
2	To understand the Strategic Management process - Strategy Formulation, Implementation & its Evaluation
3	To design a strategy that address/help achieve long term goals of an organisation.
4	To identify and establish 'Competitive edge' - demonstrating a strong Customer Value Proposition, with a clear differentiator.

Course Outcomes:

CO1	Applying	Identify changes in consumer behavior & market, leading to market opportunities.
CO2	Creating	Predict future market needs by analyzing market opportunities & threats.
CO3	Evaluating	Interpret the firms Product & Business portfolio using available models.
CO4	Creating	Construct go-to-market strategies using appropriate analytical tools and strategy framework.
CO5	Evaluating	Evaluate the effectiveness of strategies implemented.

Course Outcome (CO) Mapping to the AOL goals:

CODE : GM-303	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society	Cognitive Level as per Bloom's Taxonomy
Strategic Management	PO1	PO2	PO3	PO4	PO5	PO6	
CO1			3	3			3
CO2	2	3	3	3	2	2	6
CO3	2	3	3	3	2	2	5
CO4		3	3	3	2	2	6
CO5	2		3				5
Average:	2	3	3	3	2	2	

Course Contents:

Sr. No	Content	CO Mapping to the Topic
1	Introduction to Strategic Management, Strategic Management Process: Vision, Mission, Goal, Philosophy, Policies of an Organisation Strategy.	CO1
2	Strategy as planned action, its importance, Process and advantages of planning Strategic v/s Operational Planning, Strategy Choices & Hierarchy of Strategies.	CO1
3	PESTEL & SWOT as tools for Strategic formulation.	CO1
4	External & Industry Analysis: General Environment, Industry/Competitive Environment, Identifying industry's dominant features, Porter's Five Forces of Competitive Analysis, Analytics Tools: EFE Matrix and CPM.	CO1
5	Internal Analysis : Assessment of Company Performance, Management & Business Functions Framework, Other Frameworks for Organisational and Internal Analysis, Analytical Tool : IFE Matrix	CO3
6	Strategy Analysis and Formulation Tools: TOWS strategy, SPACE Matrix, BCG Matrix, IE Matrix, GE - McKinsey Matrix, Grand Strategy Matrix, Strategy Mapping and The Balanced Scorecard.	CO1, CO2, CO3, CO4
7	Strategy Choices : Hierarchy of Strategies, Types of Strategies, Porter's Generic Strategies, Porter value chain analysis, Competitive Strategies and strategies for different industries and company situations, Strategy Development for Non-profit, Non-business oriented organisations, Mckinsey's 7 S Model : Strategy, Style, Structure, Systems, Staff, Skills and Shared values.	CO2
8	Growth Accelerators: Business Web, Market Power, Learning	CO2

	based. Management Control, Elements, Components of Management Information Systems.	
9	Strategy Evaluation and Control: Performance Measurement and Monitoring.	CO4
10	Financial Projections and Financial Impact of Strategies.	CO4
11	Other Topics: Social Responsibility, Environmental Sustainability, Value Chain Analysis, Economic Value Added (EVA), Market Value Added (MVA), Strategic Issues in a Global Environment.	CO2,CO3,Co4
12	Mergers & Acquisitions	CO1, CO2, CO3
13	Globalization & JV	CO1,CO2,CO3
14	Ninza Business Academy Model	CO4,CO5
15	Ansoff Matrix BIPM Model Presentations Presentations Presentations	CO1, CO2, CO3, CO4, CO5

Reference Texts:

1	Thomson, Strickland, Gamble & Hain, "Crafting & Executing Strategy", 14th Edition, Tata McGraw Hill, New Delhi.
2	Pierce & Robinson, "Strategic Management: Formulation, Implementation & Control", 9th Edition, Tata McGraw Hill, New Delhi.
3	David Fred R, "Strategic Management: Concepts & Cases", 10th Edition, Pearson - Prentice Hall, New Delhi.
4	Hit, Ireland, Hoskisson & Manikutty, "Strategic Management: A South - Asian Perspective", 9th Edition, Cengage Learning, Delhi.
5	Johnson & Scholes, "Explaining Corporate Strategy", 6th Edition, Pearson Education, Delhi.
6	Kachru Upendra, "Strategic Management: Concepts and Cases", Excel Books, New Delhi.
7	Barney Jay, "Gaining & Sustaining Competitive Advantage", 2nd Edition, Prentice Hall, New Delhi.
8	Renee Mauborgue, W. Chan Kim, Blue Ocean Strategy, Harvard Busines Review, 2005.
9	Nag A, "Strategic Management - Analysis, Implementation & Control", Vikas Publishing House, 2011.
10	Kazmi & Kazmi, "Strategic Management and Business Policy", 4th Edition, Tata McGraw Hill, New Delhi.

Assessment:

Internal	40%
Semester end	60%

BUSINESS ETHICS & CORPORATE GOVERNANCE :

Semester	:	III - Core		
Title of the Subject/course	:	Business Ethics & Corporate Governance- 100 Marks		
Course Code	:	GM 304		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

Ethics seeks to resolve questions of human morality by defining concepts such as good and evil, right and wrong, virtue and vice, justice and crime. As a field of intellectual inquiry, moral philosophy also is related to the fields of moral psychology, descriptive ethics, and value theory. “Corporate governance” is the term used to refer to the policies and processes by which a corporation (or other large, complex institution) is controlled and directed. It refers especially to the way power and accountability flow between shareholders, boards of directors, CEOs, and senior managers. By using a stakeholder management framework this module stresses on the social and ethical responsibilities of business to both internal and external groups of stakeholders. The module also shows how moral and ethical considerations are involved in public issues facing organisation’s and the decision making processes of managers.

Course Learning Objectives:

1	To provide hands-on holistic perspective of good Governance & Business Ethics to students.
2	To instill the integrity DNA to students who are required to function as “Ethics Champions” in corporate life from a practitioner on the subject with global experience.
3	To sensitise students about understanding business challenges, stakeholder issues, global regulatory and compliance environment and relevance of Code of Conduct / Policies.

Course Learning Outcomes:

CO1	Understanding	Understand the importance of instilling the desired ethical value culture in the organisation to be able to follow as an integral aspect of business.
CO2	Analysing	Examine the role of “Ethics Champions”, Custodians of Governance.
CO3	Analysing	Assume best global practices and will learn to engage with stakeholders in creating a differentiated value proposition based on ethics management systems.
CO4	Understanding	Understand importance of corporate governance.
CO5	Evaluating	Determine the importance of robust corporate governance processes and review mechanism done by Lokpal, CAG, Judicial process, RTI etc.
CO6	Evaluating	Determine effect of grooming ethical leaders and effective corporate governance on company’s reputation and the respect its brand fetches in the market place.
CO7	Understanding	Understand vedic and Gandhian principle of trusteeship and its relevance to modern businesses.

CO8	Understanding	Understand contemporary CG practices in other countries.
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Course Outcome (CO) Mapping to the AOL goals:

Subject Code : GM 304	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society	Cognitive Level as per Bloom's Taxonomy
Business Ethics and Corporate Governance	PO1	PO2	PO3	PO4	PO5	PO6	
CO1			3	2		3	2
CO2	3		3	2		3	4
CO3			3	2	3	3	4
CO4			3	2		3	2
CO5			3	2		3	5
CO6			3	2		3	5
CO7			3	2		3	2
CO8			3	2		3	2

Course Contents:

Sr. No	Content	CO Mapping to the Topics
1	Introduction: Evolution of Morality, Ethics Values and its impact on Human Societies.	CO1, CO6, CO7
2	Role of Religion, Theology, Political beliefs, and Philosophy in Influencing Societal behavior.	CO1, CO3, CO4
3	Gandhian Principles of Trusteeship and its relevance in modern times and its relevance in modern times. Impact of Indian culture and Gandhian thoughts and learning which can be adopted -Swadeshi, Sarvodya and Antodaya.	CO1, CO7
4	Relevance of Ethics in Business in a Global Environment: Globalization & Ethics, why ethics can be a differentiating factor, Building Trust, Reputation Management.	CO1, CO6, CO8
5	Creating a robust Ethics Management Framework: Leadership commitment, Code of Conduct, Supplier Codes, Anti-Bribery rules, POSH, Human rights and Social Accountability, Internal reporting systems, Deployment of Values , Reporting , Reward and Punishment for breaches	CO4, CO6, CO8
6	Creating an Ethics Template: Stakeholder Accountability.	CO4, CO6, CO8
7	Ethical Organization: Grooming Ethical Leaders/ Managers: Embedding Ethics and Integrity in decision making process across the value chain for conducting responsible businesses for the societal good.	CO1, CO2, CO3, CO6
8	Learnings from Global Organizations.	CO1, CO4, CO5

9	Internal Organization DNA – Compliance to Commitment.	CO1, CO2, CO6
10	Evolution of Corporate Governance Process in the World.	CO5, CO8
11	Governance, Controls and Risk Management: Implementing CG: Corporate Control strategies, Risk Management, CG Assurance process.	CO3, CO4, CO5
12	Creating a robust Ethics Management Framework: Leadership commitment, Code of Conduct, Supplier Codes, Anti-Bribery rules, POSH, Human rights and Social Accountability, Internal reporting systems, Deployment of Values , Reporting , Reward and Punishment for breaches	CO1, CO6, CO8
13	Global Regulatory and Governance Framework: SOX, SEBI,RBI, etc	CO5, CO8
14	Creating a value based organization & ecosystem: Social responsibility of Business, being good is good for business	CO2, CO3, CO6
14	Built To Last: How value-based organizations are able to ride the ups & downs in the environment both global & local companies.	CO1, CO2, CO3, CO4, CO5, CO6, CO7, CO8

Reference Texts:

1	The Essential Book of Corporate Governance – G.N.Bajpai – 1 st Edition-2016- Sage Publications.
2	Corporate Governance Law Practice & Procedures With Case Studies –Dr. C.L.Bansal- Taxmann Publications Pvt. Limited, 2006
3	Corporate Governance & Business Ethics : Text & Cases – U.C. Mathur- Macmillan-2006.
4	Cases in Corporate Governance – Wearing Robert- SAGE Publications Ltd; First edition (May 24, 2005).
5	Good Works! – Phillip Kotler, David Hessekiel. Nancy Lee- Audiobook, July 26, 2016.
6	Built To Last – Collins & Porras- William Collins- October,1994.
7	The Ethics of management – Larve Tone Hoshier.
8	What is Ethical in Business by Verne E. Henderson- McGraw Hill (1992) .
9	Ethics in Management by S K Chakraborty - Oxford University Press.
10	Gandhian Philosophy - Sarvodaya Publications.

Assessment:

Internal	40%
Semester end	60%

MARKETING STRATEGY:

Semester	:	III - Major		
Title of the Subject/course	:	Marketing Strategy- 100 Marks		
Course Code	:	MKT 301		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

Marketing Strategy will help students develop product-market approaches to businesses through application of Marketing fundamentals and usage of analytical frameworks and strategic models. This course would focus on selection of which segments to compete in : how to allocate marketing resources; growing and competing at different stages of the Product Life Cycle (PLC) and other significant strategic issues that marketers face especially in an environment that is so rapidly changing with a proliferation of mobile devices and explosion of social and digital media. Through faculty presentations, case discussions and group activities students would be able to approach marketing from a strategic perspective and develop integrated marketing strategies and plans.

Course Learning Objectives:

1	To understand and predict changes in the macroeconomic environment and its impact on marketing strategies of the business and corporations.
2	To develop an ability to respond rapidly to changes driven by consumer behaviour / new technologies etc.

Course Outcome:

CO1	Understanding	Illustrate marketing concepts with real life situations and interpret solutions identified for specific industry issues.
CO2	Creating	Develop appropriate strategies for a defined problem in the chosen market with concepts and models viz STDP,7P's.
CO3	Creating	Create marketing plan based on thorough applications of different marketing tools.
CO4	Evaluating	Select marketing concepts to address real life situations within a specific industry.
CO5	Evaluating	Evaluate the effectiveness of strategies deployed vis-à-vis their objectives using Mckinsey 7s model.

Course Outcome (CO) Mapping to the AOL goals:

CODE : MKT-301	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Marketing Strategy	PO1	PO2	PO3	PO4	PO5	PO6

CO1		2	3	3		
CO2	2		3	3	2	1
CO3			3	3	2	1
CO4		2	3	3		
CO5		2	3	3		

Course Contents:

Sr. No	Content	CO Mapping to the Topic
1	Introduction to Marketing strategy - Concept, Principles, Understanding of Strategy & Tactics	CO1
2	Marketing Plan-Situation Analysis – 5C’s analysis, customer / competitor/ collaborator / company / context); Forecasting societal changes based on PEST analysis, SWOT analysis, PARTS frame work and design of the demand landscape Commercialization of innovation through alliances, Challenges during the technology adoption life cycle. Preparing and Presenting the Marketing plan. Porter’s 5 force Model.	CO1 & CO2
3	Segmenting, Targeting, Differentiation and Positioning (STDP) Strategies.	CO1 & CO2
4	Marketing Intelligence, Understanding information needs for market Research, Assessment of key marketing metrics Return on Marketing Investment; Market share and payback period; Net Promoter score; Customer satisfaction and share of wallet; Brand awareness/ preference; Purchase intentions; Average Unit retail price, percentage sales on deals; All commodity volume; Inventory turns, same store sales, Cannibalization.	CO2 & CO3
5	Product & Brand Policy: Product Policy Decisions, Line & Mix Decisions, Managing across the product life cycle from pre-launch, pruning & withdrawal from the market, Lead users & role in product design, New Product Development Process, Ansoff Matrix, Brand Strategies, Brand Culture- Aligning with organizational culture, Competitor’s Strategies – Leader, Challenger, Follower. Portfolio Management, BCG /GE Matrix.	CO2, CO3
6	Pricing Policy, Pricing Strategies- Types of pricing strategies: Cost-plus, Perceived value, etc. Price band-Types & width of price bands & its management, using promotions as a lever to manage the price band.	CO2, CO3
7	Channel Policy: Designing the length, breadth, & modifying the dimensions of the channel, Need for control & availability of resources & role in channel design, Channel Selection Strategy- direct, corporate, contractual systems, Omni-Channels, Omni Channel Strategy, Channel Conflicts & resolution, Role of Online & related Strategies	CO2, CO3

8	Promotion Strategy: Strategies Related to traditional methods & New Age Media Strategies including sales promotion.	CO4, CO5
9	Emerging Technologies & its impact on Marketing Strategy.	CO4, CO5

Reference Texts:

1	Marketing Strategy, Walker Mullins Boyd & Larreche, Tata McGraw-Hill
2	Marketing Strategy, Luck & Ferrell, Southwestern
3	Marketing Strategy, Stephen Schnaars, Free Press
4	Marketing Metrics, Reibstein , Farris , Bendle, Pfeifer, Pearson
5	Strategic Marketing, Dr. Shahjahan
6	New Product Policy & Plans , Yoram WindLead Users, Eric Von Hippel

Assessment:

Internal	40%
Semester end	60%

SALES MANAGEMENT:

Semester	:	III - Major		
Title of the Subject/course	:	Sales Management- 100 Marks		
Course Code	:	MKT 302		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

The subject aims to provide students with solid background and understanding of the sales management principles. It focuses on the role of a sales manager with emphasis on the professional selling process and the contemporary sales management practices, including organizing, directing, managing and controlling a sales force in a business. It also throws light on forecasting of devising sales compensation and understanding of distribution and lead time and delivery schedule.

Course Learning Objectives:

1	To understand function of sales and its importance.
2	To comprehend the art of managing the sales force.
3	To motivate and manage sales force effectively.
4	To develop critical thinking skills and situational leaderships.
5	To learn the art of solving problems related to sales process on the field.

Course Outcomes:

CO1	Applying	Develop a sound understanding of sales principles, essentials of sales management .
CO2	Creating	Design the elements of an effective sales force in furthering the organizations total marketing effort/reach towards organizational goals.
CO3	Evaluating	Evaluate sales quotas & sales territory allocation.
CO4	Creating	Design a proper compensation plan.
CO5	Creating	Propose a budget in alignment to organizational objectives.

Course Outcome (CO) Mapping to the AOL goals:

CODE : MKT-302	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Sales Management	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	3	3	3	3
CO2	3	2	2	2	2	2
CO3	3	1	3	2	1	3
CO4	3	3	3	3	1	3
CO5	1	3	3	1	3	3

Course Contents:

Sr. No.	Content	CO Mapping to the Topics
1	Introduction to sales organization and types of sales force Importance of sales management in any business organization.	CO1
2	Sales Organization Structures- Business to Business (B2B), Business to Consumer (B2C).	CO1
3	Selling skills; Negotiation skills for services sales as against physical good sales, Sales dyads, Decision Making Units (DMUs)	CO2
4	Sales process – sales approach, demonstration & closure, Personal selling, Applications of AIDA Model in sales.	CO2
5	Territory and time management, route planning, scheduling customer visits. Manpower Planning-Recruitment, Selection, Training and development of sales personnel.	CO3
6	Planning & forecasting techniques such as Moving Averages, Trend Analysis etc. and target setting (sales budget and quota setting), using software support or Excel	CO3, CO4
7	Sales Administration –Devising sales compensation, incentives, fixed and variable components of compensation, Non –monetary incentives. Performance evaluation of salesmen, setting standards of performance, recording actual performance, evaluation and managing sales meetings	CO5
8	Sales force management during different phases which includes motivation during bad times (positive reinforcement), planning sales contests	CO1, CO5
9	Field sales control - Sales reporting system which includes weekly, monthly, quarterly reports and interpretation of the data for future action plans, sales analysis and marketing cost analysis, sales audit, managing outstanding	CO5
10	Importance of Distribution and Logistics Management in relation to Sales Management, Understanding lead time and delivery schedule etc.	CO1, CO2

Reference Texts:

1	Jobber, D. and Lancaster, G., 2006. <i>Selling and sales management</i> . Pearson Education.
2	Ingram, T.N., LaForge, R.W., Williams, M.R. and Schwegker Jr, C.H., 2015. <i>Sales management: Analysis and decision making</i> . Routledge.
3	Johnston, M.W. and Marshall, G.W., 2013. <i>Sales force management: Leadership, innovation, technology</i> . Routledge.
4	Gupta, S.L., 2009. <i>Sales and distribution management</i> . Excel Books India.

5	Donaldson, B., 1998. <i>Sales management: theory and practice</i> . Macmillan International Higher Education.
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Assessment:

Internal	40%
Semester end	60%

CONSUMER BEHAVIOUR:

Semester	:	III - Major		
Title of the Subject/course	:	Consumer Behavior- 100 Marks		
Course Code	:	MKT 303		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

The study of consumer buying behaviour is important in devising successful marketing strategies. The study deals with cognitive, affective and conative aspects of the behaviour. It addresses some of the important questions in marketing decisions such as why, what, how, where and when consumer buys. Hence, the course is imperative to construct effective marketing strategies in the current dynamic world.

Course Learning Objectives:

1	To explore social, cultural and marketing factors that influence consumer's selection, evaluation and usage of products and services.
2	To understand this process, students will be exposed to perspectives on consumer behavior from marketing, psychology, and sociology angles.

Course Outcomes:

CO1	Understanding	Understand nature and determinants of consumer behavior.
CO2	Applying	Identify the role of socio psychological factors such as personality, social groups, demographic variables, social class, and culture for customer insights.
CO3	Analysing	Examine Consumption and consumer decision process using Black Box Model.
CO4	Evaluating	Interpret the theoretical models of consumer decision making in appropriate marketing environment.
CO5	Creating	Formulate marketing programs based on the consumer insights and formulate relevant marketing programs.

Course Outcome (CO) Mapping to the AOL goals:

CODE : M306	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Individual In Org And Society
Consumer Behaviour	PO1	PO2	PO3	PO4	PO5	PO6
CO1			3	3		
CO2		2	3			2
CO3			3	3		
CO4				3	3	
CO5		2	3	3		

Course Contents:

Sr. No.	Content	CO Mapping to the Topic
1	Diversity of consumer behavior; Role of consumer behavior in marketing strategy. Consumer Behaviour Models : Economic Model, Psychological Model, Paviovian Model, Input Process, Output Model, Sociological Model, Howarth Sheth Model, Engel-Blackwell-Kollat Model, Model of Family Decision Making, Nicosia Model, A Model of Industrial Buying Behavior.	CO1
2	Individual aspects of consumer behavior: Perception, Learning & Information Processing, Motivation and Involvement, Attitudes and Personality External Influences: Group behavior; Social class; Opinion leaders; Reference Groups, Role of Culture and Subcultures, family.	CO2
3	Consumer decision process: Problem recognition; Search and evaluation of alternatives; Purchase process; Post purchase behavior and cognitive dissonance. Consumer adoption process and diffusion of innovation; Situational influences.	CO3, CO4
4	Cross-cultural issues of consumer behavior, Rural consumer behavior, Organizational buying behavior for FMCGs v/s Consumer durables v/s Services, Consumer behavioral research	CO2, CO3, CO5
5	Organization buying process: Roles of buying centers/Decision making units. Application of consumer behavior studies in Consumerism in India and global markets	CO1, CO3, CO5
6	To understand the industrial products, characteristics and applications	CO1, CO3, CO5
7	Differences between Industrial Marketing and Consumer Marketing with specific reference to the Marketing Mix Segmenting the Industrial Markets and positioning the products Vendor selection process, value analysis and value engineering Importance of costing, pricing and bidding; Factors influencing industrial product pricing	CO1, CO3, CO5
8	Industrial buying behavior; the importance of decision making process in Industrial Marketing. Use of various promotional tools, viz., advertising, catalogues, brochures, participation in exhibitions—the effectiveness of each of these tools in Industrial Marketing	CO1, CO3, CO5
9	Role of Personal Selling in Industrial Marketing; Importance of consultants and expectations from the consultants in marketing. Role of Technology in Understanding Consumer Behavior	CO1, CO5
11	Consumer Adoption Process and diffusion of innovation, Situational influences.	CO3

Reference Texts:

1	Consumer Behavior Schiffman & Kanuk 6th edition Prentice Hall India
2	Consumer Behavior Loudon & DellaBitta 4th edition Tata McGraw Hill
3	Consumer Behaviour in Indian Context, Suja R Nair, Himalaya Pub. House
4	Consumer Behavior building marketing strategy: Hawkins Best & Coney 7th edition McGraw Hill International edition
5	Satish Batra & S. H. H. Kazmi: Consumer Behavior Text & Cases (Excel)
6	Industrial Marketing – Analysis, Planning and Control By Robert Reeder, Edward G. Briety and Betty Reeder – Prentice Hall of India.
7	Industrial Marketing Management– By Michael D. Hutt [Arizona State University], Thomas W. Speh [Miami University] – Published by Holt Sarenders
8	Industrial Marketing –By Krishna K. Havaladar – Tata McGraw Hill
9	Consumer Buyer Behaviour– Rajneesh Krishna–Oxford Publications
10	Case Studies in Consumer Behaviour– Dr S Ramesh Kumar– Pearson Publications
11	Consumer Behaviour– Leon G Schiffman, Leslie Lazar Kanuk, S Ramesh Kumar– Pearson Publications

Assessment:

Internal	40%
Semester end	60%

SERVICES MARKETING:

Semester	:	III - Major			
Title of the Subject/course	:	Services Marketing-100 Marks			
Course Code	:	MKT 304			
Credits	:	4	Duration	:	40 Hours

Introduction of the Subject:

Much of the world economy is dominated by services. This course will help students who may be interested in working in service industries and will address the distinct needs and problems of service firms. The primary theme of the course is that service organizations (e.g., banks, educational institutions, hospitals, hotels, professional services, transportation companies) require a distinctive approach to marketing strategy, both in its development and execution. The course will build on concepts from other courses to make them specifically applicable in service industry settings.

Course Learning Objectives:

1	To build on concepts from other courses to make them specifically applicable to service industry settings and to help students to gain an understanding of issues in managing services and provide a good foundation for other classes and future business endeavors.
2	To integrate operations, marketing, strategy, information technology, and human resources issues relevant to service firms and firms developing service as a source of competitive advantage.
3	To critically discuss the unique nature and characteristics of services and the active role of the customer within the service system and value creation processes
4	To discuss what it takes to build a customer-focused organization and to successfully manage customer relationships
5	To articulate marketing, operations and human resource management issues need to be integrated and driven by a customer focus to create a successful service organization.

Course Outcomes:

CO1	Applying	Identify the unique challenges involved in marketing and managing services towards effective CRM.
CO2	Applying	Identify differences between marketing in service versus manufacturing organizations .
CO3	Analysing	Analyze the various components of the “services marketing mix” (three additional P’s) as well as key issues required in managing service quality.
CO4	Evaluating	Evaluate the role of employees (and often customers) in service delivery, customer satisfaction, and service recovery with the help of GAP Analysis Model.
CO5	Evaluating	Evaluate other key issues in service businesses, such as managing supply and demand, the overlap in marketing/operations/human resource systems, and relationship management with the help of GAP Analysis Model.

Course Outcomes (CO) Mapping to the AOL goals:

CODE : M304	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Services Marketing	PO1	PO2	PO3	PO4	PO5	PO6
CO1			3	3		
CO2			3	3		
CO3			3	3		
CO4			3	3		
CO5		2	3	3		

Course Contents:

Sr. No	Content	CO Mapping to the Topic
1	Introduction to Services Marketing.	CO1
2	Sustainable Service Models.	CO1, CO2, CO3
3	Conceptual Framework: The GAP Model of Service Quality.	CO2
4	Consumer Expectations of Service.	CO3
5	Consumer Perceptions of Service.	CO3
6	Managing Relationships and Building Loyalty.	CO3, CO4
7	Service Recovery.	CO3
8	The Physical Evidence of Service.	CO1, CO2
9	Designing Service Processes.	CO2, CO3, CO4
10	Managing Demand and Capacity.	CO1, CO5
11	Employee Roles in Service Delivery.	CO1, CO2
12	Customer Roles in Service Delivery.	CO1, CO2
13	Pricing of Services.	CO1, CO2, CO3
14	Integrated Services Marketing Communications.	CO1, CO2, CO3
15	Financial and Economic Impact of Service.	CO1, CO2, CO3, CO4, CO5

Reference Texts:

1	Wirtz, J., Lovelock, C. and Chatterjee, J. (2017). <i>Services Marketing: People Technology Strategy</i> . 8th ed. Pearson.
2	Zeithaml, V. Bitner, M., Gremler, D., & Pandit, A. (2018). <i>Services Marketing: Integrating Customer Focus Across the Firm</i> (7th ed.). McGraw Hill Education.
3	Gronroos, C. (2015). <i>Service Management and Marketing: Managing the Service Profit Logic</i> (4th ed.). John Wiley & Sons.
4	Berry, L., & Parasuraman, A. (2004). <i>Marketing Services: Competing Through Quality</i> . New York: Free Press.
5	Lusch, R., & Vargo, S. (2014). <i>Service-dominant Logic: Premises, Perspectives, Possibilities</i> . Cambridge: Cambridge University Press.

Assessment:

Internal	40%
Semester End	60%

PRODUCT AND BRAND MANAGEMENT:

Semester	:	III - Major		
Title of the Subject/course	:	Product and Brand Management- 100 Marks		
Course Code	:	MKT 305		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

Product and Brand Management is a course designed to sharpen the strategic facets of product/brand-based marketing. It takes the participants through a detailed step by step method to understand the functions of category and product design, development, revenue planning and positioning. The objective is to eventually create a brand with enhanced equity – both financial and strategic. The course also describes the role of promotion (advertising and sales promotion) in converting a strong product into a stronger brand.

Course Learning Objectives:

1	To examine the tools and techniques available for strategic marketing of products and brand planning. Specific decisions to be addressed are product policy, selection of product market strategies, new product development, product-line modification, brand equity and brand building strategy.
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Course Outcomes:

CO1	Applying	Develop a thorough understanding of product management framework.
CO2	Applying	Develop a thorough understanding of brand management framework.
CO3	Analysing	Analyse the local and global market place challenges for products and brands with PESTLE model.
CO4	Creating	Formulate product strategies in the complex global environment with the help of ANSOFF Grid.
CO5	Creating	Discuss the brand positioning, equity and image for a brand.

Course Outcomes (CO) Mapping to the AOL goals:

CODE : MKT-305	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Product & Brand Management	PO1	PO2	PO3	PO4	PO5	PO6
CO1			3	3	2	2
CO2	2	2	3			
CO3		2	3	3		2

CO4			3		2	
CO5			3	3		2

Course Contents:

Sr. No	Content	CO Mapping to the Topic
1	Role of product management in contemporary marketing environment, understanding of product and customer value hierarchy.	CO4, CO5
2	Functions, limitations, Challenges & Conflicts of Product Management.	CO3, CO4
3	Product strategy and Integration with Product mix elements.	CO3, CO4
4	Product Planning and Marketing Planning.	CO3, CO4, CO5
5	Category Attractiveness & Analysis.	CO3, CO4
6	Importance of Market Planning components of Marketing Plan Customer & Competitor Analysis.	CO3, CO4, CO5
7	Use of secondary sources of data for product market analysis, opportunity analysis, demand potential, media planning etc., sources such as CMIE, RK Swamy ,BBDO Index, GIS/NRS/IRS, ORG retail audit etc. Maintaining factbook & setting up MIS system	CO3, CO4, CO5
8	Importance of Marketing Mix elements for different product categories Managing new product process & diffusion of innovation	CO3, CO4, CO5
9	Managing existing product over product life cycle and portfolio management using BCG & GE frameworks	CO1,CO2
10	Financial Analysis for Product management	CO1,CO2
11	Introduction to Brands: Products v/s Brands, Anatomy of a Brand, Overview of brand building process, Customers and Brands: Understanding brands from the customer's perspective	CO3,CO4
12	Branding Challenges & opportunities, concept of brand equity	CO4,CO5
13	Brand Positioning Brand Identity: Brand Essence, Brand Personality, Identifying & Establishing Brand Positioning: Building A Strong Brand, Positioning Guidelines, Use of IMC for brand building	CO4,CO5
14	Brand Product Portfolio	CO4,CO5
15	Brand Equity: Development and Measurement of Brand Performance	CO4,CO5
16	Managing the Brand Portfolio overtime	CO1,CO2,CO3
17	Executing the Brand Identity through the 4P's Executing the Brand Identity through 'Promotion' Brand Extensions	CO1,CO2,CO3
18	Brand Product Portfolio, Brand Equity: Development and Measurement, Managing the Brand Portfolio overtime	CO1,CO2,CO3

Reference Texts:

1	Product Management– Lehmann
2	Strategic Brand Management– David Aaker
3	Aaker, D.A., 2012. <i>Building strong brands</i> . Simon and Schuster.
4	Building strong brands – Keller
5	Product management in India, Third Edition, Majumdar, PHI Publication.
6	Product Management– S.A. Chunawalla, HPH
7	Brand Management– Kirti Dutta– Oxford Publications

Assessment:

Internal	40%
Semester end	60%

MARKETING RESEARCH & ANALYTICS:

Semester	:	III - Elective		
Title of the Subject/course	:	Marketing Research & Analytics- 100 Marks		
Course Code	:	MKT 306		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

Every Business works on a Business Plan which comprises of corporate & competitive strategies of the firm. Business Processes/ Functions (e.g. Marketing, Sales & Service, Manufacturing Product Development etc.) develop their respective strategies with reference to Business strategies. Marketing strategies usually deals with Segmentation, Targeting and Positioning. Marketing Research plays an important role in deciding the Marketing strategy by providing critical information needed to choose appropriate strategy.

Course Learning Objectives:

1	To acquaint students with the marketing research process, applications and statistical tools & techniques.
2	To explore different approaches of Marketing research and acquaint them with contemporary marketing research practices.
3	To train students in using software's in the conventional method of marketing the product/service.
4	To introduce students to common analytical techniques.
5	To understand computing methods in Analytic Solver, GRG nonlinear solver, Evolutionary solver and SPSS that can be used in taking marketing decisions.
6	To identify the Complete dynamics of analytics in the digital technology and social media landscape.

Course Outcomes: Marketing Analytics

CO1	Applying	Apply Logistics Regression to predict customer buying behaviour.
CO2	Applying	Construct matrix of products for product bundling by using matrix method.
CO3	Applying	Choose method to forecast sale of product time series method.
CO4	Evaluating	Decide price of product by using optimisation method.
CO5	Applying	Construct primary, value, strategic matrices by using correlation method.
CO6	Creating	Choose media for product promotion by calculating media reach.

Course Outcome (CO) Mapping to the AOL goals: Marketing Analytics

CODE :	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Marketing Analytics	PO1	PO2	PO3	PO4	PO5	PO6
CO1			2	2		
CO2		1	2	2		
CO3			2			
CO4		1	3		1	
CO5		2	2	2		
CO6			3	3	1	

Course Outcome: Marketing Research

CO1	Applying	Apply statistical techniques to STP process.
CO2	Analysing	Categorize customers using segmentation techniques.
CO3	Creating	Build perceptual map of brands/products by using multi-dimensional scaling method.
CO4	Analysing	Discover importance of product attributes using regression analysis.
CO5	Evaluating	Evaluate data mining techniques to store and retrieve large data.

Course Outcome (CO) Mapping to the AOL goals:

CODE :	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Marketing Research	PO1	PO2	PO3	PO4	PO5	PO6
CO1			2			
CO2		2	3			
CO3			3	2		
CO4			3			

CO5		1	1
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Course Contents:

MARKETING RESEARCH:

Sr. No	Content	Co Mapping to the Topic
1	Overview of STP process of marketing & review of Research Methodology and Statistical Techniques.	CO1
2	Segmentation techniques: Cluster Analysis, Binary Logistic Regression, Discriminant Analysis.	CO1, CO2, CO3, CO4, CO5
3	Positioning the product/brand: Non-attribute based perceptual mapping using Discriminant Analysis.	CO1, CO2, CO3, CO4, CO5
4	New product development using: Conjoint analysis.	CO1, CO2, CO3, CO4, CO5
5	Introduction to Data Mining techniques for Marketing Research.	

MARKETING ANALYTICS:

Sr. No	Content	CO Mapping to the Topic
1	Customer categorisation strategies using Multinomial Logistic Regression.	CO1
2	Market basket analysis and lift.	CO3, CO4, CO5
3	Forecasting methods - Time Series, Regression, and ARIMA.	CO3, CO4, CO5
4	Techniques to determine product price and product bundling price.	CO3, CO4, CO5
5	Uses of following customer-based marketing metrics: Primary metrics: Acquisition rate, Acquisition cost, Retention rate, Survival rate, P(Active), Lifetime duration, Win-back rate, Value metrics: Share of category requirement, size of wallet, share of wallet, expected value of wallet. Strategic metrics: Past customer value, RFM value, Customer lifetime value, customer equity.	CO1, CO3

Reference Texts:

1	Malhotra, N., Hall, J., Shaw, M. and Oppenheim, P., 2006. Marketing research: An applied orientation. Pearson Education Australia.
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2	Sreejesh, S., 2014. Business research methods: An applied orientation. Cham: Springer International Publishing: Imprint: Springer, 2014..
3	Douglas, S.P. and Craig, C.S., 1983. International marketing research (p. 192). Englewood Cliffs, NJ: Prentice-Hall.
4	Aaker, D.A., Kumar, V. and Day, G.S., 2008. Marketing research. John Wiley & Sons.
5	Churchill, G.A. and Iacobucci, D., 2006. Marketing research: methodological foundations. New York: Dryden Press.
6	Winston, W.L., 2014. Marketing analytics: Data-driven techniques with Microsoft Excel. John Wiley & Sons.
7	Kumar, V. and Reinartz, W.J., 2006. Customer relationship management: A databased approach. Hoboken: Wiley.
8	Zikopoulos, P. and Eaton, C., 2011. Understanding big data: Analytics for enterprise class Hadoop and streaming data. McGraw-Hill Osborne Media.
9	Iacobucci, D., 2013. Marketing models: multivariate statistics and marketing analytics. Mason, OH: South-Western.

Assessment:

Internal	40%
Semester end	60%

DIGITAL MARKETING:

Semester	:	III - Elective		
Title of the Subject/course	:	Digital Marketing- 100Marks		
Course Code	:	MKT 307		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

Digital marketing refers to advertising delivered through digital channels such as search engines, websites, social media, email, and mobile apps. Using these online media channels, digital marketing is the method by which companies endorse goods, services, and brands. With the internet and associated technologies making rapid inroads in every facet of business, it has become crucial for marketers to adapt their strategies to satiate the demands of this information age.

Course Learning Objectives:

1	To provide students with the knowledge about business advantages of digital marketing and its importance for marketing success.
2	To get introduced to various digital channels, their advantages and ways of integration. how to integrate different digital media and create marketing content; how to optimize a Web site and SEO optimization.
3	To develop a digital marketing plan.

Course Outcome:

CO1	Applying	Apply the knowledge of the fundamentals of Digital Marketing for content marketing.
CO2	Evaluating	Evaluate brand communication objectives in context of business goals with the help of appropriate tools.
CO3	Analysing	Interpret data to assess the marketing challenges towards meeting communication objectives.
CO4	Analysing	Analyze various digital metrics and web analytics towards effectiveness of the digital marketing decisions
CO5	Creating	Create a workable digital marketing strategy for any firm with help of SEO

Course Outcome (CO) Mapping to the AOL goals:

Subject Code : MKT 307	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Digital Marketing	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	3	3	3	2
CO2	3	3	3	3	3	2
CO3	2	2	3	2	3	2
CO4	3	3	3	3	3	3
CO5	3	2	3	3	3	2

Course Contents:

Sr. No	Content	CO Mapping to the Topic
1	Introduction to Digital Marketing: What is digital marketing?. How is it different from traditional marketing?, ROI between Digital and Traditional Marketing, Discussion on Ecommerce, Discussion on new trends and current scenario of the world, Digital marketing a boon or a Bane?, How can digital marketing be a tool of success for companies?, Video on importance of digital marketing, Analysis of recent info graphics released by companies about digital marketing?, How did digital marketing help the small companies and top inc, Categorization of digital marketing for the business.	CO1, CO2, CO3, CO4
2	Drivers of Digital Marketing, different types of Digital Media and their role, role of IT in Digital Marketing, Challenges of offline / online marketing, cross functional challenges in going digital for a firm, role of consumerism in Digital Marketing.	CO 1, CO 2, CO 3
3	Diagnosis of the present website and business. SWOT analysis of business, present website and media or promotion plan. Understanding a Website, What is a website?, Levels of websites?, Difference between Blog, Portal and Website, Difference between websites either static or dynamic.	CO 2, CO 3,
4	Search Engine Optimization (SEO) : Understanding SEO, its role and importance, on page optimization techniques, Off page Optimization techniques, Reports, Introduction to Search Engine, Tools used for Search Engine, PPC/Google AdWords Tools, Display advertising Techniques, Report generation.	CO 1, CO 2, CO 4
5	Content: Content creation, content distribution - advantages and challenges, content marketing, promotions, landing page, user experience design.	CO 1, CO 2, CO 3, CO4
6	Social Media Optimization (SMO) : a) Introduction to social Media Marketing, b) Advanced Facebook Marketing, c) Word Press Blog creation, d) Twitter marketing, e) LinkedIn Marketing, f) Google plus marketing, g) Social Media Analytical Tools.	CO1, CO 2, CO 3

7	Other Topics : a) Google Analytics, b) Online Reputation Management, c) E-Mail Marketing, d) Affiliate Marketing, e) Social Media Analytics, f) Ad designing.	CO1, CO 2, CO 3, CO4
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Reference Text:

1	Ryan, D. (2014), Understanding Digital Marketing : Marketing Strategies for Engaging the Digital Generation,
2	The Beginner's Guide to Digital Marketing (2015), Digital Marketer, Pulizzi J. (2014), Epic Content Marketing, McGraw Hill Education.
3	E-commerce : Strategy, Technology and Implementation - Gary P Scheider, Cengage Learning (Thompson), 9th Edition, 2011
4	E-Business and E-Commerce Management - Third Edition, Dave Chaffey, 2009
5	E-Commerce Strategy : Technologies and Applications - David Whiteley - McGraw Hill International 2000
6	Electronic Commerce, A Managerial Perspective 2010 - E. Turban, King Lee, Viehland, 6th Edition, Pearson 2009

Assessment:

Internal	40%
Semester end	60%

DISTRIBUTION, LOGISTIC & SUPPLY CHAIN MANAGEMENT:

Semester	:	III - Elective		
Title of the Subject/course	:	Distribution, Logistics & Supply Chain Management-100 Marks		
Course Code	:	MKT 308		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

Distribution, Logistics and supply chain management are the key integral elements of business strategy. In an age of increasing competition and pressures on profitability there is an immense need to control distribution and supply chain efficiently. The aim of this course is to impart an understanding of a basic and advance concepts of supply chain and the interfacing with marketing role. Subject covers how logistics as a support to achieving the objectives of the sales and channel management. It deals in detail with the mathematical and technological elements for improving logistical efficiency.

Course Learning Objectives:

1	To develop an understanding of the role of distribution and supply chain in marketing and its importance in creating value to the customer.
2	To develop skills required to manage logistics & supply chain related issues.
3	To enable to appreciate, & analyze, distribution problems and solve them, by working collaboratively within groups.

Course Outcome:

CO1	Understanding	Interpret distribution & supply chain management-based issues, specific to market conditions.
CO2	Applying	Apply transportation models as a concept of Distribution & Supply Chain in cross functional areas viz, sales, Marketing & Distribution channels.
CO3	Analysing	Examine forecasting techniques and functions to reduce conflicts between different departments of organization viz Sales, Production, & Finance.
CO4	Evaluating	Prioritize channel partners to the best advantage of the organization based on the performance of the channel partners.
CO5	Creating	Formulate strategies on Transportation & Inventory management issues to drive efficiency in the organization

Course Outcome (CO) Mapping to the AOL goals

Subject Code : MKT 308	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Distribution & Supply Chain Management	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	3	2	1	2	2
CO2	1	3	2	1	2	2
CO3	1	3	2	1	2	2
CO4	1	3	2	1	2	2
CO5	1	3	2	1	2	2

Course Contents:

Sr. No	Content	CO Mapping to the Topic
1	The roles of distribution function in the marketing mix	CO1
2	Introduction to distribution function It's relation with other functions	CO1,CO2
3	Relationships between logistics and supply chain management.	CO1,CO2
4	SCM – issues and opportunities particularly in current context	CO4
5	SCM – Strategies Role of Products, Channels, Transport, Warehousing	CO4
6	SCM –Value chain and role of Distribution Porter's model	CO4
7	Forecasting Process Overview methods & actual models	CO1, CO4
8	Managing consensus demand across the supply chain.	CO3, CO4,
9	Planning supplies across the supply chain.	CO3
10	RCCP (Rough cut capacity planning) Process Overview vis a vis MPS (Master production scheduling)	CO3
11	Channel design and management for consumer products	CO3, CO4, CO5
12	Channel design and management for industrial products	CO3, CO4,CO5
13	Channel design and management for rural markets and services	CO3, CO4,CO5
14	Managing channel members, selection, training, development, motivation and performance appraisal of channel members.	CO3, CO4,CO5
15	Handling & resolving channel conflicts. ROI of intermediaries	CO3, CO4,CO5
16	Financial dimensions of dealer management their motivation	CO3, CO4,CO5

17	Techniques of Modern Physical Distribution Management – using technology.	CO3, CO4,CO5
18	Inventory & stock management - Overview	CO3, CO4,CO5
19	Inventory & stock management – Mathematical Models how to calculate safety stocks	CO3, CO4,CO5
20	Transportation Modes - Road, air, rail and sea their comparison	CO3, CO4,CO5

Reference Texts:

1	Bowersox, D, &Closs, D. (2007). Logistical Management. New York, NY: McGraw-Hill.
2	Khanna, K.K. (2015). Physical Distribution Management - Logistical Approach
3	Christopher, M. (2016). Logistics & supply chain management. Harlow, England: Pearson.
4	Chopra, S., Meindl, P, &Kalra, D. (2018). Supply Chain Management (7th ed.). Pearson.

Assessment:

Internal	40%
Semester End	60%

DIRECT MARKETING & CUSTOMER RELATIONSHIP MANAGEMENT:

Semester	:	III - Elective		
Title of the Subject/course	:	Direct Marketing & CRM-100 Marks		
Course Code	:	MKT 309		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

This subject is designed to explore two additional methods of getting customers – direct marketing and retaining customers through relationship marketing. The students will get a deep insight into how relationship marketing can improve customer life time value, wallet share, customer knowledge value, customer influence value, Business Reference Value etc. and impact it has on other business metrics like sales, ROI, customer satisfaction etc. Besides the students will also learn more on Direct Marketing as this will become one of the most important methods of marketing going forward with relevance becoming the key element. Mass marketing is losing its grip in favor of direct marketing and hence the subject is important from that perspective.

Course Learning Objectives:

1	To understand the principles, concepts and strategies associated with direct marketing also termed as one to one marketing and database marketing.
2	To explore the creation of a customer database, customer segmentation methods, customer relationship and retention strategies, creation of customer loyalty, direct marketing tactics, role of internet and technology and the application of lifetime value techniques.
3	To examine industry issues and trends.

Course Outcome (Direct Marketing):

CO1	Applying	Identify with real-life direct marketing initiatives and specific challenges thereon.
CO2	Evaluating	Assess state-of-the-art direct marketing tools and techniques appropriate to target market.
CO3	Creating	Design specific digital and social media content to aid Direct Marketing.
CO4	Evaluating	Measure Direct Marketing effectiveness with the help of direct marketing metrics.
CO5	Analysing	Examine the relationship & effectiveness of different direct marketing initiatives.

Course Outcome (CO) Mapping to the AOL goals:

Subject Code : MKT-309	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Direct Marketing	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	2	2	2	2	2
CO2	2	2	2	2	2	

CO3	2	2	2	2	2	2
CO4	2	2	2	2		
CO5	2	2	2	2		2

Course Contents:

DIRECT MARKETING:-

Sr. No	Content	CO Mapping to the Topic
1	Course overview -- Understanding the role of direct marketing – What is Data base marketing? – Key concepts - Importance of Data & Managing Databases -- Overview of the four cornerstones in direct marketing.	CO1
2	Cornerstone 1 - identify your target customers – How databases support this process.	CO2
3	Cornerstone 2 – differentiate customers – overview of segmentation and customer profile review at various periods.	CO2
4	Direct marketing strategies for different value segments introduction to analytical techniques – RFM.	CO2, CO3
5	Cornerstone 3 – Interacting with customers – Loyalty marketing - Direct Marketing & Sales Incentives.	CO3
6	Offers and incentives and Direct marketing methods (Mail, phone, email and Web)	CO3
7	Interacting with customers - Campaign testing, metrics, dashboard concepts, Customer Valuation Methods, The Art of Creative Communication, The critical role of the Internet on Direct Marketing, How is Technology reshaping Direct Marketing?	CO4, CO5
8	Cornerstone 4 – Customize - mass customization of products / communications, Relationships marketing.	CO4, CO5

Course Outcome (CRM):

CO6	Applying	Be able to apply the fundamentals of Relationship Marketing strategy for retaining key customers
CO7	Analyse	Comprehend, analyse and apply the metrics used in CRM – customer lifetime value, customer equity, wallet share, Customer Knowledge Value, Customer Influence Value, Business Reference Value, etc.
CO8	Creating	Understand customer loyalty and how to create loyalty program as a part of CRM
CO9	Applying	Students will be able to apply various tools available to analyze efficient allocation of marketing resources to maximize customer value.
CO10	Understanding	Students will be able to understand about the importance of testing direct marketing programs

Subject Code : MKT-309	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Direct Marketing	PO1	PO2	PO3	PO4	PO5	PO6
CO6	2	2	2	2	2	2
CO7	2	2	2	2	2	
CO8	2	2	2	2	2	2
CO9	2	2	2	2		
CO10	2	2	2	2		2

CUSTOMER RELATIONSHIP MANAGEMENT (CRM):-

Sr. No	Content	CO Mapping to the Topic
1	Introduction to CRM & Metrics for CRM -- What is CRM? -- The Customer Lifecycle -- The Concept of Customer Loyalty - - Metrics for Evaluating Customers.	CO6
2	CRM in Marketing and Sales Force Automation.	CO6
3	Customer Loyalty Program and CLV.	CO7
4	Concept & context of CRM: CRM as an integral business strategy.	CO8
5	Customer knowledge: The Individualized customer proposition.	CO8, CO9
6	The relationship policy: Relationship data management.	CO9, CO11
7	Measuring and Maximizing Customer Lifetime Value -- Customer Selection --Managing Loyalty and Profitability Simultaneously -- Optimal Resource Allocation --Assessing Return on Marketing Investment -- Introduction to Customer Engagement - Understanding Referral Marketing (CRV) -- Understanding Customer Knowledge Value (CKV).	CO10, CO11
8	Managing Customers -- Word of Mouth about Brands -- Understanding Customer Influence Value (CIV).	CO10, CO11
9	Brand and Customer Engagement.	CO7
10	Data analyses and data mining.	CO7

Reference Texts:

DIRECT MARKETING:

1	Strategic Database marketing Arthur M Huges McGraw Hill 2nd edition
2	One to One marketing by Don Pepper and Martha Rogers

CUSTOMER RELATIONSHIP MANAGEMENT (CRM):-

1	Profitable Customer Engagement: Concept, Metrics, and Strategies, V. Kumar, Sage Publications, 2013
2	Managing Customers For Profit: Strategies To Increase Profits And Build Loyalty. V. Kumar, Prentice Hall Professional.
3	Customer Relationship Management: Concept, Strategy and Tools, V. Kumar and W. Reinartz, 2nd Edition, Springer
4	Statistical Methods in Customer Relationship Management, V. Kumar and J. Andrew Petersen, Wiley & Sons
5	Customer Relationship Management, Jagdish Sheth & G Shainesh
6	CRM : Emerging Concepts, Tools and Applications : Jagdish Seth & Atul Parvatiyar
7	CRM Essentials, J W Gosney

Assessment:

Internal	40%
Semester End	60%

OPERATIONS SPECIALISATION (SEMESTER III)
SEMESTER III
3 Core Courses + 5 Major Courses + (2 Electives out of 4)

CORE COURSES

Course Code	Course Name	No. of sessions & hours	Total Duration	Marks	Credits
GM 302	International Business	20 x 2 hrs each	40 Hours	100	4
GM 303	Strategic Management	20 x 2 hrs each	40 Hours	100	4
GM 304	Business Ethics & Corporate Governance	20 x 2 hrs each	40 Hours	100	4

MAJOR COURSES

Course Code	Course Name	No. of sessions & hours	Total Duration	Marks	Credits
OPN 301	World Class Manufacturing	20 x 2 hrs each	40 Hours	100	4
OPN 302	Advanced Supply Chain Management	20 x 2 hrs each	40 Hours	100	4
OPN 303	Industrial Engineering Applications	20 x 2 hrs each	40 Hours	100	4
OPN 304	Manufacturing Resources Planning	20 x 2 hrs each	40 Hours	100	4
OPN 305	Business Process Re-Engineering	20 x 2 hrs each	40 Hours	100	4

ELECTIVES (Any Two out of Four)

Course Code	Course Name	No. of sessions & hours	Total Duration	Marks	Credits
OPN 306	International Logistics	20 x 2 hrs each	40 Hours	100	4
OPN 307	Quantitative Techniques in Operations	20 x 2 hrs each	40 Hours	100	4
OPN 308	Services Operations Management	20 x 2 hrs each	40 Hours	100	4
OPN 309	Operations Analytics	20 x 2 hrs each	40 Hours	100	4

INTERNATIONAL BUSINESS:

Semester	:	III - Core		
Title of the Subject/course	:	International Business-100 Marks		
Course Code	:	GM 302		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

International Business (IB) would address the conceptual understanding of the subject and its significance in the modern economy and global business environment, especially the post covid – 19 scenario. IB encompasses – exports, imports, third country trade, barter, investments, technology transfers, alliances, joint ventures, subsidiaries etc. The subject would cover practical aspects and operational challenges of undertaking IB in different geographies /countries, company specific strategies for market entry, PESTLE analysis, geo –political challenges, compliance to rules and regulations, adhering to global regulatory requirements stipulated by governments, WTO, regulatory bodies, Trade blocks etc. How do organizations develop a competitive advantage and value proposition for its Stakeholders thereby creating a Sustainable organization Learnings from successful MNC’s and Global players. Students would get conceptual understanding and practical knowledge of real life global business environment and prepare them to be business ready

Course Learning Objectives:

1	To understand how trade is done at global level and how it attempts to bring all the countries together for the purpose of doing business.
2	To understand effects of globalization by understanding the integration the economies of different countries.
3	To understand and comprehend roles of International business organisations in International business.
4	To identify global business opportunities to fulfill organizational objective of growth and sustainability.

Course Outcome:

CO1	Applying	Develop a thorough understanding of the real global business environment using PESTLE.
CO2	Evaluating	Assess business opportunities at the international level.
CO3	Analysing	Analyse and respond to the local and global market place challenges using EPRG and Hoffstede Model.
CO4	Creating	Formulate business strategies in the complex global, social & legal environment.
CO5	Creating	Discuss the globalization route towards enhancing return on investment, optimal use of resources and capacity optimization.

Course Outcome (CO) Mapping to the AOL goals:

CODE: GM302	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
International Business	PO1	PO2	PO3	PO4	PO5	PO6
CO1				2	3	
CO2			3	2	3	
CO3		2	3		3	
CO4		2	3	2	3	
CO5		2	3	2	3	

Course Contents:

Sr. No	Content	CO Mapping to the Topic
1	Introduction: Objective and Scope, importance and current trends, domestic business v/s international business, reasons for international business - For Corporate and Country, Modes of entry and operations.	CO 1
2	PESTEL Analysis and its Impact on International Business: Risk Analysis, Decisions to overcome or managing risks.	CO1,CO2
3	Cross Cultural Management: Hofstede's Cultural Dimension, CAGE Framework by Prof. Pankaj Ghemawat, Culture and Leader Effectiveness: The GLOBE Study.	CO3
4	Modes of Entry : Market/Country Entry Strategic Alliances / JV / M&A	CO1 CO2, Co3, CO4
5	Investment Management in International Business : Foreign Direct Investment, Offshore Banking, Foreign Exchange Dealings and numerical in business, Resource Mobilization through portfolio/GDR/ADR	CO4
6	Multinational Corporations: Structure, system and operation, advantages and Disadvantages - Case discussion, Current opportunities of Indian MNCs and Case discussion, Issues in foreign investments, technology transfer, pricing and regulations, international collaborative arrangements and strategic alliance.	CO2, CO3, CO4
7	Globalisation: Concepts and practice, role of global organisation and global managers, stages of building global companies and competitiveness, global competitive advantages of India - Sectors and Industries.	CO1, CO2, CO3, CO4, CO5
8	International Organisations and their role in international business: WTO, World Bank, ADB, IMF and others.	CO1, CO2, CO3

9	Regional Trade Agreements and Free Trade Agreements (RTA and FTA) : NAFTA, EC, ASEAN, COMESA, LAC, Others	CO1, CO2,CO3
10	Investment Decisions : Drivers of FDI – Special emphasis on emerging markets, Offshore Banking, Forex Management – ADR-GDR's- EU bonds	CO5
11	WTO Regional Trade Agreements : Building Blocks of WTO, Major agreements of WTO	CO2, CO3
12	Management of Multinationals : Organization Structure – Matrix –Geographic-Product, International HRM-Expatriate Management-Staffing of Subsidiaries, Integration Responsive Models, Types of subsidiaries & Control of subsidiaries, Global manufacturing and supply chain, Optimizing of Supply chain & Offshoring V/S Outsourcing	CO2, CO3, CO4

Reference Texts:

1	Meyer, K. and Peng, M.W., 2nd edition 2016. <i>International business</i> . Cengage Learning.
2	ANANT, K.S. and BLACK, J.S., 1996. <i>The international business environment: text and cases</i> . Prentice-Hall.
3	Hill, C.W. and Hernández-Requejo, W., <i>Global business today</i> . New York: McGraw-Hill Irwin. McGraw-Hill Higher Education; Global edition of 7th revised edition (November 1, 2010)
4	Ferraro, G.P., - <i>The cultural dimension of international business</i> - Pearson; 6 edition (October 9, 2009)
5	Cullen John, B. and Praveen, P.K., <i>Multinational Management. A Strategic Approach.</i> - South-Western College Pub; 6 edition (April 16, 2013)
6	<i>International Management</i> - Arvind V Pathak - Tata McGraw Hill.
7	<i>International Business: Challenges and Choices</i> - Alan Sitkin, Nick Bowen - Oxford Press.

Assessment:

Internal	40%
Semester end	60%

STRATEGIC MANAGEMENT:

Semester	:	III - Core		
Title of the Subject/course	:	Strategic Management- 100 Marks		
Course Code	:	GM 303		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

Strategic Management provides overall direction by developing plans and policies designed to achieve objectives and then allocating resources to implement the plans.

Strategic Management is a core subject which enables the students to gear up for understanding how strategies are required in every walk of life with respect to their individual domain working area and focusing on the science of the business by setting up systems ,so that the business works smoothly This subject also connects all the functions of the business viz Marketing-Finance-HR-IT and operations stream , thus gives a broader picture to run the business effectively using Business Integration Process model as a tool.

Course Learning Objectives:

1	To understand the role and importance of Strategic thinking in an ever changing business environment.
2	To understand the Strategic Management process - Strategy Formulation, Implementation & its Evaluation
3	To design a strategy that address/help achieve long term goals of an organisation.
4	To identify and establish 'Competitive edge' - demonstrating a strong Customer Value Proposition, with a clear differentiator.

Course Outcomes:

CO1	Applying	Identify changes in consumer behavior & market, leading to market opportunities.
CO2	Creating	Predict future market needs by analyzing market opportunities & threats.
CO3	Evaluating	Interpret the firms Product & Business portfolio using available models.
CO4	Creating	Construct go-to-market strategies using appropriate analytical tools and strategy framework.
CO5	Evaluating	Evaluate the effectiveness of strategies implemented.

Course Outcomes (CO) Mapping to the AOL goals:

CODE : GM-303	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Strategic Management	PO1	PO2	PO3	PO4	PO5	PO6
CO1			3	3		
CO2	2	3	3	3	2	2
CO3	2	3	3	3	2	2
CO4		3	3	3	2	2
CO5	2		3			

Course Contents:

Sr. No	Content	CO Mapping to the Topic
1	Introduction to Strategic Management, Strategic Management Process: Vision, Mission, Goal, Philosophy, Policies of an Organisation Strategy.	CO1
2	Strategy as planned action, its importance, Process and advantages of planning Strategic v/s Operational Planning, Strategy Choices & Hierarchy of Strategies.	CO1
3	PESTEL & SWOT as tools for Strategic formulation.	CO1
4	External & Industry Analysis: General Environment, Industry/Competitive Environment, Identifying industry's dominant features, Porter's Five Forces of Competitive Analysis, Analytics Tools: EFE Matrix and CPM.	CO1
5	Internal Analysis : Assessment of Company Performance, Management & Business Functions Framework, Other Frameworks for Organisational and Internal Analysis, Analytical Tool : IFE Matrix	CO3
6	Strategy Analysis and Formulation Tools: TOWS strategy, SPACE Matrix, BCG Matrix, IE Matrix, GE - McKinsey Matrix, Grand Strategy Matrix, Strategy Mapping and The Balanced Scorecard.	CO1, CO2, CO3, CO4
7	Strategy Choices : Hierarchy of Strategies, Types of Strategies, Porter's Generic Strategies, Porter value chain analysis, Competitive Strategies and strategies for different industries and company situations, Strategy Development for Non-profit, Non-business oriented organisations, Mckinsey's 7 S Model : Strategy, Style, Structure, Systems, Staff, Skills and Shared values.	CO2
8	Growth Accelerators: Business Web, Market Power, Learning based. Management Control, Elements, Components of Management Information Systems.	CO2
9	Strategy Evaluation and Control: Performance Measurement	CO4

	and Monitoring.	
10	Financial Projections and Financial Impact of Strategies.	CO4
11	Other Topics: Social Responsibility, Environmental Sustainability, Value Chain Analysis, Economic Value Added (EVA), Market Value Added (MVA), Strategic Issues in a Global Environment.	CO2, CO3, Co4
12	Mergers & Acquisitions	CO1, CO2, CO3
13	Globalization & JV	CO1, CO2, CO3
14	Ninza Business Academy Model	CO4, CO5

Reference Texts:

1	Thomson, Strickland, Gamble & Hain, "Crafting & Executing Strategy", 14th Edition, Tata McGraw Hill, New Delhi.
2	Pierce & Robinson, "Strategic Management: Formulation, Implementation & Control", 9th Edition, Tata McGraw Hill, New Delhi.
3	David Fred R, "Strategic Management: Concepts & Cases", 10th Edition, Pearson - Prentice Hall, New Delhi.
4	Hit, Ireland, Hoskisson & Manikutty, "Strategic Management: A South - Asian Perspective", 9th Edition, Cengage Learning, Delhi.
5	Johnson & Scholes, "Explaining Corporate Strategy", 6th Edition, Pearson Education, Delhi.
6	Kachru Upendra, "Strategic Management: Concepts and Cases", Excel Books, New Delhi.
7	Barney Jay, "Gaining & Sustaining Competitive Advantage", 2nd Edition, Prentice Hall, New Delhi.
8	Renee Mauborgue, W. Chan Kim, Blue Ocean Strategy, Harvard Business Review, 2005.
9	Nag A, "Strategic Management - Analysis, Implementation & Control", Vikas Publishing House, 2011.
10	Kazmi & Kazmi, "Strategic Management and Business Policy", 4th Edition, Tata McGraw Hill, New Delhi.

Assessment:

Internal	40%
Semester end	60%

BUSINESS ETHICS & CORPORATE GOVERNANCE:

Semester	:	III - Core		
Title of the Subject/course	:	Business Ethics & Corporate Governance-100 Marks		
Course Code	:	GM 304		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

Ethics seeks to resolve questions of human morality by defining concepts such as good and evil, right and wrong, virtue and vice, justice and crime. As a field of intellectual inquiry, moral philosophy also is related to the fields of moral psychology, descriptive ethics, and value theory. “Corporate governance” is the term used to refer to the policies and processes by which a corporation (or other large, complex institution) is controlled and directed. It refers especially to the way power and accountability flow between shareholders, boards of directors, CEOs, and senior managers. By using a stakeholder management framework this module stresses on the social and ethical responsibilities of business to both internal and external groups of stakeholders. The module also shows how moral and ethical considerations are involved in public issues facing organisation’s and the decision making processes of managers.

Learning Objectives:

1	To provide hands-on holistic perspective of good Governance & Business Ethics to students.
2	To instill the integrity DNA to students who are required to function as “Ethics Champions” in corporate life from a practitioner on the subject with global experience.
3	To sensitise students about understanding business challenges, stakeholder issues, global regulatory and compliance environment and relevance of Code of Conduct / Policies.

Course Outcomes:

CO1	Understanding	Understand the importance of instilling the desired ethical value culture in the organisation to be able to follow as an integral aspect of business.
CO2	Analysing	Examine the role of “Ethics Champions”, Custodians of Governance.
CO3	Analysing	Assume best global practices and will learn to engage with stakeholders in creating a differentiated value proposition based on ethics management systems.
CO4	Understanding	Understand importance of corporate governance.
CO5	Evaluating	Determine the importance of robust corporate governance processes and review mechanism done by Lokpal, CAG, Judicial process, RTI

		etc.
CO6	Evaluating	Determine effect of grooming ethical leaders and effective corporate governance on company's reputation and the respect its brand fetches in the market place.
CO7	Understanding	Understand vedic and Gandhian principle of trusteeship and its relevance to modern businesses.
CO8	Understanding	Understand contemporary CG practices in other countries.

Course Outcomes (CO) Mapping to the AOL goals

Subject Code : GM 304	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Business Ethics and Corporate Governance	PO1	PO2	PO3	PO4	PO5	PO6
CO1			3	2		3
CO2	3		3	2		3
CO3			3	2	3	3
CO4			3	2		3
CO5			3	2		3
CO6			3	2		3
CO7			3	2		3
CO8			3	2		3

Course Contents:

Sr. No	Content	CO Mapping to the Topic
1	Introduction: Evolution of Morality, Ethics Values and its impact on Human Societies.	CO1, CO3
2	Role of Religion, Theology, Political beliefs, and Philosophy in Influencing Societal behavior.	CO1, CO3, CO4
3	Gandhian Principles of Trusteeship and its relevance in modern times and its relevance in modern times. Impact of Indian culture and Gandhian thoughts and learning which can be adopted -Swadeshi, Sarvodaya and Antodaya.	CO3
4	Relevance of Ethics in Business in a Global Environment: Globalization & Ethics, why ethics can be a differentiating factor, Building Trust, Reputation Management.	CO2, CO3, CO4
5	Creating a robust Ethics Management Framework: Leadership commitment, Code of Conduct, Supplier Codes, Anti-Bribery rules, POSH, Human rights and Social Accountability, Internal reporting systems, Deployment of Values , Reporting , Reward and Punishment for breaches	CO2, CO4
6	Creating an Ethics Template: Stakeholder Accountability.	CO2, CO4

7	Ethical Organization: Grooming Ethical Leaders/ Managers: Embedding Ethics and Integrity in decision making process across the value chain for conducting responsible businesses for the societal good.	CO1, CO3, CO4
8	Learnings from Global Organizations.	CO1, CO3, CO4
9	Internal Organization DNA – Compliance to Commitment.	CO1, CO3, CO4
10	Evolution of Corporate Governance Process in the World.	CO1, CO2, CO4
11	Governance, Controls and Risk Management: Implementing CG: Corporate Control strategies, Risk Management, CG Assurance process.	CO2, CO4
12	Creating a robust Ethics Management Framework: Leadership commitment, Code of Conduct, Supplier Codes, Anti-Bribery rules, POSH, Human rights and Social Accountability, Internal reporting systems, Deployment of Values , Reporting , Reward and Punishment for breaches	CO2, CO3, CO4
13	Global Regulatory and Governance Framework: SOX, SEBI,RBI, etc	CO 4
14	Creating a value based organization & ecosystem: Social responsibility of Business, being good is good for business	CO1, CO3, CO4
14	Built To Last: How value-based organizations are able to ride the ups & downs in the environment both global & local companies.	CO1, CO2, CO3, CO4, CO5

Reference Texts:

1	The Essential Book of Corporate Governance – G.N.Bajpai – 1 st Edition-2016- Sage Publications.
2	Corporate Governance Law Practice & Procedures With Case Studies –Dr. C.L.Bansal- Taxmann Publications Pvt. Limited, 2006
3	Corporate Governance & Business Ethics : Text & Cases – U.C. Mathur- Macmillan-2006.
4	Cases in Corporate Governance – Wearing Robert- SAGE Publications Ltd; First edition (May 24, 2005).
5	Good Works! – Phillip Kotler, David Hessekiel. Nancy Lee- Audiobook, July 26, 2016.
6	Built To Last – Collins & Porras- William Collins- October,1994.
7	The Ethics of management – Larve Tone Hoshier.
8	What is Ethical in Business by Verne E. Henderson- McGraw Hill (1992) .
9	Ethics in Management by S K Chakraborty - Oxford University Press.
10	Gandhian Philosophy - Sarvodaya Publications.

Assessment:

Internal	40%
Semester end	60%

WORLD CLASS MANUFACTURING:

Semester	:	III - Major		
Title of the Subject / course	:	World Class Manufacturing- 100 Marks		
Course Code	:	OPN 301		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

World Class Manufacturing is a set of concepts, policies, techniques, and principles for operating and managing a manufacturing company. The concept of World Class Manufacturing is based on the positive results achieved by Japanese manufacturing companies after World War II.

Course Learning Objectives:

1	To understand the dynamics of global markets which are turbulent, dynamic and complex.
2	To understand the relevance of world class performance in competitive framework with total customer focus.
3	To understand the framework of world class manufacturing.
4	To understand current state of Indian manufacturing in relation to world class standards and performance issues.
5	To understand and explore different areas of manufacturing and their applications in a plant with the help of real life cases studies.

Course Outcome:

CO1	Understanding	Understand World Class Manufacturing (WCM) principles and systems.
CO2	Applying	Apply systems & tools for World Class manufacturing.
CO3	Applying	Apply suitable best practices of world class manufacturing.
CO4	Evaluating	Evaluate business strategies like mergers & acquisitions, adopting lean manufacturing practices for world class manufacturing in order to be globally competitive.
CO5	Creating	Develop an advance system for a manufacturing organization

Course Outcome (CO) Mapping to the AOL goals

CODE : OPN-301	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
World Class Manufacturing	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	1	1	3	3	1
CO2	3	2	3	3	3	1
CO3	3	2	3	3	3	1
CO4	3	2	3	3	3	2
CO5	2	3	3	2	1	1

Course Contents:

Sr. No	Content	CO Mapping to the Topic
1	World class manufacturing and information age. Sub Topics. Emergency of information age. Completing in information age business challenges operating environment of information age Indian global completeness and manufacturing excellent Time based competition, managing knowledge Problems in manufacturing industry co-ordination control Fragmented information infrastructure Understanding, Attribute of world class status.	CO1
2	Gaining competitive advantage through world class manufacturing. - Varies concepts of world class manufacturing, What is world class manufacturing Various models of WCM, Various models of WCM or approaches to WCM. Practices of WCM Meaning of WCM supplier, Customer manufacturer quality in WCM.	CO1
3	Systems & Tools for World Class manufacturing - Overview of systems & tools, Information management tools, Material processing and handling tools. Product, Process design tools, Flexible manufacturing systems rapid prototyping Lean Production tools, An assessment Manufacturing systems	CO2
4	World class manufacturing- The Indian scenario - Manufacturing performance & Planned strategies of Indian manufacturing, Competitiveness of Indian manufacturing, Manufacturing readiness of Indian firms, Manufacturing objectives and strategy, Use of Management tools and technologies classification by breadth of Information Technology, Infrastructure and depth of manufacturing applications, Strategy for world class status, and information technology, Is India ready for world class manufacturing / Facilitating change to WCM	CO3 CO2 CO1

5	Leading India towards world class manufacturing Business strategy & global competitiveness. - Manufacturing strategies for information age. Developing strategic thinking as world class as, STRATEGIC PERSPECTIVE. Issues in strategic planning, Barriers to using information technology strategically. World Class Strategic planning and Implementation, Need for performance measurement Various methods of measurement, Importance of Human diversions in world class- morale and team building.	CO5 CO4
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Reference Texts:

1	World class manufacturing- K . Shridhar Bhat
2	Liker, J.K., 2005. The toyota way. Esensi.
3	Ohno, T., 1988. Toyota production system: beyond large-scale production. crc Press.
4	Imai, M., 2000. Gemba Kaizen: estratégias e técnicas do kaizen no piso de fábrica. IMAM.
5	Flood, R.L., 1993. Beyond tqm. Wiley.
6	Deming, W.E., 2018. Out of the Crisis. MIT press.
7	Japanese Manufacturing Techniques - By Richard J Schonberger
8	World Class manufacturing - By Richard J Schonberger

Assessment:

Internal	40%
Semester end	60%

ADVANCED SUPPLY CHAIN MANAGEMENT:

Semester	:	III-Major		
Title of the Subject / course	:	Advanced Supply Chain Management (SCM)-100		
Course Code	:	OPN 302		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

Supply chain management is the management of the flow of goods and services and includes all processes that transform raw materials into final products. It involves the active streamlining of a business's supply-side activities to maximize customer value and gain a competitive advantage in the marketplace.

This subject explores the major elements of supply chain and expose to leading edge thinking on supply chain strategy, designing supply chain, customer satisfaction; inventory management; risk management, alliances, issues and challenges, performance measurement.

Course Learning Objectives:

1	To emphasize the importance of Logistics / SCM within the framework of the corporate world.
2	To gain firsthand knowledge on the current trends / best practices prevalent in the field of Logistics / SCM.
3	To show / demonstrate how logistics / SCM can be an effective Strategic Tool in the hands of the Management of an Organization.

Course Outcome:

CO1	Understanding	Understand the important role of supply chain management in today's business environment.
CO2	Understanding	Understand the role of logistics as it relates to transportation and warehousing.
CO3	Applying	Apply current supply chain theories, and practices as per recent trends in a given business case.
CO4	Applying	Apply knowledge to manage an effective supply chain
CO5	Creating	Develop critical management skills such as negotiating, working effectively within a diverse business environment.

Course Outcome (CO) Mapping to the AOL goals

CODE : OPN-302	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Supply Chain Management	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	2	3	1	3	1
CO2	1	2	2	1	3	2
CO3	1	2	3	1	3	1
CO4	2	1	3	2	1	3
CO5	3	1	2	3	1	3

Course Contents:

Sr. No.	Content	CO Mapping to the Topic
1	Understanding the supply chain - a) What is a supply chain? b) Decision phases in a supply chain. c) Process view of a supply chain.d)) The importance of supply chain flows. e) Competitive Supply Chain Strategies f) Achieving strategic fit.	CO1 CO2
2	Network design in the Supply Chain. - a) The role of network design in the supply chain.b)) Factors influencing network design decisions. c) A framework for network design decisions d) Models for facility location and capacity allocation. e) Making network design decisions in practice. Designing distribution network in a supply chain f) The role of distribution in the supply chain.g) Factors influencing distribution network design h) Design option for a distribution network. i) Distribution network in practice.	CO1 CO2 CO3
3	Inventory Management and risk pooling - a) Introduction b)) A single warehouse inventory example c) The economic lot size model.d) The effect of demand uncertainty e) Risk pooling f) Centralized versus decentralized systems g) Managing inventory in the supply chain	CO1 CO2 CO3
4	The value of Information - a) Introduction b) Bullwhip effect, c) Effective forecasts, d) Information for the coordination of systems, e) Locating desired products, f) Lead time reduction, g) Information and supply chain trade-off, h) Designing the supply chain for conflicting goals.	CO1 CO2 CO3 CO4 CO5
5	Supply chain integration - a) Introduction, b) Push, Pull, and Push-Pull systems c) Demand driven strategies, Collaborative Planning Forecasting Replenishment (CPRF) concept. d) Impact of Internet on supply chain strategies. (E-business) e) Distribution strategies- Direct shipment, Cross-docking, Milk run, transshipment, f) Supply Chain Management in e-commerce companies viz. Amazon, Swiggy, Urbanclap.	CO1 CO2 CO3 CO4 CO5

6	Strategic Alliances - a) Introduction, b) A framework for strategic alliances c) Third party / fourth party logistics d) What are 3PL/4PL, Advantages and disadvantages of 3PL, 3PL issues and requirements? e) Retailer supplier partnership f) Types of RSP, Requirements of RSP, Inventory ownership in RSP, Issues and steps in RSP implementation, Advantages and disadvantages of RSP. g) Distribution Integration, Types of and issues in Distribution integration.	CO1 CO2 CO3 CO4 CO5
7	E-procurement and outsourcing - a) Introduction, b) Outsourcing benefits and risks. c) A framework for Buy/Make decisions. d) E-procurement e) A framework of E-procurement.	CO1 CO2 CO3 CO4 CO5
8	International Issues in Supply Chain Management - a) Global market / Technological/ Cost/ Political and Economic Forces. b) Risks and advantages of international supply chain c) International versus Regional products d) Local autonomy versus central control. e) Regional differences in Logistics- Cultural differences/ infrastructure/ performance expectation and evaluation, Information systems availability, human resources. f) Global business logistics Lean Manufacturing and SCM g) Basic elements of lean manufacturing h) Benefits of lean manufacturing i) Integration of lean manufacturing and SCM j) Mass customization, characteristics of mass customization k) Implications and benefits of mass customization l) SCM for mass customization.	CO2 CO3
9	Procurement Management in Supply Chain - a) New Paradigms in Inventory and purchase management b) Just in time, Elements and benefits of JIT systems. c) Vendor Managed Inventory (VMI), VMI Business Model. d) Steps in setting up VMI, Benefits, challenges and limitations of VMI. e) Overcoming limitations of VMI. Customer Value and SCM. f) The dimensions of Customer Value. g) Conformance to requirements, product election, price and brand, Value-added services, Relationships and experiences. h) Strategic pricing	CO1 CO2 CO3 CO4 CO5
10	Performance Measurement and Controls in Supply Chain Management - a) Introduction and concept of Benchmarking and Gap Analysis, b) Key actions in benchmarking for best practices c) Overview of Supply Chain Operations Reference (SCOR) Modeling d) Balance scorecard for SCM.	CO1 CO2 CO3 CO4 CO5
11	Ethical issues in SCM - a) Supply chain vulnerability and International practices b) Conformance to applicable laws such as Contract and commercial laws, trade regulation, government procurement regulations, patents, copyrights, trademark laws, transportation and logistics laws and regulations, environmental laws.	CO1 CO2 CO3 CO4 CO5

Reference Texts:

1	Chopra, S. and Meindl, P., 2016. Supply chain management: Strategy, planning, and operation.
2	Altekar, R.V., 2005. Supply chain management: Concepts and cases. PHI Learning Pvt. Ltd..
3	Simchi-Levi, D., Kaminsky, P., Simchi-Levi, E. and Shankar, R., 2008. Designing and managing the supply chain: concepts, strategies and case studies. Tata McGraw-Hill Education.
4	Kilger, C., Meyr, H. and Stadtler, H., 2015. Supply chain management and advanced planning: concepts, models, software, and case studies. Springer.

5.	Matching supply with Demand Dr Gerard & Dr. Christian.
6.	Operations & SCM by Ravi Shankar and Rober Jacobs & Richard B Chase.

Assessment:

Internal	40%
Semester-end	60%

INDUSTRIAL ENGINEERING APPLICATIONS & PRODUCTIVITY MANAGEMENT:

Semester	:	III - Major		
Title of the Subject / course	:	Industrial Engineering Applications & Productivity Management-100 Marks		
Course Code	:	OPN 303		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

Industrial engineering and engineering management is concerned with the design, improvement, installation, and management of integrated systems of people, material, and equipment. The Industrial Engineering Applications & Productivity Management philosophies and principles in this syllabus are thoroughly proven and adopted by the best companies in the world. However, World Class practices often go opposite to some of the practices covered in traditional Operations Management. Every effort is made here to inculcate only the best practices into the students through the syllabus below

Learning Objectives:

1	To understand individual productivity of organization and national productivity.
2	To understand time & motion Study/ fixing norms for production method study
3	To understand the concepts of TQM, TPM and TPS.
4	To understand the benchmarking concepts, identifying pockets of excellence and its propagation across through quality circle, small group activities etc.
5	To understand the benchmarking with the best for the-- department, company, industry, national, international.

Course Outcome:

CO1	Understanding	Understand the applicability of IE concepts to ensure operations in industries become more cost competitive.
CO2	Understanding	Compare with the best in the Industry, productivity improvement methodologies like lean,BPR,WCM.
CO3	Applying	Apply of time & motion Study in production environment.
CO4	Analysing	Analyse the concepts of TQM, TPM and TPS by solving business cases.
CO5	Analysing	Analyse the pockets of excellence and its propagation across the organisation through quality circle, small group activities etc.

Course Outcome (CO) Mapping to the AOL goals

CODE : OPN- 303	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of self In Org And Society
Industrial Engineering Applications and Productivity Management	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2		2	2		
CO2	2	2	3	2		2
CO3	3		3	3		2
CO4	3			3	3	
CO5		2	3		3	

Course Contents:

Sr. No	Content	CO Mapping to the Topic
1	Production Vs Productivity – Definition.	CO1
2	Concepts of productivity – applications, measurement and approach.	CO1
3	Industrial Engineering definition & applications.	CO1
4	I.L.O. Book of Work Study – Standards & Definitions.	CO1
5	Industrial Engineering and productivity.	CO1
6	P, Q,R,S,T concepts in plant / shop layouts and selection of materials handling equipment and storage systems.	CO2
7	Pre-determined methods & time systems (PMTS) & application of low cost automation.	CO3
8	Ergonomics Physiological Factors – Definition and applications.	CO3
9	Organization Methods Applications in office and white collar productivity.	CO2
10	Value stream mapping and waste elimination for JIT Operation.	CO2 CO1
11	Value analysis and value engineering concepts, techniques and applications Total Quality Management + six sigma – Discussions on statistical process control and poke yoke system to aid Zero Defect program.	CO1 CO5

12	Total Productive maintenance- 7 pillar approach coupled with techniques such as cause and effect diagram, why-why analysis eliminates breakdown and eliminates all losses.	CO1 CO4
13	Work measurement through Maynard operations sequence Technique (MOST), Ergonomics, Methods study improvements and Time Management – VE/ VA and TQM, Production Vs Productivity, Problem Solving Tools.	CO1 CO3 CO5
14	Quality circles, Small group activities coupled with skill Enhancement exercise by imparting 5S, SMED, C& E DIAGRAM, KAIZAN, 7 QC TOOLS, SPC and the skills matrix of production workmen.	CO5
15	Benchmarking (BM) internal, external- What to BM and who will BM and steps adopted by companies like Xerox etc. Benchmarking Best Practices at Department Level / Plant Level / Industry Level / National / International Levels.	CO2

Reference Texts:

1	Hicks, P.E., 2001. Fundamentals of industrial engineering. Maynard's industrial engineering handbook, pp.1-85.
2	BANBURY, J. and SHONE, K., Prepared by the Operations Research Group, CASE INSTITUTE OF TECHNOLOGY, CLEVELAND, OHIO. 123 pp. \$2. Reviewing a supplement to a bibliography is rather like reviewing a new edition of the London Telephone Directory-all the best material has been used up.
3	Handbook of Industrial Engineering & Management – Ireson W. G. & Grand EL
4	Quality Detectives – Dr. Gondhalekar & Payal
5	TPM for workshop Leaders - By Kunio Shirose

Assessment:

Internal	40%
Semester-end	60%

MANUFACTURING RESOURCES PLANNING:

Semester	:	III - Major		
Title of the Subject / course	:	Manufacturing Resource Planning and control- 100 Marks		
Course Code	:	OPN 304		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

Manufacturing Resources Planning Subject would primarily make students aware about optimum resources utilisation in manufacturing operations. The subject emphasis on MRP I and MRP II concepts for Materials Planning and Resources Planning. It also covers MRP to ERP along with Capacity Requirement Planning.

Course Learning Objectives:

1	To use Manufacturing Resources Planning (MRP) as a super planning tool.
2	To integrate MRP into ERP.
3	To understand effective use of plant resources.
4	To understand effective use of plant labour.

Course Outcome:

CO1	Understanding	Understand the concepts of operations Planning, MRP I , MRP II to ERP Migrations process understanding.
CO2	Understanding	Relate to the different industry manufacturing process & understand optimum usage of technology and human resources.
CO3	Understanding	Understand the entire business cycle with viewpoint of ERP & latest system integration.
CO4	Applying	Apply learning of capacity planning, master production scheduling working and usage.
CO5	Analysing	Assess the availability of raw materials just in time for production by Kanban, economic batch quantity and economic order quantity method.

Course Outcome (CO) Mapping to the AOL goals

CODE : OPN-304	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Manufacturing Resources planning	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	3	3	2	3	2

CO2	2	2	2	2	3	2
CO3			3	2		
CO4	2	3	3	2	2	2
CO5	2	2	3	2		

Course Contents:

Sr. No	Content	CO Mapping to the Topic
1	Evolution of MRP from MRP1 to MRP IV.	CO1
2	Difference between MRP and various Inv. control techniques.	CO1
3	MRP as an ongoing planning systems.	CO1
4	MRP as ERP environment/MRP in E-Biz like Amazon, Flipkart.	CO3
5	Sales forecast / production program as Base record.	CO4
6	Data requirement and Management, Bill of Materials, content and accuracy.	CO5, CO1
7	Gross manufacturing component record (GMCR).	CO2
8	L M T I review committee.	CO2
9	Capacity requirement planning (CRP)	CO4
10	MRP & R M procurement for In-house manufacturing.	CO4
11	Manufacturing schedules and P P C.	CO4
12	Efficiency for IE coverage factors.	CO5
13	Allowance in rejections / losses in production.	CO2
14	Sub-contracting and vendor production.	CO2, CO3
15	JIT integration.	CO5
16	Software tools other than ERP, Data mining.	CO1, CO3
17	ERP enabled manufacturing systems.	CO3
18	Integration with six-sigma.	CO3, CO5
19	MIS on manufacturing productivity in all its elements.	CO1, CO3

Reference Texts:

1	Orlicky's Materials Requirements Planning by George Plossl - McGraw Hill
2	World Class Master Scheduling by Donald H Sheldon
3	Integrated Materials Management by P Gopalakrishnan / C M Sundaresan

Assessment:

Internal	40%
Semester-end	60%

BUSINESS PROCESS RE-ENGINEERING:

Semester	:	III - Major		
Title of the Subject / course	:	Business Process Re-engineering And Benchmarking-100 Marks		
Course Code	:	OPN 305		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

Business Process Reengineering is a very dynamic subject and many organisations from different industries like ITES, Manufacturing, Service, Retail and Real Estate are looking at either building new processes or reengineering the existing processes to keep up with the pace of every changing dynamic businesses. The macroeconomic environment is moved from local to global to glocal and it gives immense opportunity for Process reengineering managers to contribute to the organisations to achieve harmonization in business, functional and management processes. Every business process has an input and output and with the paradigm of continual improvement any organisation can at any point of time take up a reengineering process.

Course Learning Objectives:

1	To understand to redesign company's processes to achieve quantum leap in the performance.
2	To provide simple and well-organized frame work for BPR.
3	To understand re-engineering as a prelude to ERP.
4	To understand the role of leadership, technology in Business process reengineering.

Course Outcomes:

CO1	Understanding	Understand BPR McKinsey and Accenture methodologies and their business applications.
CO2	Understanding	Understand how business processes can be radically improved by dramatically reducing process cycle time and cost and improving the quality of the process products or outcomes.
CO3	Analysing	Analyse the role of process of Change Management in implementing BPR.
CO4	Evaluating	Evaluate the measures and benchmarks for business processes using Kaizen/Lean methodology.
CO5	Creating	Develop improved business processes that require IT and organisational redesign.

Course Outcome (CO) Mapping to the AOL goals:

CODE : OPN-305	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Business Process Re-engineering	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	1	3	3		
CO2	1	1	3	3	3	
CO3	2	2	2	1		
CO4	1	1	2	1	3	
CO5	2	3	3	2	3	

Course Contents:

Sr. No	Content	CO Mapping to the Topic
1	Why BPR? Need, Relevance and introduction to B.P.R. Methodology of BPR, understanding Current processes before effecting change.	CO1
2	Re-engineering the path to change. Business processes – Creating a new world of work.	CO1
3	Responsibility for Re-engineering, Who, When & Where of B.P.R. Re-engineering opportunities & relevance to Enterprise Resource Planning.	CO4 CO5
4	Embarking on Re-engineering. Visit to industries where BPR is carried out and comparison with what was Vs what is?	CO2
5	Importance of BPR before introduction of ERP Systems.	CO5
6	BPR in services.	CO1 CO2
7	Case studies of successful companies.	CO2
8	Concepts of Benchmarking.	CO4
9	Concepts of Value addition/ Creation, Flowcharting, Organization structure.	

Reference Texts:

1	Hammer, M. and Champy, J., 2009. Reengineering the Corporation: Manifesto for Business Revolution, A. Zondervan.
2	Hammer, M., 1996. Beyond Reengineering: How the Process-Centered Organization Will Change Our Work and Our Lives. New York: Harper Business.

3	Camp, R.C. and Camp Robert, C., 1989. Benchmarking: the search for industry best practices that lead to superior performance.
4	Roberts, L., 1995. Process Re-engineering, 1995. The Key to Achieving Break Through Success.
5	McCormack, K.P. and Johnson, W.C., 2001. Business process orientation: Gaining the e-business competitive advantage. CRC Press.
6	Lean Thinking - By James P Womack & Daniel T Jones

Assessment:

Internal	40%
Semester-end	60%

INTERNATIONAL LOGISTICS & SUPPLY CHAIN MANAGEMENT:

Semester	:	III - Elective			
Title of the Subject / course	:	International Logistics & SCM-100 Marks			
Course Code	:	OPN 306			
Credits	:	4	Duration	:	40 Hours

Introduction of the Subject:

This subject refers to the integration and management of activities including inventory databases and shipping schedules, material handling, production, packaging, inventory, transportation, distribution, storage, and security for the resources of organizational supply chains across the globe.

Course Learning Objectives:

1	To understand the role and importance of logistics in global business environment.
2	To understand role of logistics in International Supply Management.
3	To understand comparative modes of transportation/costs.
4	To understand future issues in International logistics.

Course Outcome:

CO1	Understanding	Explain the role of logistics & supply chain management in International Business & its significance in overall economy.
CO2	Understanding	Explain logistics in different parts of the world.
CO3	Understanding	Explain the importance of global sourcing & its requirements.
CO4	Understanding	Explain INCO Terms, Payment Terms, & understanding the requirement of Insurance Cover and Contracting.
CO5	Analysing	Examine solutions to business organizations for proper International logistic & supply chain requirements in different situations & types of goods. Eg. fragile, dangerous goods etc.

Course Outcome (CO) Mapping to the AOL goals:

Subject Code : OPN 306	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
International Logistics	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	2	1	3	3	
CO2	2	3	1	3	3	
CO3	3	3	3	1	3	
CO4	4	1	2	2	2	
CO5	3	3	2	1	3	

Course Contents:

Sr. No	Content	CO Mapping to the Topic
1	Overview of IL and Governments' interest in import/export-control & Logistics.	CO1
2	Inter-modal transportation when & why	CO1, CO2
3	Understanding cultural differences, Beliefs, values, customs & managing differences.	CO3
4	Cargo types, vessels, types, ownership.	CO4, CO2
5	Chartering Bulk Ocean Carriers, Bulk Shipping	CO4
6	Ocean Liner contract system, OLC, Rates and service contracts	CO3, CO4
7	International Air transportation - Growth of Aviation, Air Bulk Carriers, different types of Jets, Documentation, Insurance. `	CO2, CO3
8	International Air transportation - Growth of Aviation, Air Bulk Carriers, different types of Jets, Documentation, Insurance. `	CO4, CO5
9	Surface transport to and fro ports, Inter-modal transport. Attributes of various modes of transport and costs.	CO1, CO2
10	Surface transport to and fro ports, Inter-modal transport. Attributes of various modes of transport and costs.	CO1, CO2
11	Sea ports, Airports, canals and tunnels and role on intermediaries and agents C & F	CO1, CO2, CO4
12	Sea ports, Airports, canals and tunnels and role on intermediaries and agents C & F	CO2, CO3
13	Terms of sale and payment modes.	CO4

14	Documentation for insurance/claims	CO4
15	International sourcing in Logistics.	CO3
16	Logistics of Famine/Relief operations - Site route selection.	CO2, CO5
17	Political unrest, Terrorism and other Emergencies.	CO2, CO5

Reference Texts:

1	International Logistics (2nd Edition) Donald F-Wood / Anthony Barone/Paul Murphy/Daniel Wardlow
2	Logistical Management by Donald Bowersox
3	Operations and Supply chain Management by Ravi Shankar / F-Robert Jacobs/ Richard B Chase
4	SCM and Transport Logistics by John. J Liu

Assessment:

Internal	40%
Semester end	60%

QUANTITATIVE TECHNIQUES IN OPERATIONS:

Semester	:	III - Elective		
Title of the Subject / course	:	Quantitative Techniques in Operations-100 Marks		
Course Code	:	OPN 307		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

It contains different optimizing and analytical techniques applied through spreadsheets. Applications are in field of Operations and Business analytics.

Learning Objectives:

1	To understand various optimization algorithms which are used for solving optimization problems.
2	To increase the analytical thinking of the students in formulating any optimization problem.

Course Outcome:

CO1	Understanding	Understand the scientific approach to decision making when solving business problems.
CO2	Applying	Apply the quantitative techniques constructively to make effective business decisions.
CO3	Applying	Construct the business to relevant mathematical models for solutions.
CO4	Evaluating	Compare different mathematical techniques and its applications.
CO5	Creating	Develop a solution to a quantifiable operational problem and produce an appropriate action plan

Course Outcome (CO) Mapping to the AOL goals

CODE: OPN-307	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Quantitative Techniques in Operations	PO1	PO2	PO3	PO4	PO5	PO6
CO1			3	1		
CO2			1			
CO3			3	1		1
CO4			3			
CO5		3	3	1	3	

Course Contents:

Sr. No	Content	CO Mapping to the Topic
1	Integer Programming - a) Branch and Bound Method, b) Cutting Plane Method	CO3 CO2 CO1
2	Binary Programming - Special case of Integer Programming.	CO3 CO2 CO1
3	Goal Programming - Multi - objective optimization problems.	CO3 CO2 CO1
4	Dynamic Programming - Multi - stage decision process. Demand forecasting, MRP & AP with Cases.	CO5
5	Non-linear Programming - Optimization method where approximation to linear relationship becomes poorer as the range is extended.	CO5, CO4
6	Network models - Dijkstra's method	CO4
7	Markov Process - Decision making in situations where various states are defined. Joint Production Optimum planning.	CO4

Reference Texts:

1	Introduction to Management Science with Spreadsheets - William J Stevenson, Ceyhun Ozgur (Tata McGraw Hill, 2012)
2	Operations Research - Applications and Algorithms - Wayne Winston (Thomson, 2003)
3	Operations Research - Hillier and Liberman (Tata McGraw Hill)
4	Operations Research - H Taha

Assessment:

Internal	40%
Semester-end	60%

SERVICE OPERATIONS MANAGEMENT :(100 MARKS)

Semester	:	III - Elective		
Title of the Subject / course	:	Service Operations Management-100 Marks		
Course Code	:	OPN 308		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

Much of the world economy is dominated by services. The primary objective of Service Operations Management is to enable effectiveness and efficiency in delivery and support of services. Strategic objectives are ultimately realized through Service Operations, therefore making it a critical capability.

Learning Objectives:

1	To understand various types of service industries.
2	To understand the site selection for service location.
3	To understand the role of operations for profitability in service industry.
4	To understand the inventory management in service industry.
5	To understand the basics of outsourcing/Off shoring in Service industry.

Course Outcome:

CO1	Understanding	Understand key concepts and business practices in Service operations. Give learners an overview of the environmental factors which influence services in operations
CO2	Understanding	Understand Distribution of Services: Taking decisions about time/ place and customers need.
CO3	Understanding	Understand the requirement of customer delightment in new era of service Operation.
CO4	Evaluating	Explain learners to the need to develop appropriate strategies to improve operational efficiency putting service pricing into practice.
CO5	Creating	Propose solutions to customer issues and retaining them.

Course Outcome (CO) Mapping to the AOL goals:

CODE : OPN-308	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Service Operations Management	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	1	3	3	2	
CO2	1	3	1	2	2	
CO3			1	3		
CO4	2	2	3	2	3	
CO5			3	2	3	3

Course Contents:

Sr. No	Content	CO Mapping to the Topic
1	Services: a) Introduction b) Characteristics of Services, c) Importance of Service Sector,	CO1
	Classification of services - a) Classification framework, b) Service Delivery System –Process Flow Diagrams, blue printing c) Process Simulation	CO1, CO2
2	Site Selection for Services: a) Types of Service Firms b) Demand Sensitive Services, c) Delivered Services, d) Quasi-manufacturing Services, Site Selection for Services: a) Site Selection for Demand Sensitive Services - Factor Rating, Regression, GIS, Gravity Model of Demand	CO2
3	Site Selection for Services: a) Site Selection for Delivered Services - Expected Results, Mathematical Solution, Methods for delivered services, Site Selection for Services: a) Site Selection for Quasi, Manufacturing Services, Mixed Linear / Integer, Programming for Location Selection	CO2, CO4
4	Yield Management: a) Capacity Strategies for Yield Management b) Overbooking, Yield Management c) Allocating Capacity – Static Methods - Nested Static Methods, Dynamic Methods. d) Pricing, e) Implementation issues - Alienating Customers, Customer Class Cheating, Employee Empowerment, f) Cost and Implementation Time	CO3, CO4
5	Inventory Management in Services: a) Services versus Manufacturing Inventory, b) Set Up and Ordering Costs, c) Number of Products, d) Limited Shelf Space, e) Lost Sales versus Back Orders, f) Product Substitution, g) Demand Variance, h) Information Accuracy	CO3
6	Inventory Management in Services: a) The Newsvendor Model, b) Multiple Products and Shelf Space Limitations,	CO3
7	Inventory Management in Services: a) Inventory Inaccuracy b) Phantom Stock outs, c) Shrinkage. d) Revenue Sharing, e) Markdown Money,	CO3

8	Outsourcing: a) Contract risk, b) Outsource Firm Risk, c) Pricing Risk, d) Competitive Advantage e) Information Privacy Risk, f) Firm Specific Risks	CO3, CO4
9	Offshoring : - a) Quantifying Offshoring, b) Offshoring and Competitive Capabilities c) Cost Issues d) Non-cost Issues	CO3, CO5
10	Performance measurement of Service Operations : a) Productivity Measures b) Cost Measures c) SERVQUAL model	CO3, CO4
11	Service in various sectors such as Banks, Hospitals, Municipalities, Educational institutions, Travel and every agency rendering service as a business, peculiarities and demands with examples from each sector	CO4
12	Service in various sectors such as Banks, Hospitals, Municipalities, Educational institutions, Travel and every agency rendering service as a business, peculiarities and demands with examples from each sector	CO5
13	Health and safety of customers and service providers including compliance	CO4
14	Overview of QMS systems like ISO, HACCP, EMS ISO14000, ISO 13485 for medical devices and so on	CO4
15	Overview of QMS systems like ISO, HACCP, EMS ISO14000, ISO 13485 for medical devices and so on	CO4
16	Bench marking in service industries	CO4
17	Internal layouts, factors, regulatory requirements and basic ergonomics	CO4
18	Service as a perishable commodity and its importance in enhancing customer experience	CO4

Reference Texts:

1	Johnston, R. and Clark, G., 2008. Service operations management: improving service delivery. Pearson Education.
2	Fitzsimmons, J.A., Fitzsimmons, M.J. and Bordoloi, S., 2008. Service management: Operations, strategy, information technology (p. 4). New York, NY: McGraw-Hill.
3	Metters, R., 2006. Successful service operations management. South-Western Educational Publishing.
4	Mahadevan, B., 2015. Operations management: Theory and practice. Pearson Education India.

Assessment:

Internal	40%
Semester-end	60%

OPERATIONS ANALYTICS:

Semester	:	III - Elective		
Title of the Subject / course	:	Operations Analytics-100 Marks		
Course Code	:	OPN 309		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

Operations analytics is the process of using data analysis and business intelligence to improve efficiency and streamline everyday operations in real time. A subset of business analytics, operations analytics is supported by data mining, artificial intelligence, and machine learning.

Course Learning Objective:

1	To develop ability to apply the optimization techniques taught in 'Quantitative Techniques in Operations' by using Excel.
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Course Outcome (CO) Mapping to the AOL goals:

CODE: OPN 309	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Individual In Org And Society
Operations Analytics	PO1	PO2	PO3	PO4	PO5	PO6
CO1		3	3	1	1	
CO2		2	3	2	2	
CO3			3	1		
CO4			3		3	
CO5			3	1	2	

Course Contents:

Sr. No	Content	CO Mapping to the Topic
1	Linear Programming Models - a) Aggregate Planning Models - Models to determine workforce - level and production schedule for multi-period time zone, b) Blending Models - Models to determine blending mix of inputs that will give best output, c) Production Process Models - Models to determine optimal method of operating a production process, d) Data Envelopment Analysis - Models to benchmark most efficient organisation.	CO1
2	Network Models - a) Trans-shipment Problem - Multi modal distribution network model, b) Shortest Path Problem - Models to determine best time to replace an equipment	CO2
3	Integer Programming - a) Fixed cost Models, b) Cutting Stock Models	CO2
4	Non-Linear Models - a) Facility location Model.	
5	Note - The course will be taught on Frontline Analytic Solver V2017	CO3
6	Multi objective decision making - Pareto optimality and trade off problems a. Concepts b. Solver Application	CO4, CO5

Reference Texts:

1	Winston, W.L. and Albright, S.C. 2015, Practical Management Science. Nelson Education
2	Winston, W.L. Albright, S.C. Broadie, M N Lapin, L L and Whisler, W.D. 2007 Management Science Modeling. Thomson Learning.
3	Stevenson, W.J. and Ozgur, C 2006, Introduction to Management Science with Spreadsheets and Students CD, McGraw Hill. Inc
4	Ragsdale, C.T., 2011 - Managerial Decision Modeling. South-Western, Cengage Learning. 6th International Edition.

Assessment:

Internal	40%
Semester-end	60%

FINANCE SPECIALISATION (SEMESTER III)
SEMESTER III
3 Core Courses + 5 Major Courses + (2 Electives out of 4)

CORE COURSES

Course Code	Course Name	No. of sessions & hours	Total Duration	Marks	Credits
GM 302	International Business	20 x 2 hrs each	40 Hours	100	4
GM 303	Strategic Management	20 x 2 hrs each	40 Hours	100	4
GM 304	Business Ethics & Corporate Governance	20 x 2 hrs each	40 Hours	100	4

MAJOR COURSES

Course Code	Course Name	No. of sessions & hours	Total Duration	Marks	Credits
FIN 301	Advanced Financial Management	20 x 2 hrs each	40 Hours	100	4
FIN 302	Corporate Valuation, Mergers & Acquisitions	20 x 2 hrs each	40 Hours	100	4
FIN 303	Security Analysis & Portfolio Management	20 x 2 hrs each	40 Hours	100	4
FIN 304	Corporate Laws	20 x 2 hrs each	40 Hours	100	4
FIN 305	Corporate Tax Planning & Fiscal Policy	20 x 2 hrs each	40 Hours	100	4

ELECTIVES (Any Two out of Four)

Course Code	Course Name	No. of sessions & hours	Total Duration	Marks	Credits
FIN 306	Advanced Banking	20 x 2 hrs each	40 Hours	100	4
FIN 307	Derivatives & Risk management	20 x 2 hrs each	40 Hours	100	4
FIN 308	Strategic Cost Management	20 x 2 hrs each	40 Hours	100	4
FIN 309	Fixed Income Securities	20 x 2 hrs each	40 Hours	100	4

INTERNATIONAL BUSINESS:

Semester	:	III - Core		
Title of the Subject/course	:	International Business-100 Marks		
Course Code	:	GM 302		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

International Business (IB) would address the conceptual understanding of the subject and its significance in the modern economy and global business environment, especially the post covid – 19 scenario. IB encompasses – exports, imports, third country trade, barter, investments, technology transfers, alliances, joint ventures, subsidiaries etc. The subject would cover practical aspects and operational challenges of undertaking IB in different geographies /countries, company specific strategies for market entry, PESTLE analysis, geo –political challenges, compliance to rules and regulations, adhering to global regulatory requirements stipulated by governments, WTO, regulatory bodies, Trade blocks etc. How do organizations develop a competitive advantage and value proposition for its Stakeholders thereby creating a Sustainable organization Learnings from successful MNC’s and Global players. Students would get conceptual understanding and practical knowledge of real life global business environment and prepare them to be business ready

Course Learning Objectives:

1	To understand how trade is done at global level and how it attempts to bring all the countries together for the purpose of doing business.
2	To understand effects of globalization by understanding the integration the economies of different countries.
3	To understand and comprehend roles of International business organisations in International business.
4	To identify global business opportunities to fulfill organizational objective of growth and sustainability.

Course Outcome:

CO1	Applying	Develop a thorough understanding of the real global business environment using PESTLE.
CO2	Evaluating	Assess business opportunities at the international level.
CO3	Analysing	Analyse and respond to the local and global market place challenges using EPRG and Hoffstede Model.
CO4	Creating	Formulate business strategies in the complex global, social & legal environment.
CO5	Creating	Discuss the globalization route towards enhancing return on investment, optimal use of resources and capacity optimization.

Course Outcome (CO) Mapping to the AOL goals:

CODE: GM302	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
International Business	PO1	PO2	PO3	PO4	PO5	PO6
CO1				2	3	
CO2			3	2	3	
CO3		2	3		3	
CO4		2	3	2	3	
CO5		2	3	2	3	

Course Contents:

Sr. No	Content	CO Mapping to the Topic
1	Introduction: Objective and Scope, importance and current trends, domestic business v/s international business, reasons for international business - For Corporate and Country, Modes of entry and operations.	CO1
2	PESTEL Analysis and its Impact on International Business: Risk Analysis, Decisions to overcome or managing risks.	CO1, CO2
3	Cross Cultural Management: Hofstede's Cultural Dimension, CAGE Framework by Prof. Pankaj Ghemawat, Culture and Leader Effectiveness: The GLOBE Study.	CO3
4	Modes of Entry : Market/Country Entry Strategic Alliances / JV / M&A	CO1 CO2, Co3, CO4
5	Investment Management in International Business : Foreign Direct Investment, Offshore Banking, Foreign Exchange Dealings and numerical in business, Resource Mobilization through portfolio/GDR/ADR	CO4
6	Multinational Corporations: Structure, system and operation, advantages and Disadvantages - Case discussion, Current opportunities of Indian MNCs and Case discussion, Issues in foreign investments, technology transfer, pricing and regulations, international collaborative arrangements and strategic alliance.	CO – 2,3,4
7	Globalisation: Concepts and practice, role of global organisations and global managers, stages of building global companies and competitiveness, global competitive advantages of India - Sectors and Industries.	CO – 1,2 3 4,5
8	International Organisations and their role in international business: WTO, World Bank, ADB, IMF and others.	CO1, CO2, CO3
9	Regional Trade Agreements and Free Trade Agreements (RTA and FTA) : NAFTA, EC, ASEAN, COMESA, LAC, Others	CO1, CO2, CO3

10	Investment Decisions : Drivers of FDI – Special emphasis on emerging markets, Offshore Banking, Forex Management – ADR-GDR's- EU bonds	CO5
11	WTO Regional Trade Agreements : Building Blocks of WTO, Major agreements of WTO	CO1, CO2, CO3,
12	Management of Multinationals : Organization Structure –Matrix – Geographic-Product, International HRM-Expatriate Management-Staffing of Subsidiaries, Integration Responsive Models, Types of subsidiaries & Control of subsidiaries, Global manufacturing and supply chain, Optimizing of Supply chain & Offshoring V/S Outsourcing	CO2, CO3,CO4

Reference Texts:

1	Meyer, K. and Peng, M.W., 2nd edition 2016. <i>International business</i> . Cengage Learning.
2	ANANT, K.S. and BLACK, J.S., 1996. <i>The international business environment: text and cases</i> . Prentice-Hall.
3	Hill, C.W. and Hernández-Requejo, W., <i>Global business today</i> . New York: McGraw-Hill Irwin. McGraw-Hill Higher Education; Global edition of 7th revised edition (November 1, 2010)
4	Ferraro, G.P., - The cultural dimension of international business - Pearson; 6 edition (October 9, 2009)
5	Cullen John, B. and Praveen, P.K., Multinational Management. A Strategic Approach.- South-Western College Pub; 6 edition (April 16, 2013)
6	International Management - Arvind V Pathak - Tata McGraw Hill.
7	International Business: Challenges and Choices - Alan Sitkin, Nick Bowen - Oxford Press.

Assessment:

Internal	40%
Semester end	60%

STRATEGIC MANAGEMENT:

Semester	:	III - Core		
Title of the Subject/course	:	Strategic Management- 100 Marks		
Course Code	:	GM 303		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

Strategic Management provides overall direction by developing plans and policies designed to achieve objectives and then allocating resources to implement the plans.

Strategic Management is a core subject which enables the students to gear up for understanding how strategies are required in every walk of life with respect to their individual domain working area and focusing on the science of the business by setting up systems ,so that the business works smoothly This subject also connects all the functions of the business viz Marketing-Finance-HR-IT and operations stream , thus gives a broader picture to run the business effectively using Business Integration Process model as a tool.

Course Learning Objectives:

1	To understand the role and importance of Strategic thinking in an ever changing business environment.
2	To understand the Strategic Management process - Strategy Formulation, Implementation & its Evaluation
3	To design a strategy that address/help achieve long term goals of an organisation.
4	To identify and establish 'Competitive edge' - demonstrating a strong Customer Value Proposition, with a clear differentiator.

Course Outcome:

CO1	Applying	Identify changes in consumer behavior & market, leading to market opportunities.
CO2	Creating	Predict future market needs by analyzing market opportunities & threats.
CO3	Evaluating	Interpret the firms Product & Business portfolio using available models.
CO4	Creating	Construct go-to-market strategies using appropriate analytical tools and strategy framework.
CO5	Evaluating	Evaluate the effectiveness of strategies implemented.

Course Outcome (CO) Mapping to the AOL goals:

CODE : GM-303	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Strategic Management	PO1	PO2	PO3	PO4	PO5	PO6
CO1			3	3		
CO2	2	3	3	3	2	2
CO3	2	3	3	3	2	2
CO4		3	3	3	2	2
CO5	2		3			

Course Contents:

Sr. No	Content	CO Mapping to the Topics
1	Introduction to Strategic Management, Strategic Management Process: Vision, Mission, Goal, Philosophy, Policies of an Organisation Strategy.	CO1
2	Strategy as planned action, its importance, Process and advantages of planning Strategic v/s Operational Planning, Strategy Choices & Hierarchy of Strategies.	CO1
3	PESTEL & SWOT as tools for Strategic formulation.	CO1
4	External & Industry Analysis: General Environment, Industry/Competitive Environment, Identifying industry's dominant features, Porter's Five Forces of Competitive Analysis, Analytics Tools: EFE Matrix and CPM.	CO1
5	Internal Analysis : Assessment of Company Performance, Management & Business Functions Framework, Other Frameworks for Organisational and Internal Analysis, Analytical Tool : IFE Matrix	CO3
6	Strategy Analysis and Formulation Tools: TOWS strategy, SPACE Matrix, BCG Matrix, IE Matrix, GE - McKinsey Matrix, Grand Strategy Matrix, Strategy Mapping and The Balanced Scorecard.	CO1, CO2, CO3, CO4
7	Strategy Choices : Hierarchy of Strategies, Types of Strategies, Porter's Generic Strategies, Porter value chain analysis, Competitive Strategies and strategies for different industries and company situations, Strategy Development for Non-profit, Non-business oriented organisations, Mckinsey's 7 S Model : Strategy, Style, Structure, Systems, Staff, Skills and Shared values.	CO2
8	Growth Accelerators: Business Web, Market Power, Learning based. Management Control, Elements, Components of Management Information Systems.	CO2
9	Strategy Evaluation and Control: Performance Measurement and Monitoring.	CO4
10	Financial Projections and Financial Impact of Strategies.	CO4
11	Other Topics: Social Responsibility, Environmental	CO2,CO3,Co4

	Sustainability, Value Chain Analysis, Economic Value Added (EVA), Market Value Added (MVA), Strategic Issues in a Global Environment.	
12	Mergers & Acquisitions	CO1, CO2, CO3
13	Globalization & JV	CO1,CO2,CO3
14	Ninza Business Academy Model	CO4,CO5
15	Ansoff Matrix BIPM Model Presentations	CO1 CO4,CO5 CO1,CO2,CO3,CO4,C O5

Reference Texts:

1	Thomson, Strickland, Gamble & Hain, "Crafting & Executing Strategy", 14th Edition, Tata McGraw Hill, New Delhi.
2	Pierce & Robinson, "Strategic Management: Formulation, Implementation & Control", 9th Edition, Tata McGraw Hill, New Delhi.
3	David Fred R, "Strategic Management: Concepts & Cases", 10th Edition, Pearson - Prentice Hall, New Delhi.
4	Hit, Ireland, Hoskisson & Manikutty, "Strategic Management: A South - Asian Perspective", 9th Edition, Cengage Learning, Delhi.
5	Johnson & Scholes, "Explaining Corporate Strategy", 6th Edition, Pearson Education, Delhi.
6	Kachru Upendra, "Strategic Management: Concepts and Cases", Excel Books, New Delhi.
7	Barney Jay, "Gaining & Sustaining Competitive Advantage", 2nd Edition, Prentice Hall, New Delhi.
8	Renee Mauborgue, W. Chan Kim, Blue Ocean Strategy, Harvard Business Review, 2005.
9	Nag A, "Strategic Management - Analysis, Implementation & Control", Vikas Publishing House, 2011.
10	Kazmi & Kazmi, "Strategic Management and Business Policy", 4th Edition, Tata McGraw Hill, New Delhi.

Assessment:

Internal	40%
Semester end	60%

BUSINESS ETHICS & CORPORATE GOVERNANCE :

Semester	:	III - Core		
Title of the Subject/course	:	Business Ethics & Corporate Governance-100 Marks		
Course Code	:	GM 304		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

Ethics seeks to resolve questions of human morality by defining concepts such as good and evil, right and wrong, virtue and vice, justice and crime. As a field of intellectual inquiry, moral philosophy also is related to the fields of moral psychology, descriptive ethics, and value theory. "Corporate governance" is the term used to refer to the policies and processes by which a corporation (or other large, complex institution) is controlled and directed. It refers especially to the way power and accountability flow between shareholders, boards of directors, CEOs, and senior managers. By using a stakeholder management framework this module stresses on the social and ethical responsibilities of business to both internal and external groups of stakeholders. The module also shows how moral and ethical considerations are involved in public issues facing organisation's and the decision making processes of managers.

Course Learning Objectives:

1	To provide hands-on holistic perspective of good Governance & Business Ethics to students.
2	To instill the integrity DNA to students who are required to function as "Ethics Champions" in corporate life from a practitioner on the subject with global experience.
3	To sensitise students about understanding business challenges, stakeholder issues, global regulatory and compliance environment and relevance of Code of Conduct / Policies.

Course Outcomes:

CO1	Understanding	Understand the importance of instilling the desired ethical value culture in the organisation to be able to follow as an integral aspect of business.
CO2	Analysing	Examine the role of "Ethics Champions", Custodians of Governance.
CO3	Analysing	Assume best global practices and will learn to engage with stakeholders in creating a differentiated value proposition based on ethics management systems.
CO4	Understanding	Understand importance of corporate governance.
CO5	Evaluating	Determine the importance of robust corporate governance processes and review mechanism done by Lokpal, CAG, Judicial process, RTI

		etc.
CO6	Evaluating	Determine effect of grooming ethical leaders and effective corporate governance on company's reputation and the respect its brand fetches in the market place.
CO7	Understanding	Understand vedic and Gandhian principle of trusteeship and its relevance to modern businesses.
CO8	Understanding	Understand contemporary CG practices in other countries.

Course Outcomes (CO) Mapping to the AOL goals:

Subject Code : GM 304	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Business Ethics and Corporate Governance	PO1	PO2	PO3	PO4	PO5	PO6
CO1			3	2		3
CO2	3		3	2		3
CO3			3	2	3	3
CO4			3	2		3
CO5			3	2		3
CO6			3	2		3
CO7			3	2		3
CO8			3	2		3

Course Contents:

Sr. No	Content	CO Mapping to the Topics
1	Introduction: Evolution of Morality, Ethics Values and its impact on Human Societies.	CO1, CO6, CO7
2	Role of Religion, Theology, Political beliefs, and Philosophy in Influencing Societal behavior.	CO1, CO3, CO4
3	Gandhian Principles of Trusteeship and its relevance in modern times and its relevance in modern times. Impact of Indian culture and Gandhian thoughts and learning which can be adopted -Swadeshi, Sarvodaya and Antodaya.	CO1, CO7
4	Relevance of Ethics in Business in a Global Environment: Globalization & Ethics, why ethics can be a differentiating factor, Building Trust, Reputation Management.	CO1, CO6, CO8
5	Creating a robust Ethics Management Framework: Leadership commitment, Code of Conduct, Supplier Codes, Anti-Bribery rules, POSH, Human rights and Social Accountability,	CO4, CO6, CO8
6	Internal reporting systems, Deployment of Values , Reporting , Reward and Punishment for breaches	

	Creating an Ethics Template: Stakeholder Accountability.	
7	Ethical Organization: Grooming Ethical Leaders/ Managers: Embedding Ethics and Integrity in decision making process across the value chain for conducting responsible businesses for the societal good.	CO1, CO2, CO3, CO6
8	Learnings from Global Organizations.	CO1, CO4, CO5
9	Internal Organization DNA – Compliance to Commitment.	CO1, CO2, CO6
10	Evolution of Corporate Governance Process in the World.	CO5, CO8
11	Governance, Controls and Risk Management: Implementing CG: Corporate Control strategies, Risk Management, CG Assurance process.	CO3, CO4, CO5
12	Creating a robust Ethics Management Framework: Leadership commitment, Code of Conduct, Supplier Codes, Anti-Bribery rules, POSH, Human rights and Social Accountability, Internal reporting systems, Deployment of Values , Reporting , Reward and Punishment for breaches	CO1, CO6, CO8
13	Global Regulatory and Governance Framework: SOX, SEBI,RBI, etc	CO5, CO8
14	Creating a value based organization & ecosystem: Social responsibility of Business, being good is good for business	CO2, CO3, CO6
14	Built To Last: How value-based organizations are able to ride the ups & downs in the environment both global & local companies.	CO1, CO2,CO3, CO4, CO5, CO6, CO7, CO8

Reference Texts:

1	The Essential Book of Corporate Governance – G.N.Bajpai – 1 st Edition-2016- Sage Publications.
2	Corporate Governance Law Practice & Procedures With Case Studies –Dr. C.L.Bansal- Taxmann Publications Pvt. Limited, 2006
3	Corporate Governance & Business Ethics : Text & Cases – U.C. Mathur- Macmillan-2006.
4	Cases in Corporate Governance – Wearing Robert- SAGE Publications Ltd; First edition (May 24, 2005).
5	Good Works! – Phillip Kotler, David Hessekiel. Nancy Lee- Audiobook, July 26, 2016.
6	Built To Last – Collins & Porras- William Collins- October,1994.
7	The Ethics of management – Larve Tone Hoshier.
8	What is Ethical in Business by Verne E. Henderson- McGraw Hill (1992) .
9	Ethics in Management by S K Chakraborty - Oxford University Press.
10	Gandhian Philosophy - Sarvodaya Publications.

Assessment:

Internal	40%
Semester end	60%

ADVANCED FINANCIAL MANAGEMENT:

Semester	:	III-Major		
Title of the Subject / course	:	Advanced Financial Management-100 Marks		
Course Code	:	FIN 301		
Credits	:	4Duration	:	40Hours

Introduction of the Subject:

This subject aims to provide an in depth understanding and application of financial management functions of a business organization. It gives insights about how investment, financing and dividend decisions of a finance manager play an important role in maximizing the value of an organization in addition to knowledge and application of risk management strategies in the current global business environment.

Course Learning Objectives:

1	To impart in depth knowledge and understanding about financial management concepts and practice in the areas of investment planning ,financing options and capital structuring decision making with a view to maximise value of a business firm.
2	To develop capacity to evaluate a company and use of techniques for valuation of securities.
3	To gain an understanding about project financing and infrastructure financing concepts and application.
4	To gain knowledge about risk mitigation strategies in the current dynamic global business environment.

Course Outcome:

CO1	Understanding	Understand the concept of financial planning and forecasting for assessing financing needs and valuation.
CO2	Applying	Develop an optimum capital structure for a company by using capital structure theory.
CO3	Applying	Apply free cash flow and Adjusted Present Value approach to valuation.
CO4	Analysing	Examine issues related to project appraisal & financing including infrastructure financing.
CO5	Evaluating	Assess role, functions and methodology of intermediaries including investment banks and credit rating agencies.
CO6	Analysing	Analyse concept and mechanics of securitization process.
CO7	Analysing	Analyse risks faced by business organization in the current volatile global business environment and suggest ways of mitigating them.

Course Outcomes (CO) Mapping to AOL goals:

CODE : F304	Leadership	Innovation	Critical And Analytical Thinking	Communi cation Skills	Global Perspecti ve	Role Of Self In Org And Society
Advanced Financial Management	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2		3	2	2	
CO2	2		3	2	2	
CO3			3	2	2	
CO4			3	2	2	
CO5			3	2	2	
CO6			3	2	2	
CO7			3	2	2	

Course Contents:

Sr. No	Content	CO Mapping to the Topics
1	Financial Analysis and Planning: - Analysis of financial statements, What and why of financial planning, Proforma financial statements – Financial modeling case study, Assessment of external financing requirement	CO1
2	Capital Structure: - The basic concept. Leverage and firm value, Capital structure theory - NI,NOI ,MM ,Pecking order, Signaling theory, Costs of financial distress, Optimum capital structure – Case study	CO1
3	Valuation and capital budgeting for the levered firm :Adjusted Present Value Approach, Free cash flow to equity Approach, Weighted Average Cost of Capital Method	CO3
4	Bond Valuation :Types of Bonds, Inflation and interest rates, Determinants of Bond Yields, Valuation of Bonds	CO3
5	Stock Valuation:Basic issues in valuation of equity, Methods of valuation – DCF approach, Dividend Discount model, Relative Valuation	CO3
6	Project Financing and Appraisal:Sources of Long term Finance, Forecasting project cash flows, Project Appraisal with Sensitivities.	CO4
7	Infrastructure Financing :Basic Issues in Infrastructure Projects, Financing Options and challenges, Types of risks, Tariff Fixation	CO4
8	Investment Banking: Role and Functions of Investment Banks, Raising funds- IPO,FPO, Private Placement,	CO5

	External funding options, Credit Rating Agencies and Methodology of Rating, Securitization	
9	Risk Management in a Global Scenario :Measuring and managing translation, transaction and economic exposure, Designing ways of mitigating risks through production, marketing and financing strategies	CO6,CO7

Reference Texts:

1	Brealey, R.A., Myers, S.C., Allen, F. and Mohanty, P., 2012. Principles of corporate finance. Tata McGraw-Hill Education.
2	Brigham, E.F. and Houston, J.F., 2015. Fundamentals of financial management. Cengage Learning. (13th edition)
3	Shapiro, Alan C. "Multinational Financial Management" - 9th edition (2012).
4	Chandra, P., 2011. Financial management. Tata McGraw-Hill Education.
5	Chandra, P., 2017. Projects: Planning, Analysis, Financing Implementation and Review, 8th edition

Assessment:

Internal	40%
Semester-end	60%

CORPORATE VALUATION, MERGERS AND ACQUISITIONS:

Semester	:	III-Major			
Title of the Subject / course	:	Corporate Valuation and Mergers & Acquisitions-100 Marks			
Course Code	:	FIN 302			
Credits	:	4	Duration	:	40 Hours

Introduction of the Subject:

Corporation valuation is a process and a set of procedures used to estimate the economic value of an owner's interest in a business. Valuation is used by financial market participants to determine the price they are willing to pay or receive to perfect the sale of a business.

Mergers and Acquisitions (M&A) is a general term used to describe the consolidation of companies or assets through various types of financial transactions, including mergers, acquisitions, consolidations, tender offers, purchase of assets and management acquisitions as an aspect of strategic management. M&A allows enterprises to grow or downsize, and change the nature of their business or competitive position.

Course Learning Objectives:

1	To familiarize the students with the contemporary approaches to Corporate Valuation.
2	To impart basic knowledge of how mergers and acquisitions take place?
3	To understand how M&A deals are implemented from the proposal to the valuation stage which includes integration, dealing with regulatory hurdles and opportunities.

Course Outcome:

C O1	Applying	Identify issues involved in M&A and its implementation.
C O2	Analysing	Analyse the process of identification of a target company by looking at profit margins, geographical Location, customer base etc.
C O3	Evaluating	Determine components of the valuation process.
C O4	Creating	Construct valuation model by using (1) DCF analysis, (2) comparable company analysis, and (3) precedent transactions.
C O5	Evaluating	Determine legal framework and tax issues.

Course Outcome (CO) Mapping to the AOL goals:

CODE : FIN 302	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Corporate Valuation & Mergers & Acquisitions	PO1	PO2	PO3	PO4	PO5	PO6
CO1			3	2	2	
CO2		2	3	2	2	
CO3			3	2	2	
CO4			3	2	2	
CO5			3	2	2	

Course Contents:

Sr. No.	Content	CO Mapping to the Topic
1	Overview of Valuation: Approaches to valuation, valuation process, use of valuation, information needed for valuation.	CO2,CO4
2	Financial Statements, leverage and working capital from valuation perspective.	CO2,CO4
3	Calculation of valuation inputs: Risk measurement, looking for relationships in data, cost of capital, FCFE and FCFE, growth rates.	CO2,CO4
4	Discounted approaches to valuation: Discounted Cash Flow Valuation: a) Basics, b) Estimating Inputs, c) Discount Rates, d) Growth Flows, e) Growth Patterns. Dividend Discount Model: a) Constant growth model, b) Zero growth model, c) Two stage model, d) H model, e) Three stage model.	CO2, CO4
5	Other Non-DCF valuation models : Relative Valuation Model : a) PE, b) PEG, c) Relative PE ratio, d) Enterprise value multiples, e) Choosing the right multiples.	CO2, CO4
6	Introduction to Mergers & Acquisitions: Different types including slump sale, demerger, spin offs, LBOs, MBOs and buy ins, regulatory considerations, takeover code, M&A process.	CO1
7	M & A valuation: Inputs to valuation model, calculation of the value of the company, estimating cost of capital, exchange ratio and its impact on the EPS of the receiving company, valuation of company, valuing synergies.	CO2, CO4
8	Deal structuring and financial strategies: Payment and legal considerations, tax and accounting considerations.	CO3
9	Alternative business restructuring strategies: Joint ventures, strategic alliances.	CO2

Reference Texts:

1	Overview of Valuation: Approaches to valuation, valuation process, use of valuation, information needed for valuation.
2	Valuation Tools: An overview The Time Value of Money, Risk Measurement, Accounting data, Statistics, Looking for Relationships in the Data Purposes For Valuation.
3	Financial Statements, leverage and working capital from valuation perspective.
4	Calculation of valuation inputs: Risk measurement, looking for relationships in data, cost of capital, FCFF and FCFE, growth rates.
5	Discounted approaches to valuation: Discounted Cash Flow Valuation: a) Basics, b) Estimating Inputs, c) Discount Rates, d) Growth Flows, e) Growth Patterns. Dividend Discount Model: a) Constant growth model, b) Zero growth model, c) Two stage model, d) H model, e) Three stage model.
6	Other Non-DCF valuation models : Relative Valuation Model : a) PE, b) PEG, c) Relative PE ratio, d) Enterprise value multiples, e) Choosing the right multiples.
7	Introduction to Mergers & Acquisitions: Different types including slump sale, demerger, spin offs, LBOs, MBOs and buy ins, regulatory considerations, takeover code.
8	M&A Process: developing strategy, identification of a target company/ companies, information exchange, valuation and synergies, offer and negotiation, due diligence, purchase agreement, deal closure and integration.
9	Tax and Accounting aspects of merger, Goodwill impairment, Reverse merger, Sec 72A of Income Tax Act.
10	Legal aspects: Analysis of Proposal by the Companies, Determining Exchange Ratios, Approval of Board of Directors, Approval of Shareholders, Consideration of Interests of the Creditors, Approval of the Court.
11	Other applicable sections of laws: Competition Act, Indian Bankruptcy code.
12	M & A valuation: Inputs to valuation model, calculation of the value of the company, estimating cost of capital, exchange ratio and its impact on the EPS of the receiving company, valuation of company, valuing synergies, Valuation in Acquisitions.
13	Alternative business restructuring strategies: Joint ventures, strategic alliances etc
14	Case study discussion

Assessment:

Internal	40%
Semester end	60%

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT:

Semester	:	III-Major			
Title of the Subject / course	:	Security Analysis and Portfolio Management-100 Marks			
Course Code	:	FIN 303			
Credits	:	4	Duration	:	40 Hours

Introduction of the Subject:

SAPM is designed to teach the fundamentals of Portfolio Management. It covers all aspects of securities market, portfolio management and performance evaluation of securities and portfolio. It discusses the risk return of an individual investor, it also persist how investment in securities market is evaluated based on Fundamental and Technical analysis. It discusses application of Modern Portfolio Theory, analysis of active and passive investment strategies along with efficiency of financial markets and uses of derivatives in portfolio management.

Course Learning Objectives:

1	To impart understanding of security analysis and portfolio management.
2	To identify risk and return relationship with essence or diversification.
3	To help understand how to select stocks and make a portfolio which balances the risk return relationship.
4	To measure portfolio performance and use it for selection of optimal portfolio.

Course Outcome:

CO 1	Analysin g	Examine alternatives available for investment.
CO 2	Analysin g	Analyse the equities and bonds by correlation coefficient, expected return and variance of return.
CO 3	Evaluatin g	Assess to measure risk and return for single and multi-asset portfolio using fundamental analysis, Technical analysis, investor behaviour analysis.
CO 4	Analysin g	Analyse portfolio performance measures like sharpe index, Treynor index, Jensen's measure etc.
CO 5	Evaluatin g	Assess strategies followed by investment practitioners.

Course Outcome (CO) Mapping to the AOL goals:

CODE : FIN 303	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role of Self in org and society
Security Analysis & Portfolio Management	PO1	PO2	PO3	PO4	PO5	
CO1		3	3	2	2	
CO2			3	2	2	
CO3			3	2	2	
CO4			3	2	2	
CO5		3	3	2	2	

Course Contents:

Sr. No	Content	CO Mapping to the Topic
1	Introduction to Securities, Investment Setting, Investor Behaviour Analysis.	CO1
2	Risk And Return - Risk and return in each asset class - equity, fixed income, MF etc., - Simple determination of stock market price using time value of money - simple one period and multi period case. - Return on common stock under uncertainty, for a single stock Expected Return, Variance of Return, Concept of probability Distribution of Returns, - Co-movement of two Assets returns, Measuring of Covariance definition and Simple Numerical Example, Correlation Coefficient, - Co-movement of two Assets returns, Measuring of Covariance definition and Simple Numerical Example, Correlation Coefficient, - Two asset portfolio case, expected return and variance of returns of a Two asset Portfolio Simple Numerical Example and Graphical Illustration, - Diversification of Risk, Systematic and Unsystematic risk.	CO3
3	Security Market Indicators - Index.	CO4
4	Modern Portfolio Theory - General N-asset Portfolio Problem, Marches Model: Objectives Function and Constraints, Meaning of Efficient Frontier / Set, Concept of CML (Capital Market Line), Concept of Market Portfolio, Risk Free rate, Borrowing and Lending rates.	CO5
5	Sharp's Single Index Or Market Model: - How Asset Returns move with the market. - Slope of security Market Line (SML), - Properties of any asset on the line., - Assumptions and some empirical evidence of CAPM, - Arbitrage pricing theory - Introduction.	CO4
6	Capital Asset Pricing Model: - Statement of CAPM. - Slope of security Market Line (SML), - Properties of any asset on the line. Assumptions and some empirical evidence of CAPM, Arbitrage pricing theory – Introduction.	CO4

7	Efficient Market Hypothesis (Emh) : - Random walk theory, - Weak, Semi-Strong and Strong form, - Empirical Evidence of EMH, Anomalies in the markets: Firm Size Effect, January Effect, Monday Effect.	CO4
8	Hedging, speculation and managing risk - return balance - Effect of taxation on investment decision, permissible deductions, exemptions, tax free investments, tax lots and loss harvesting Asset allocation basics - as per IPS, tolerance definitions, substitution rules Weighted average cost of capital, portfolio beta and risk premium, - Using fundamental analysis for security selection and technical analysis for timing of orders, - Investor behavior analysis - cyclic nature, need induced decisions, tax dependencies, risk and return expectations, modeling using intelligence derived from behavioral analysis.	CO5
9	Portfolio Performance Measures - Sharp Index, - Treynor Index, - Jensen's Measure, - Empirical Test of Mutual Fund Performance & EMH.	CO5

Reference Texts:

1	Fischer, D.E. and Jordan, R.J., Security analysis and portfolio management. Prentice Hall. - 5th revised edition (1991)
2	Chandra, P., 2017. Investment analysis and portfolio management. McGraw-Hill Education. - 5th edition
3	Achelis, S.B., 2013. (2nd edition) Technical Analysis from A to Z. New York: McGraw Hill.
4	Edwards, R.D., Magee, J. and Bassetti, W.C., 2018. Technical analysis of stock trends. CRC press.

Assessment:

Internal	40%
Semester end	60%

CORPORATE LAWS:

Semester	:	III-Major			
Title of the Subject / course	:	Corporate Laws-100 Marks			
Course Code	:	FIN 304			
Credits	:	4	Duration	:	40 Hours

Introduction of the Subject:

Corporate laws include laws governing the rights, relations, and conduct of persons, companies, organizations and businesses. It refers to the legal practice relating to, or the theory of corporations. Corporate laws describe the laws relating to matters which derive directly from the life-cycle of a corporation. It includes Company Law of 2013, SEBI law and its regulations, FEMA, IBC etc.

Course Learning Objectives:

1	To familiarise students with different corporate laws applicable for doing the business in India.
2	To help students develop an ability to understand, analyse and interpret the applicable corporate laws which affects the functioning of the business.
3	To help students develop an understanding of the legal and regulatory aspects in mitigating legal risks to the business.

Course Outcome:

CO 1	Analysing	Examine the legal rules and principles for an effective management of the company.
CO 2	Analysing	Examine applicable sections of Companies Act, SEBI Act, FEMA, Money Laundering Act, Recovery of Debts Act, IBC, NBFC law, related to the legal and institutional framework of the company.
CO 3	Analysing	Analyse the implications of the non- adherence of the applicable sections of Companies Act, SEBI Act, FEMA, Money Laundering Act, Recovery of Debts Act, IBC ,NBFC law, rules and regulations.
CO 4	Analysing	Examine the ethical issues involved in non-adherence to the laws.
CO 5	Analysing	Examine reforms in the bankruptcy and insolvency regimes are critical for improving the business Environment and alleviating distressed credit markets.

Course Outcome (CO) Mapping to the AOL goals:

CODE : FIN-304	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Corporate Laws	PO1	PO2	PO3	PO4	PO5	PO6
CO1			2			2
CO2			2			2
CO3			2			2
CO4			2			2
CO5			2			2

Course Contents:

Sr. NO	Content	CO Mapping to the Topics
1	Overview of Companies Act, 2013 - Introduction to Companies Act, 2013, Incorporation of a Company, Kinds of Companies, Directors: Appointment and Qualifications of Directors, Duties and Liabilities of Directors, Management of a Company, - Meetings, Committees, Salient features of Issue of Capital, Fund Raising of Capital, Salient features of Winding up of a Company.	CO1,CO2,CO4
2	Overview of Securities Contract Regulation Act 1956. - SEBI Act 1992, - Depositories Act 1996, - SEBI (Issue of Capital & Disclosure Requirement Regulations, - 2009) SEBI Mutual Fund Regulations, - SEBI Insider Trading Regulations, SEBI Takeover Code 2011.	CO2,CO4
3	Overview of FEMA 1999 – Salient Features.	CO3,CO4
4	Overview of Foreign Exchange Management (Current Account Transaction) Rules, 2000).	CO1,CO2,CO4
5	Overview of Prevention of Money Laundering Act.	CO1,CO2,CO4
6	Overview of The Recovery Of Debts Due To Banks And Financial Institutions Act, 1993 (DRT), - The Securitisation And Reconstruction Of Financial Assets and enforcement Of Security Interest Act, 2002 (SARFESI).	CO3, CO4
7	Overview of law relating to NBFC (S/45 (I) of RBI Act 1934).	CO3, CO4
8	Overview of Insolvency & Bankruptcy Code (IBC) of 2016.	CO4, CO5

Reference Texts:

1	Patwari, I., 2017. Bank Mergers and Acquisitions: A Comparative Analysis of the Banking Regulation Act, 1949 with the Companies Act, 2013.
2	Means, G., 2017. <i>The modern corporation and private property</i> . Routledge. 2nd edition
3	Iyer, V.L., 2001. <i>Taxmann's SEBI Practice Manual</i> . Taxmann Allied Services.
4	Agarwala, S.N.L., 2003. <i>Assessment of Business Profits</i> . TAXMANN PUBLICATIONS PVT LTD.
5	Khilnani, D.T., Foreign Exchange Management Manual Based on FEMA 1999 - 35th edition 2019 (Snow White Publications Pvt Ltd.).
6	NBFC – Taxmann 23rd edition (2019)
7	Corporate Laws by Dr Anil Kumar – International Book House Ltd - 8th edition (2019)
8	Raghuvanshi, R.S., 2006. NBFCs-Formation, regulation & remedies.

Assessment:

Internal	40%
Semester end	60%

CORPORATE TAX PLANNING & FISCAL POLICY:

Semester	:	III - Major		
Title of the Subject / course	:	Corporate Tax Planning & Fiscal Policy -100 Marks		
Course Code	:	FIN 305		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

Fiscal policy means the use of taxation and public expenditure by the government for stabilization or growth of the economy. Corporate tax planning is based on the Fiscal Policy of India for that financial year.

Course Learning Objectives:

1	To understand applicable sections of Income tax Act of 1961, for corporate tax planning.
2	To understand the rationale for the scheme of the law to understand its role in fiscal policy.

Course Outcome:

CO1	Analysing	Examine the role of Direct and Indirect taxes in the Economy.
CO2	Analysing	Explain the importance of Fiscal policy in the Country's economy
CO3	Evaluating	Analyse the contents of the Provisions as well as important judgments rendered by the courts in dealing with Corporate Taxation.
CO4	Evaluating	Interpret the contents of the Provisions as well as important judgments rendered by the courts in dealing with Corporate Taxation.
CO5	Creating	Construct legally permissible tax planning avenues of corporate taxation.

Course Outcomes (CO) Mapping to the AOL goals:

CODE : FIN 305	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Corporate Tax Planning and Fiscal Policy	PO1	PO2	PO3	PO4	PO5	PO6
CO1			3		2	2
CO2			3		2	2
CO3			3		2	2
CO4			3		2	2
CO5			3		2	2

Course Contents:

Sr. No.	Content	CO Mapping to the Topics
1	Company as Taxable Entity - Distinguishing Features, when compared with other Taxable Entities.	CO1, CO2, CO3
2	Study of Sections Specific to Companies : For example : 2(8); 115B; 72A; 73; 79, etc (To be updated with Annual Finance Act)	CO3, CO4
3	Tax Planning for Companies - Under the heads Capital Gains & Business.	CO3, CO4, CO5
4	Taxation of Foreign Company (Brief Overview), international taxation transfer pricing etc.	CO3, CO4, CO5
5	Important Case Law on Tax Planning vis Tax Evasion and other relevant Cases related to Companies.	CO4, CO5
6	Tax Planning through Strategic Exercises like Amalgamation and Mergers.	CO5
7	Overview of Goods and Services Tax (GST).	CO5
8	Trends of Fiscal Planning in India - Brief Overview.	CO5
9	Tax Laws/ Union Budget: Direct & Indirect tax.	CO1, CO2
10	Public Debt, Deficit Financing.	CO3

Reference Texts:

1	Bare Text of Direct Tax Laws & GST Act applicable for the year.
2	New Delhi, I., 2013. Government of India. Ministry of Health & Family Welfare.
3	Laws, D.T.C., Notifications, D.T., Laws, I.T.C., Notifications, I.T. and Calendar, C., 2018. Content.
4	Singhanian, M. and Dastaru, V., 2012. Taxation of cross border mergers & acquisitions: Vodafone–Hutch deal.

5	Agrawal, A.N., 2015. Indian Economy. New Age International Pvt.
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Assessment:

Internal	40%
Semester-end	60%

ADVANCED BANKING:

Semester	:	III - Elective		
Title of the Subject/course	:	Advanced Banking-100 Marks		
Course Code	:	FIN 306		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

This course aims at updating the students with a broad knowledge of financial markets, financial instruments and institutions.

Course Learning Objectives:

1	To aim at giving a broad exposure and knowledge of latest development in Banking, various regulatory aspects and evaluation of Banks' Performance.
2	To give a broad overview on Trade Finance and its various components.
3	To ensure familiarity of students with important aspects of the Bank impacting profitability like, IRAC Norms, Asset Recovery, Treasury, Capital Adequacy and Risk Management.

Course Outcomes:

CO1	Understanding	Understand the latest developments in Banking Industry including Digital Banking, various regulatory aspects and how to evaluate a Bank's Performance.
CO2	Analyzing	Analyze the causes of Non-Performing Assets and their impact on a bank's balance sheet.
CO3	Understanding	Explain the significance of Capital Adequacy in Banks & the pillars of Basel II & III.
CO4	Analyzing	Analyze the Foreign Exchange & Treasury function as a center of profitability, Risk Management, and the role of ALM in Banks.
CO5	Understanding	Explain the significance and importance of Trade Finance, lending norms/credit norms and IRAC norms.

Course Outcome (CO) Mapping to the AOL goals:

Subject Code : FIN 306	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Advanced Banking	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2		3	2		

CO2	2	2	2	2		
CO3	2		2	2	2	
CO4	2		3	2		
CO5	2		2	2		

Course Contents:

Sr. No	Content	CO Mapping to the Topic
1	Evaluation of Bank Performance - Comparison of Banks' Balance Sheets and interpretation.	CO1
2	Banking Sector Reforms - from 1991 till date, various committee recommendation	CO1
3	Credit - Various aspects - Modes of Charging Securities, Assessment of Working Capital and Term Loan, Credit Monitoring	CO1, CO5
4	Basics of Foreign Exchange - Buying & Selling rates, Cross rates, Spot and forward.	CO4
5	Capital Adequacy and Basel Norms - Basel I, II & III essential features.	CO3
6	Treasury Management - Role & functions of treasury.	CO4
7	Asset Liability Management (ALM) - Impact of ALM on profitability	CO4
8	Risk Management - Credit & Operational Risks - Credit, Market and Operational Risks	CO4
9	IRAC Norms - Recovery Management.	CO5
10	Trade Finance - Various aspects, open account D/P, D/A Bills, Letter of Credit.	CO5
11	Syndication & Euro Currency Market - Euro Currency credit, Euro Bonds, Foreign Bonds.	CO1
12	Vigilance and Fraud Detection - Control and compliance.	CO1
13	Digital Banking and E-Commerce - Past, Present and near future.	CO1
14	Legal Aspects of Banking - N. I. Act, IBC - SARFAESI, DRT	CO1

Reference Texts:

1	Bank Management, By Timothy W. Koch and S. Scott Macdonald (Thomson Asia , Singapore) - (7th Edition)
2	Basics of Banking for Freshers by B. B. Bhattacharyya, Himalaya Publishing House (2014 Edition)
3	Financial Institutions and Markets by Meir Kohn / Oxford University Press - (2nd Edition)
4	Financial Markets and Institutions by Anthony Saunders and Marcia Millon Cornett/Tata Mcgraw-Hill -(6th Edition)
5	The Indian Financial Systems by Bharati V Pathak published by Dorling Kindersley (India) Pvt. Ltd. - (5th Edition)
6	Legal Aspects of Banking Operations - IIBF
7	Advanced Bank Management - IIBF (MacMillan) - (2017 Edition)

8

Treasury & Risk Management - IIBF (2017 Edition)

Assessment:

Internal	40%
Semester end	60%

DERIVATIVES & RISK MANAGEMENT:

Semester	:	III - Elective		
Title of the Subject / Course	:	Derivatives and Risk Management-100 Marks		
Course Code	:	FIN 307		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

Derivatives are financial instruments that have values derived from other assets like stocks, bonds, or foreign exchange. Derivatives are sometimes used to hedge a position (protecting against the risk of an adverse move in an asset) or to speculate on future moves in the underlying instrument.

This subject introduces students to the different sources of risk which can be quantified and managed by corporates and financial institutions. It teaches how these risks are hedged using derivative instruments.

Course Learning Objectives:

1	To study different types of derivatives that can be used for risk management.
2	To study the basic mechanisms of forwards, futures, swaps and options, how they are priced and the strategies for hedging and speculation by using each of these derivative products.

Course Outcome:

CO 1	Analysing	Analyse element of risk in financial instruments and transactions.
CO 2	Creating	Propose appropriate hedging instruments like futures, options, swaps.
CO 3	Evaluating	Determine pricing of an option instrument using Black-Scholes, Binomial pricing models.
CO 4	Analysing	Assume knowledge of risk management models to identify and manage financial risk.
CO 5	Creating	Formulate trade in derivatives in the financial organization trading in securities.

Course Outcome (CO) Mapping to the AOL goals:

CODE : FIN 307	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Derivatives and Risk Management	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	2	3		2	
CO2	2	2	3		2	
CO3			3		2	
CO4			3		2	
CO5			3		2	

Course Contents:

Sr. No	Content	CO Mapping to the Topic
1	Introduction to Derivatives - a) Exchange Traded Markets, OTC Markets, Size of the Markets, b) Basic properties of Options/Futures/Forwards, c) Application of Derivatives - for Hedging & Speculation (Leveraging), d) Overview of Indian Derivatives Market, e) LEFO or Building Blocks Approach to Financial Engineering.	CO1
2	Futures Markets: a) Mechanics of Futures Markets, b) Hedging Strategies using Futures - Short Hedges, Long Hedges, Basis Risk, Cross Hedging, Hedging an Equity Portfolio, Hedging in India.	CO1
3	Interest Rates: a) Types of Rates, Swap Rates, Risk-Free Rate. Measuring Interest Rates, Zero Rates. b) Bond Pricing, c) Forward Rates, d) Forward Rate Agreement (FRA), e) Theories of Term Structure of Interest Rates,	CO1, CO2, CO3
4	Determination of Forward and Future Prices: a) Forward price as an Investment Asset, b) Valuing Forward Contracts, c) Futures prices on Stock Indices, d) Forwards and Futures Contracts on Currencies, e) Cost of Carry, f) Futures Prices and Expected Spot prices.	CO1, CO2
5	Interest Rate Futures: a) Treasury Bonds Futures, b) Eurodollar Futures, c) Duration, d) Duration based Hedging using futures.	CO1, CO2, CO3
6	Swaps: a) Mechanics of Interest Rate Swap, b) Valuation of IRS, c) Fixed for Fixed Currency Swap and Valuation, d) Credit Default Swaps.	CO1, CO2, CO3

7	Mechanics & Properties of Options : a) Boundary Conditions for options, b) Put-call parity and its interpretation, c) Options sensitivity to the underlying volatility, d) strike price, e) Interest rate, f) Time to expiration.	CO1, CO2, CO3
8	Basic Option Strategies: a) Single Option and a Stock, b) Spreads, c) Combinations.	CO1, CO2, CO3
9	Trading: a) Directional Strategies (A Call/Put/Bull Call/Spread etc.), b) Volatility based strategies (Straddle/Strangle/Calendar Spread), c) Economic Rationale behind spreading.	CO1, CO2, CO3
10	Risk Management : a) Protective put, b) Covered Call	CO1, CO2, CO3
11	Introduction to Options Valuation : a) Binomial Trees, Weiner Process an Ito's Lemma, b) Assumptions about how stock prices move, c) Expected return volatility from historical data, d) Volatility, e) Estimating, f) Binomial Model for Valuation, g) Black Scholes Merton Pricing Formulas, h) Risk Neutral Valuation, i) Implied Volatilities, j) Dividends.	CO1, CO2, CO3
12	Understanding Options Greeks : a) Delta/Theta/Vega & Gamma risks of options, b) Understanding option Greeks for various trading strategies (volatility and Directional Spreads), c) Delta/Dynamic Hedging and relating the cost of Delta hedging with the option price determined by Black & Scholes - Model. d) Elasticity (Beta) of an option in the CAPM framework. This would "clarify" the "risk return" profile (which is often misunderstood for various options trading strategies).	CO1, CO2, CO3, CO4, CO5
13	Options Volatility : a) Historical & Implied Volatility, b) Volatility Smile, c) Term Structure of Volatility, d) Some advance Models of volatility estimation, e) Value At Risk, f) Historical Simulation, g) Model Building Approach, h) Stress Testing & Back Testing.	CO1, CO2, CO3, CO4, CO5
14	Interest Rate Options : a) Bond Option, b) Interest Rate Caps and Floors, c) European Swaption, d) Hedging Interest Rate Derivative	CO1, CO2, CO3, CO4, CO5
15	Indian Rupee Dollar OTC Options : a) Call Spreads, b) Range Forwards, c) Sea-Gull Structure, d) Call Options.	CO1, CO2, CO3, CO4, CO5
16	Exotic Derivatives	CO1, CO2, CO3

Reference Texts:

1	Options, Future & Other Derivatives, 10e by John C Hull & Shankarshan Basu. Pearson; Tenth edition (30 May 2018)
2	Fundamentals of Futures and Options Market, 9e by John C Hull (2018)
3	Derivatives - Principles and Practice by Sundaram and Das - McGraw Hill Education; First edition (1 July 2017)
4	Financial Derivatives - Theory, Concepts and Problems by S L Gupta - PHI; New title edition (30 December 2005)
5	Financial Derivatives by S S S Kumar - PHI Learning (21 January 2007)

6	Applied Derivatives - Richard J Rendleman, Jr (Special focus on Chap 2 - PUT-CALL Parity, Chap 3 & 4 - Binomial Option Pricing Models) - Wiley-Blackwell (11 January 2002)
7	Option Volatility & Pricing - Sheldon Naten Berg - Wiley; 1st edition (19 October 2012)
8	The New Options Market - Max Ansbacher - Wiley; 4th edition (January 15, 2000)
9	Derivatives - The Wild beast of Finance - Alfred Steinherr - John Wiley & Sons; Revised, Subsequent edition (5 April 2000)
10	Derivatives & Risk Management - Rajiv Srivastava - Oxford University Press; 2nd edition (16 April 2014)
11	Derivatives & Risk Management - Sundaram Janakiramanan - Pearson Publications 1st edition (27 January 2011)

Assessment:

Internal	40%
Semester end	60%

STRATEGIC COST MANAGEMENT:

Semester	:	III - Elective		
Title of the Subject / course	:	Strategic Cost Management-100 Marks		
Course Code	:	FIN 308		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

Strategic Cost Management is the application of cost management techniques that simultaneously improve the strategic position of a firm and reduce costs.

Strategic Cost Management (SCM), primary importance is given to constant improvement in the product to provide better quality to its target customers. It is an essential part of the value chain that covers every facet such as purchase, design, production, sales and service.

Course Learning Objectives:

1	To introduce strategic cost management concepts with a strong focus on cost reduction and long term profit maximization.
2	To enable students to develop cost strategies that are financially feasible and yield adequate financial returns.
3	To decide the right cost strategies for long term competitive advantage.
4	To monitor the success of these strategies and meet strategic objectives.

Course Outcome:

CO1	Analysing	Examine the important 'Strategic Cost' management tools and techniques to make long term strategic business decisions.
CO2	Applying	Apply the 'Responsibility Accounting' concept for performance evaluation, using 'Transfer Pricing' technique for inter department/intercompany material transfers to maintain overall profitability of the organization
CO3	Applying	Apply the 'Activity based costing' tool to avoid under/over costing of overheads and to measure total cost accurately.
CO4	Evaluating	Evaluate the importance of 'Value chain' in measurement of cost by doing value chain analysis.
CO5	Applying	Apply the concept of 'Target costing' in the competitive market to decide the selling price.
CO6	Applying	Apply the 'Balance score card' concept in the overall performance (financial and nonfinancial) of an organization.

Course Outcomes (CO) Mapping to the AOL goals:

CODE : FIN 308	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Strategic Cost Management	PO1	PO2	PO3	PO4	PO5	PO6
CO1					2	
CO2			3		2	
CO3		2	3			
CO4		2				
CO5		2	3		2	
CO6			3		2	

Course Contents:

Sr. No	Content	CO Mapping to the Topic
1	Introduction to Strategic Cost Management.	CO1
2	Value Chain Analysis- Implications of value chain in decision making and long-term Cost management	CO4
3	Activity Based Costing-Concept of cost & activity driver. Activity Based Management	CO3
4	Lean Costing: Concept, application to accounting process, lean performance measurements, and financial reports for lean operations.	CO1
5	Product Life Cycle Costing, Target Costing, Business Process Engineering- Theory of constraints.	CO5
6	Objective Based Costing, Cost Reduction and Strategy based Responsibility Accounting System and Transfer Pricing	CO2
7	Balance Score card - concept prospective and limitations, establishing objectives and performance measures in different perspectives of balance score card.	CO6
8	Costing and Strategies: Blue ocean and red ocean strategy, Judo strategy, Edge strategy, three box strategy.	CO1

Reference Texts:

1	Cost Accounting- A Managerial Emphasis- Charles Horngren Srikant Datar, Madhav Rajan - Pearson; 16th edition (February 4, 2017).
2	Cost Management- A Strategic Emphasis by Blocher, Chen Cokins & Lin. 3rd/4th edition 2004 Tata McGraw Hill Publication
3	Strategic Cost management- The New Tool for competitive advantage- John Shank & Vijay Govindrajan- Free Press (2008)

4	Advance Management Accounting- Robert Kaplan & Anthony Atkinson.- 3rd edition (1998) Prentice Hall Publication
5	Additional Reading: Harvard Business Publishing
	a. Competitive advantage- Michael Porter b. Evolution of time driven Activity Based Costing- Robert Kaplan & David Norton c. Balance score card- Measures that drive performance-Robert Kaplan & David Norton.

Assessment:

Internal	40%
Semester end	60%

FIXED INCOME SECURITIES:

Semester	:	III - Elective		
Title of the Subject / course	:	Fixed Income Securities-100 Marks		
Course Code	:	FIN 309		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

Fixed Income Securities is an important part of the financial market globally. It includes multiple types of financial products including bonds, swaps, and other products dependent on interest rate as their key risk factors. This subject would help students understand the concepts related to fixed income that are widely used in the industry.

Course Learning Objectives:

1	To introduce key concepts in understanding fixed income instruments.
2	To learn tool for valuing and modelling risk exposures of fixed income securities and fixed income derivatives.

Course Outcome:

C O 1	Applying	Identify different types of fixed income instruments and their characteristics
C O 2	Evaluating	Determine value of different fixed income securities present value factor, YTM spot curve by using discount rate and forward curve by multiplying the spot rate by the ratio of interest rates and adjust for the time until expiration.
C O 3	Evaluating	Assess risks from fixed income securities by using sharpe ratio, standard deviation, beta, VaR etc.
C O 4	Analysing	Compare passive and active fixed income portfolio management techniques.
C O 5	Evaluating	Evaluate types of fixed income products.

Course Outcome (CO) Mapping to the AOL goals

CODE : FIN 309	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Fixed Income Securities	PO1	PO2	PO3	PO4	PO5	PO6
CO1			3		2	
CO2			3		2	
CO3			3		2	
CO4		2	3		2	
CO5		2	3		2	

Course Contents:

Sr. No	Content	CO Mapping to the Topic
1	Introduction to Fixed Income Market and Fixed Income Securities - Bonds - Various types, Preferred Stock, Mortgage based Securities, Asset backed Securities	CO1
2	Interest Rate Determinants	CO2, CO3
3	Understanding Basics Of Bonds Mathematics: - Yield to Maturity/Yield to Call, - Spot Rates/Forward Rates and Par Yield, - Bootstrapping Process for Zero Curve, - Yield Curve slope and the theory	CO2, CO3
4	Interpreting Bond Yields - Bond values overtime, forward contracts/forward rate agreements, risk measurement - delta, risk measurement - gamma, yield curve developments.	CO2, CO3
5	Understanding Duration and Convexity - Measuring Duration and Convexity of bonds, - Duration of Par /Discount /Premium Bonds, - Duration Analysis, - M Square & Key Rate Duration, - Barbell, Ladder & Bullet Strategy	CO2, CO3
6	Bond Management Strategies - Active and Passive Management Strategies, Classical and Contingent Immunisation, Duration Based Asset Liability Risk Management.	CO2, CO3
7	Overview of Interest Rate Derivatives - Interest Rate Futures - T-bill & T-bond Futures, Duration Based hedging using Futures - Interest Rate Options . - Forward Rate Agreement, Caps/Floor/Collar, Caplet –Floorlet-Swaplet Parity	CO1
8	Interest Rate Swaps - Forward Rate Agreements (FRAs), Basics Of Swaps, Valuation of Swaps (Fixed Side), Forward/Amortising/Asset Swaps, Valuing a Swap during its Life	CO4, CO5

Reference Texts:

1	Fabozzi, F.J. ed., 7th edition 2016. The handbook of mortgage-backed securities. Oxford University Press.
2	Sundaresan, S., 3rd edition 2009. Fixed income markets and their derivatives. Academic Press.
3	Flavell, R.R., 2010. Swaps and other derivatives (Vol. 480). John Wiley & Sons.

Assessment:

Internal	40%
Semester end	60%

HUMAN RESOURCES SPECIALISATION (SEMESTER III)

SEMESTER III

3 Core Courses + 5 Major Courses + (2 Electives out of 4)

CORE COURSES

Course Code	Course Name	No. of sessions & hours	Total Duration	Marks	Credits
GM 302	International Business	20 x 2 hrs each	40 Hours	100	4
GM 303	Strategic Management	20 x 2 hrs each	40 Hours	100	4
GM 304	Business Ethics & Corporate Governance	20 x 2 hrs each	40 Hours	100	4

MAJOR COURSES

Course Code	Course Name	No. of sessions & hours	Total Duration	Marks	Credits
HR 301	Training & Development	20 x 2 hrs each	40 Hours	100	4
HR 302	Competency based H.R. Management & Performance Management	20 x 2 hrs each	40 Hours	100	4
HR 303	Labour Laws, Industrial & Employee Relations & Alternate Dispute Resolution	20 x 2 hrs each	40 Hours	100	4
HR 304	Management of Change, including Organisation Development	20 x 2 hrs each	40 Hours	100	4
HR 305	Technology in H. R. - HRIS, ERP, HR Analytics	20 x 2 hrs each	40 Hours	100	4

ELECTIVES (Any Two out of Four)

Course Code	Course Name	No. of sessions & hours	Total Duration	Marks	Credits
HR 306	Global & Strategic H.R. Management	20 x 2 hrs each	40 Hours	100	4
HR 307	Advanced Total Rewards Management	20 x 2 hrs each	40 Hours	100	4
HR 308	Organisation Theory, Design & Structure	20 x 2 hrs each	40 Hours	100	4
HR 309	Developing Teams & Effective Leadership	20 x 2 hrs each	40 Hours	100	4

INTERNATIONAL BUSINESS:

Semester	:	III - Core		
Title of the Subject/course	:	International Business-100 Marks		
Course Code	:	GM 302		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

International Business (IB) would addresses the conceptual understanding of the subject and its significance in the modern economy and global business environment , especially the post covid – 19 scenario. IB encompasses – exports, imports, third country trade, barter, investments , technology transfers , alliances, joint ventures , subsidiaries etc . The subject would cover practical aspects and operational challenges of undertaking IB in different geographies /countries , company specific strategies for market entry, PESTLE analysis , geo –political challenges, compliance to rules and regulations , adhering to global regulatory requirements stipulated by governments, WTO, regulatory bodies, Trade blocks etc . How do organizations develop a competitive advantage and value proposition for its Stakeholders thereby creating a Sustainable organization Learnings from successful MNC’s and Global players .Students would get conceptual understanding and practical knowledge of real life global business environment and prepare them to be business ready

Course Objectives:

1	To understand how trade is done at global level and how it attempts to bring all the countries together for the purpose of doing business.
2	To understand effects of globalization by understanding the integration the economies of different countries.
3	To understand and comprehend roles of International business organisations in International business.
4	To identify global business opportunities to fulfill organizational objective of growth and sustainability.

Course Outcomes:

CO1	Applying	Develop a thorough understanding of the real global business environment using PESTLE.
CO2	Evaluating	Assess business opportunities at the international level.
CO3	Analysing	Analyse and respond to the local and global market place challenges using EPRG and Hoffstede Model.
CO4	Creating	Formulate business strategies in the complex global, social & legal environment.
CO5	Creating	Discuss the globalization route towards enhancing return on investment, optimal use of resources and capacity optimization.

Course Outcomes (CO) Mapping to the AOL goals:

CODE: GM302	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
International Business	PO1	PO2	PO3	PO4	PO5	PO6
CO1				2	3	
CO2			3	2	3	
CO3		2	3		3	
CO4		2	3	2	3	
CO5		2	3	2	3	

Course Contents:

Sr. No	Content	CO Mapping to the Topic
1	Introduction: Objective and Scope, importance and current trends, domestic business v/s international business, reasons for international business - For Corporate and Country, Modes of entry and operations.	CO 1
2	PESTEL Analysis and its Impact on International Business: Risk Analysis, Decisions to overcome or managing risks.	CO1,CO2
3	Cross Cultural Management: Hofstede's Cultural Dimension, CAGE Framework by Prof. Pankaj Ghemawat, Culture and Leader Effectiveness: The GLOBE Study.	CO3
4	Modes of Entry : Market/Country Entry Strategic Alliances / JV / M&A	CO1 CO2, CO3, CO4
5	Investment Management in International Business : Foreign Direct Investment, Offshore Banking, Foreign Exchange Dealings and numerical in business, Resource Mobilization through portfolio/GDR/ADR	CO4
6	Multinational Corporations: Structure, system and operation, advantages and Disadvantages - Case discussion, Current opportunities of Indian MNCs and Case discussion, Issues in foreign investments, technology transfer, pricing and regulations, international collaborative arrangements and strategic alliance.	CO2, CO3, CO4
7	Globalisation: Concepts and practice, role of global organisation and global managers, stages of building global companies and competitiveness, global competitive advantages of India - Sectors and Industries.	CO1, CO2, CO3, CO4, CO5
8	International Organisations and their role in international business: WTO, World Bank, ADB, IMF and others.	CO1, CO2, CO3
9	Regional Trade Agreements and Free Trade Agreements (RTA and FTA) : NAFTA, EC, ASEAN, COMESA, LAC, Others	CO1, CO2, CO3
10	Investment Decisions : Drivers of FDI – Special emphasis on emerging markets, Offshore Banking, Forex Management – ADR-GDR's- EU bonds	CO5

11	WTO Regional Trade Agreements : Building Blocks of WTO, Major agreements of WTO	CO1, CO2, CO3,
12	Management of Multinationals : Organization Structure –Matrix – Geographic-Product, International HRM-Expatriate Management-Staffing of Subsidiaries, Integration Responsive Models, Types of subsidiaries & Control of subsidiaries, Global manufacturing and supply chain, Optimizing of Supply chain & Offshoring V/S Outsourcing	CO2, CO3, CO4

Reference Texts:

1	Meyer, K. and Peng, M.W., 2nd edition 2016. <i>International business</i> . Cengage Learning.
2	ANANT, K.S. and BLACK, J.S., 1996. <i>The international business environment: text and cases</i> . Prentice-Hall.
3	Hill, C.W. and Hernández-Requejo, W., <i>Global business today</i> . New York: McGraw-Hill Irwin. McGraw-Hill Higher Education; Global edition of 7th revised edition (November 1, 2010)
4	Ferraro, G.P., - <i>The cultural dimension of international business</i> - Pearson; 6 edition (October 9, 2009)
5	Cullen John, B. and Praveen, P.K., <i>Multinational Management. A Strategic Approach</i> .- South-Western College Pub; 6 edition (April 16, 2013)
6	<i>International Management</i> - Arvind V Pathak - Tata McGraw Hill.
7	<i>International Business: Challenges and Choices</i> - Alan Sitkin, Nick Bowen - Oxford Press.

Assessment:

Internal	40%
Semester end	60%

STRATEGIC MANAGEMENT:

Semester	:	III - Core		
Title of the Subject/course	:	Strategic Management- 100 Marks		
Course Code	:	GM 303		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

Strategic Management provides overall direction by developing plans and policies designed to achieve objectives and then allocating resources to implement the plans.

Strategic Management is a core subject which enables the students to gear up for understanding how strategies are required in every walk of life with respect to their individual domain working area and focusing on the science of the business by setting up systems ,so that the business works smoothly This subject also connects all the functions of the business viz Marketing-Finance-HR-IT and operations stream , thus gives a broader picture to run the business effectively using Business Integration Process model as a tool.

Course Learning Objectives:

1	To understand the role and importance of Strategic thinking in an ever changing business environment.
2	To understand the Strategic Management process - Strategy Formulation, Implementation & its Evaluation
3	To design a strategy that address/help achieve long term goals of an organisation.
4	To identify and establish 'Competitive edge' - demonstrating a strong Customer Value Proposition, with a clear differentiator.

Course Outcome:

CO1	Applying	Identify changes in consumer behavior & market, leading to market opportunities.
CO2	Creating	Predict future market needs by analyzing market opportunities & threats.
CO3	Evaluating	Interpret the firms Product & Business portfolio using available models.
CO4	Creating	Construct go-to-market strategies using appropriate analytical tools and strategy framework.
CO5	Evaluating	Evaluate the effectiveness of strategies implemented.

Course Outcomes (CO) Mapping to the AOL goals:

CODE : GM-303	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Strategic Management	PO1	PO2	PO3	PO4	PO5	PO6
CO1			3	3		
CO2	2	3	3	3	2	2
CO3	2	3	3	3	2	2
CO4		3	3	3	2	2
CO5	2		3			

Course Contents:

Sr. No	Content	CO Mapping to the Topic
1	Introduction to Strategic Management, Strategic Management Process: Vision, Mission, Goal, Philosophy, Policies of an Organisation Strategy.	CO1
2	Strategy as planned action, its importance, Process and advantages of planning Strategic v/s Operational Planning, Strategy Choices & Hierarchy of Strategies.	CO1
3	PESTEL & SWOT as tools for Strategic formulation.	CO1
4	External & Industry Analysis: General Environment, Industry/Competitive Environment, Identifying industry's dominant features, Porter's Five Forces of Competitive Analysis, Analytics Tools: EFE Matrix and CPM.	CO1
5	Internal Analysis : Assessment of Company Performance, Management & Business Functions Framework, Other Frameworks for Organisational and Internal Analysis, Analytical Tool : IFE Matrix	CO3
6	Strategy Analysis and Formulation Tools: TOWS strategy, SPACE Matrix, BCG Matrix, IE Matrix, GE - McKinsey Matrix, Grand Strategy Matrix, Strategy Mapping and The Balanced Scorecard.	CO1, CO2, CO3, CO4
7	Strategy Choices : Hierarchy of Strategies, Types of Strategies, Porter's Generic Strategies, Porter value chain analysis, Competitive Strategies and strategies for different industries and company situations, Strategy Development for Non-profit, Non-business oriented organisations, Mckinsey's 7 S Model : Strategy, Style, Structure, Systems, Staff, Skills and Shared values.	CO2
8	Growth Accelerators: Business Web, Market Power, Learning based. Management Control, Elements, Components of Management Information Systems.	CO2
9	Strategy Evaluation and Control: Performance Measurement and Monitoring.	CO4

10	Financial Projections and Financial Impact of Strategies.	CO4
11	Other Topics: Social Responsibility, Environmental Sustainability, Value Chain Analysis, Economic Value Added (EVA), Market Value Added (MVA), Strategic Issues in a Global Environment.	CO2,CO3,Co4
12	Mergers & Acquisitions	CO1, CO2, CO3
13	Globalization & JV	CO1, CO2,CO3
14	Ninza Business Academy Model	CO4, CO5
15	Ansoff Matrix	CO1
	BIPM Model	CO4, CO5
	Presentations	CO1, CO2, CO3,
	Presentations	CO4, CO5

Reference Texts:

1	Thomson, Strickland, Gamble & Hain, "Crafting & Executing Strategy", 14th Edition, Tata McGraw Hill, New Delhi.
2	Pierce & Robinson, "Strategic Management: Formulation, Implementation & Control", 9th Edition, Tata McGraw Hill, New Delhi.
3	David Fred R, "Strategic Management: Concepts & Cases", 10th Edition, Pearson - Prentice Hall, New Delhi.
4	Hit, Ireland, Hoskisson & Manikutty, "Strategic Management: A South - Asian Perspective", 9th Edition, Cengage Learning, Delhi.
5	Johnson & Scholes, "Explaining Corporate Strategy", 6th Edition, Pearson Education, Delhi.
6	Kachru Upendra, "Strategic Management: Concepts and Cases", Excel Books, New Delhi.
7	Barney Jay, "Gaining & Sustaining Competitive Advantage", 2nd Edition, Prentice Hall, New Delhi.
8	Renee Mauborgue, W. Chan Kim, Blue Ocean Strategy, Harvard Business Review, 2005.
9	Nag A, "Strategic Management - Analysis, Implementation & Control", Vikas Publishing House, 2011.
10	Kazmi & Kazmi, "Strategic Management and Business Policy", 4th Edition, Tata McGraw Hill, New Delhi.

Assessment:

Internal	40%
Semester end	60%

BUSINESS ETHICS & CORPORATE GOVERNANCE :(100 MARKS)

Semester	:	III - Core		
Title of the Subject/course	:	Business Ethics & Corporate Governance-100 Marks		
Course Code	:	GM 304		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

Ethics seeks to resolve questions of human morality by defining concepts such as good and evil, right and wrong, virtue and vice, justice and crime. As a field of intellectual inquiry, moral philosophy also is related to the fields of moral psychology, descriptive ethics, and value theory. "Corporate governance" is the term used to refer to the policies and processes by which a corporation (or other large, complex institution) is controlled and directed. It refers especially to the way power and accountability flow between shareholders, boards of directors, CEOs, and senior managers. By using a stakeholder management framework this module stresses on the social and ethical responsibilities of business to both internal and external groups of stakeholders. The module also shows how moral and ethical considerations are involved in public issues facing organisation's and the decision making processes of managers.

Course Learning Objectives:

1	To provide hands-on holistic perspective of good Governance & Business Ethics to students.
2	To instill the integrity DNA to students who are required to function as "Ethics Champions" in corporate life from a practitioner on the subject with global experience.
3	To sensitise students about understanding business challenges, stakeholder issues, global regulatory and compliance environment and relevance of Code of Conduct / Policies.

Course Outcomes:

CO1	Understanding	Understand the importance of instilling the desired ethical value culture in the organisation to be able to follow as an integral aspect of business.
CO2	Analysing	Examine the role of "Ethics Champions", Custodians of Governance.
CO3	Analysing	Assume best global practices and will learn to engage with stakeholders in creating a differentiated value proposition based on ethics management systems.
CO4	Understanding	Understand importance of corporate governance.
CO5	Evaluating	Determine the importance of robust corporate governance processes and review mechanism done by Lokpal, CAG, Judicial process, RTI etc.
CO6	Evaluating	Determine effect of grooming ethical leaders and effective corporate governance on company's reputation and the respect its brand fetches in the

		market place.
CO7	Understanding	Understand vedic and Gandhian principle of trusteeship and its relevance to modern businesses.
CO8	Understanding	Understand contemporary CG practices in other countries.

Course Outcomes (CO) Mapping with the AOL goals:

Subject Code : GM 304	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Business Ethics and Corporate Governance	PO1	PO2	PO3	PO4	PO5	PO6
CO1			3	2		3
CO2	3		3	2		3
CO3			3	2	3	3
CO4			3	2		3
CO5			3	2		3
CO6			3	2		3
CO7			3	2		3
CO8			3	2		3

Course Contents:

Sr. No	Content	CO Mapping to the Topics
1	Introduction: Evolution of Morality, Ethics Values and its impact on Human Societies.	CO1, CO6, CO7
2	Role of Religion, Theology, Political beliefs, and Philosophy in Influencing Societal behavior.	CO1, CO3, CO4
3	Gandhian Principles of Trusteeship and its relevance in modern times and its relevance in modern times. Impact of Indian culture and Gandhian thoughts and learning which can be adopted -Swadeshi, Sarvodya and Antodaya.	CO1, CO7
4	Relevance of Ethics in Business in a Global Environment: Globalization & Ethics, why ethics can be a differentiating factor, Building Trust, Reputation Management.	CO1,CO6,CO8
5	Creating a robust Ethics Management Framework: Leadership commitment, Code of Conduct, Supplier Codes, Anti-Bribery rules, POSH, Human rights and Social Accountability, Internal reporting systems, Deployment of Values , Reporting , Reward and Punishment for breaches	CO4,CO6,CO8
6	Creating an Ethics Template: Stakeholder Accountability.	CO1,CO2,CO3, CO6
7	Ethical Organization: Grooming Ethical Leaders/ Managers: Embedding Ethics and Integrity in decision making process across the value chain for	CO1,CO2,CO3, CO6

	conducting responsible businesses for the societal good.	
8	Learnings from Global Organizations.	CO1,CO4,CO5
9	Internal Organization DNA – Compliance to Commitment.	CO1,CO2,CO6
10	Evolution of Corporate Governance Process in the World.	CO5,CO8
11	Governance, Controls and Risk Management: Implementing CG: Corporate Control strategies, Risk Management, CG Assurance process.	CO3,CO4,CO5
12	Creating a robust Ethics Management Framework: Leadership commitment, Code of Conduct, Supplier Codes, Anti-Bribery rules, POSH, Human rights and Social Accountability, Internal reporting systems, Deployment of Values , Reporting , Reward and Punishment for breaches	CO1,CO6,CO8
13	Global Regulatory and Governance Framework: SOX, SEBI,RBI, etc	CO5,CO8
14	Creating a value based organization & ecosystem: Social responsibility of Business, being good is good for business	CO2,CO3,CO6
14	Built To Last: How value-based organizations are able to ride the ups & downs in the environment both global & local companies.	CO1,CO2,CO3,CO4,CO5,CO6,CO7,CO8

Reference Texts:

1	The Essential Book of Corporate Governance – G.N.Bajpai – 1 st Edition-2016- Sage Publications.
2	Corporate Governance Law Practice & Procedures With Case Studies –Dr. C.L.Bansal- Taxmann Publications Pvt. Limited, 2006
3	Corporate Governance & Business Ethics : Text & Cases – U.C. Mathur- Macmillan-2006.
4	Cases in Corporate Governance – Wearing Robert- SAGE Publications Ltd; First edition (May 24, 2005).
5	Good Works! – Phillip Kotler, David Hessekiel. Nancy Lee- Audiobook, July 26, 2016.
6	Built To Last – Collins & Porras- William Collins- October,1994.
7	The Ethics of management – Larve Tone Hoshier.
8	What is Ethical in Business by Verne E. Henderson- McGraw Hill (1992) .
9	Ethics in Management by S K Chakraborty - Oxford University Press.
10	Gandhian Philosophy - Sarvodaya Publications.

Assessment:

Internal	40%
Semester end	60%

TRAINING & DEVELOPMENT:

Semester	:	III - Major
Title of the Subject/course	:	Training & Development- 100 Marks

Course Code	:	HR 301			
Credits	:	4	Duration	:	40 Hours

Introduction of the Subject:

Training & Development course is designed to blend strong conceptual understanding of organizational T&D architecture with insights on contemporary best practices and latest trends in the field of Training & Development. It is designed to facilitate an appreciation of the role of T&D in performance improvement contexts of individuals and teams.

Course Learning Objectives:

1	To understand the difference between learning, training & development.
2	To assess training needs through various methods and tools.
3	To learn about the ADDIE model and various tools & techniques used in training.
5	To understand various modes of training using technology including E-Learning, WBT etc.
6	To measure and evaluate training outcome.
7	To understand various methods used in supervisory & management development.
8	To understand why outsourcing training is deployed, including its cost benefit analysis.

Course Outcomes:

CO1	Understanding	Understand the concepts, theories of training and its linkage with learning with development.
CO2	Understanding	Demonstrate understanding of the Learning Cycle, analysis of Training needs.
CO3	Applying	Apply the knowledge gained to develop training Design/structure, module structures, delivery in the learners' environment.
CO4	Applying	Understands how to evaluate the effectiveness of training.
CO5	Understanding	Demonstrate strong belief that Training, Learning, would be the sustainable competitive edge for success of an organization.
CO6	Understanding	Understand approaches how to view Learning & Training, with an investment mind-set.

Course Outcomes (CO) mapping to the AOL goals:

CODE : HR-301	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
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Training & Development	PO1	PO2	PO3	PO4	PO5	PO6
CO1		1	2	2		1
CO 2		1	2	2		1
CO3	3	2	3	3		2
CO4	2	2	3	3		
CO5		2	2	2	1	
CO 6		2	2	2	1	

Course Contents:

Sr. No	Content	CO Mapping to the Topics
1	Introduction to Human Resource Development.	CO1, CO2, CO4
2	Overview of Training in Organizations :Role of training, structure of training Planning for Training and Development, Management of Training function, Need assessment, Evaluation, Organization of Training.	CO1, CO2, CO4
3	Learning organization(s).	CO1, CO2
4	Principles of Adult Learning: Learning Styles, Self-Generated Learning, Experiential Learning, Motivation & Performance.	CO1, CO2,CO3
5	Training Administration: training budget, budget training programs, design training calendar /schedules), Designing and executing Training inputs, Establishing Learning Objectives, Developing Training Modules, Role of ‘Active Training’	CO1, CO2,CO3
6	Training Need assessment and linking with performance gap improvement.	CO1, CO2,CO3
7	Competency modeling and mapping.	CO1, CO2
8	Designing Training Modules.	CO1, CO2
9	Implementation of Training.	CO1, CO2
10	Traditional training methods.	CO1, CO2, CO4
11	E-learning and use of technology in Training.	CO3
12	Satellite Based Training, Outbound Training.	CO3
13	Fusion Methodology: Theatre, Art, Music as methodologies The World as a Classroom.	CO2, CO5
14	Training evaluation, Cost Benefit Analysis and RO.	CO1, CO2, CO3, CO4
15	Management Development.	CO5, CO6
16	Planning & Organizing conferences, seminar etc. Training Audit.	CO5, CO6

Reference Texts:

1	Nick, B.P., 2008. Effective Training: Systems, Strategies and Practices. Pearson Education India.
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2	Blanchard, P.N., 2006. Effective Training, Systems, Strategies, and Practices, 4/e. Pearson Education India.
3	Noe, R.A., Hollenbeck, J.R., Gerhart, B. and Wright, P.M., 2017. Human resource management: Gaining a competitive advantage. New York, NY: McGraw-Hill Education.

Assessment:

Internal	40%
Semester end	60%

COMPETENCY BASED HRM & PERFORMANCE MANAGEMENT:

Semester	:	III - Major		
Title of the Subject/course	:	Competency based HRM & Performance Management – 100 Marks		
Course Code	:	HR 302		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

The course has been developed to equip potential HR Managers to choose the right candidate for a particular job and also to see that the candidate performs well in his assigned job role. This course envisions students' developing knowledge and skills for measuring the performance vis-a-vis and expectations from employees over a period of time, gaining an idea of how the annual review and appraisal process takes place, to generate the kind of work environment to attract and retain talented workforce in the company.

Course Learning Objectives:

1	To understand the relationship between managerial Competence, proficiency level and performance management systems in organizations
2	To understand various elements, processes and systems of PMS in an organization and the related contemporary / emerging challenges in the increasingly competitive, global work environment
3	To enable students to gain a good conceptual and practice grounding of Competency based Management Systems and its relatedness to other Management and Leadership Development processes and the overall Performance levels of the organization
5	To understand the importance of Managerial and People competence and how to intervene accordingly in the context of Performance Management in an organizations
6	To identify deeper and meaningful understanding of the PMS architecture and its strategic context and linkages, and the current and emerging challenges (including hyper competition, global connect and related phenomena)
7	To understand Competency based approach to HRM in general and PMS processes in specific (focus on Performance Measurement, Planning, Review and Development, Management and Leadership Development), including ethical and other challenges
8	To understand how to intervene in an organizational PMS context

Course Outcomes:

Understanding	Understand the linkages of PMS with other HR processes/systems (both downstream and upstream)
Applying	Develop deeper understanding of competency based approach to HRM and PMS processes
Applying	Demonstrate application of PMS architecture (elements, concepts, processes & systems), in the strategic context of the organization
Applying	Demonstrate application of how to intervene (in the PMS) in different organizational contexts
Understanding	Design a PMS process, factoring integrating of competency based architecture..
Applying	Construct relationship between Managerial & People competence, with the PMS of an organization.

Course Outcome (CO) Mapping to the AOL goals:

CODE : HR-302	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Competency based H.R. Management & Performance Management	PO1	PO2	PO3	PO4	PO5	PO6
CO1		2	3	2		
CO2	2	2	3	2	2	2
CO3		2	3	2	3	
CO4	3	2	3	3		2

Course Contents:

Sr. No	Content	CO Mapping to the Topics
1	Objectives and Process of PA, Performance Management Systems.	CO1, CO3
2	PMS, PA —Objectives, issues and challenges.	CO1, CO3
3	Roles, JD and PA Methods of Performance Appraisal	CO1, CO2, CO3
4	Performance Appraisal Systems, Structures, Forms etc	CO3
5	Measurement, Metrics, Balanced Score Card - PMS	CO1, CO2, CO3
6	Process and Documentation of PA, including Assessment.	CO1, CO3
7	Normalization, Appraisal Communication.	CO3, CO4

8	Appraisal Interview- Performance Feedback and Counseling.	CO3, CO4
9	PA and Career Development.	CO3, CO4
10	Legal and Ethical Perspectives in PA.	CO1, CO2, CO3
11	Concepts of competence, competency at work: Types of Competencies- Behavioral, Technical: Competency Description, Dictionary, and Proficiency Levels.	CO1, CO2, CO3
12	Designing competency framework- Measuring or Mapping Competencies, Dictionaries, Behaviorally Anchored Likert Scales etc	CO5, CO6
13	PA and linkages - Assessment Centre, Development Centers: Crafting AC's and DCs, Running AC's and DC's- Tools, Instruments etc: Assessment, Assessors – issues and challenges: IDP, Participant Feed backing Process.	CO5, CO6

Reference Texts:

1	McShane, S.L., Steen, S.L. and Tasa, K., 1992. Canadian organizational behaviour. Irwin.
2	Seema, S., 2005. The Handbook of Competency Mapping Understanding, Designing And Implementing Competency Models In Organizations.
3	Shermon, G., 2004. Competency based HRM: A strategic resource for competency mapping, assessment and development centres. Tata McGraw-Hill Education.
4	Noe, R.A., Hollenbeck, J.R., Gerhart, B. and Wright, P.M., 2017. Human resource management: Gaining a competitive advantage. New York, NY: McGraw-Hill Education.
5	Armstrong, M., 2006. Performance management: Key strategies and practical guidelines.

Assessment:

Internal	40%
Semester end	60%

LABOUR LAWS, INDUSTRIAL RELATIONS, EMPLOYEE RELATIONS & ALTERNATE DISPUTE RESOLUTION:

Semester	:	III - Major			
Title of the Subject/course	:	Labour Laws, Industrial Relations, Employee Relations & Alternate Dispute Resolution- 100 Marks			
Course Code	:	HR 303			
Credits	:	4	Duration	:	40 Hours

Introduction of the Subject:

This course offers both theoretical and practical introduction to some key concept, processes and practices associated with Employment relationships in Indian context. The objective of the course is to help learners develop thorough understanding of key players in any industrial relations system-workers, employers, trade unions, employer organizations and the state - while illuminating how these are constantly interacting at times in cooperative at other times in conflict mode. The course also aims to shed light on the specifics and modalities of various Industrial and labour laws as obtained in our country- prominent among them being Industries Dispute Act, Contract labour (R & A) act 1970, P.F. act, ESI Act etc.

Course Learning Objectives:

1	To understand the nature and importance of Labour Laws and related statutes including their history, Preamble Basic provisions & Case laws.
2	To familiarize students with the principles & practices of dealing with "worker, workman, employee" as per the Statute.
3	To study the recent amendments in Labour laws.
4	To highlight Labour Laws that have implications in Industrial Relation (IR)

Course Outcomes:

CO1	Understanding	Understand important Labour Laws (in India) , including definitions of important terms & inputs on compliances(including implications of non-compliance)
CO2	Understanding	Understand definitions of key terms, chapters, sections and connect with important Case Laws.
CO3	Understanding	Understand Employee Relations, Industrial Relations & Collective Bargaining
CO4	Understanding	Understand Industrial Disputes, Adjudication, Arbitration, Conciliation.
CO5	Understanding	Understand the strategic relationship between peaceful & productive Union/Labour-Management& Organizational success/Unit competitiveness.

Course Outcome (CO) Mapping to the AOL goals:

CODE : HR-303	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Labour Laws, Industrial Relations, Employee Relations and Alternate Dispute Resolution	PO1	PO2	PO3	PO4	PO5	PO6
CO1			2	2		1
CO 2	1		3	2		1
CO3		1	2	2		2
CO4			3	2		1
CO5	1	1	3	2	2	2

Course Contents:

Sr. No	Content	CO Mapping to the Topics
1	Growth & development of IR: History & development of IR, Pre independence, Post-independence, Post Liberalization, Globalisation and its impact, Role of ILO	CO1, CO2,CO3
2	IR issues in Organizations: IR Definitions - Different approaches to IR - Functional approach - Systems approach & Dunlop's Contribution - Oxford Model - HR approach - Comprehensive IR model of internalist &externalist approach.	CO1, CO2,CO3
3	Management of Conflicts related to IR and methods of resolution: Union recognition - Conditions for effective Collective Bargaining (CB) and process of CB. - Adjudicating & Proceedings under ID Industrial Disputes (IC Act) & the role of Government	CO1, CO2, CO3, CO4
4	Workers Participation in Management: Experiences of Germany, France & Britain - Indian experience - Workers Participation & Collective Bargaining - Suggestion schemes - Kaizen, Quality circles, TQM - ISO	CO1, CO2, CO3, CO5
5	Labour Laws: The Codification of Laws: Industrial Disputes Act - Trade Unions Act / MRTU & PULP Act - Shops and Establishments Act - Standing Orders Act - Factories Act - Workmen's Compensation Act - Contract Labour Regulation and prohibit Act - Apprentice Act	CO1, CO2, CO3, CO4

6	Payment of Wages Act: Minimum Wages Act - ESI Act - Gratuity Act - Provident Fund Act	CO1, CO2, CO3, CO5
7	Collective Bargaining: Case Laws - Collective Bargaining and Management of Trade Unions - Productivity linked union agreements	CO1, CO2, CO3,
8	EFI - Pathways to Excellence Model	CO1, CO2, CO3, CO4, CO5

Reference Texts:

1	Mamoria, C.B., Mamoria, S. and Gankar, S.V., 2008. Dynamics of Industrial Relations. Himalaya Publishing House.
2	Sarma, A.M., 1984. Industrial Relations: Conceptual & Legal Framework. Himalaya Publishing House.
3	Mathur, A.N., 1991. Industrial Restructuring and Union Power: Micro-Economic Dimensions of Economic Restructuring and Industrial Relations in India. International Labour Organization.
4	Kelly, J., 2012. Rethinking industrial relations: Mobilisation, collectivism and long waves. Routledge.
5	Poole, M., 2013. Industrial relations: origins and patterns of national diversity. Routledge.
6	Website : www.clo.org , www.cfi.org .

Assessment:

Internal	40%
Semester end	60%

MANAGEMENT OF CHANGE, INCLUDING ORGANIZATION DEVELOPMENT:

Semester	:	III - Major		
Title of the Subject/course	:	Management of Change, including Organization Development- 100 Marks		
Course Code	:	HR 304		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

Management of change is a concept that denotes the importance of managing human emotions and employee concerns when major changes are made in an organization. Organizational Development refers to a component of a major company overhaul designed to fix an ineffective workplace.

Course Learning Objectives:

1	To develop understanding of the challenges, techniques, burdens, and successes associated with initiating and implementing major changes within organizations.
2	To prepare prospective managers to meet the challenges of organizational changes.

Course Outcomes:

CO1	Applying	Develop understanding of Change Management to solve organization performance gaps.
CO2	Analysing	Compare the advantages and disadvantages of different approaches to Change (Org Transformation, BPR, Innovation, OD)
CO3	Applying	Develop understanding of OD based Change Management, including enabling values, & diagnostic tools
CO4	Understanding	Understand the different interventions, including at individual, Team and Organization levels.
CO5	Understanding	Understand the profession and values of an OD practitioner and discover how to engage in internal and external Client Partnership.

Course Outcomes (CO) Mapping to the AOL goals:

CODE : HR-304	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Management of Change including Organization Development	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	2	2	2	2	

CO2	2	2	3	2	2	
CO3	2	2	3	3	2	1
CO4	2	3	3	3	2	2
CO5	3	2	3	3	3	2

Course Contents:

Sr. No	Content	CO Mapping to the Topics
1	The Process of Change, Creativity & Innovation: Organizational Change, Definition & Key Dimensions, Factors that Promote Change, Creativity & Innovation, Theories of Innovation and Levels & Types of Innovation, The age of Creativity, Creativity & National prosperity, Creative Industries & potential for growth.	CO1
2	The Individual – Promoting Critical Thinking: Cognitive factors -Implications for HRM, Personality Traits Implications for HRM, Knowledge. Explicit & Implicit, Informal and Tacit, Knowledge for creativity - Implications for HRM, Motivation – Types of Motivation.	CO1, CO2 CO3, CO4
3	The Group – Nurturing Team Work: Difference between groups and teams, Team Development process, Blind conformity, Group Think, Social loafing. longevity, task, Resourcing of the team, Team composition. Team processes–Action processes. Brainstorming. Electronic Brainstorming. Nominal Group Technique (NGT). Trust–Conflict – Team cohesiveness.	CO1, CO2, CO3, CO4
4	Defining Leadership, Difference between Managers and Leaders, Ingredients of Leadership, Behavioral approaches to Leadership, Managerial Grid, Contingency theories Fiedler model, Hersey Blanchard situational theory, Transformational and transactional leadership.	CO1, CO3, CO4
5	The Balanced Score Card – Value Creation and Performance management.	CO1, CO2, CO3, CO4
6	Organizational Structure – work specifications, departmentalization, chain of command, span of control, centralization and decentralization, Formalization. Situational factors–Corporate Strategy, Organizational Size and Environmental uncertainty. Structural forms – Traditional and contemporary forms	CO1, CO3
7	Organizing for change, creativity and innovation -Goal Setting and reward Systems. Evaluation. Resources – Sufficient resourcing. Systems of Communication. Principles of creativity and innovation. Do strong, cohesive cultures hinder innovation?	CO1, CO3, CO4, CO5

8	The Organization – Managing Process of Change: Change and Organizations, Change Drivers, People and Change, the problem of resistance, Organizational Development approach to change, Situational Approach to Change Management, Political process approach to change management, Processual perspective for understanding change. Studying change over time.	CO1, CO3, CO4, CO5
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Reference Texts:

1	Pettigrew, A.M. and Whipp, R., 2001. Change management for competitive success. Infinity Books.
2	Paton, R.A. and McCalman, J., 2008. Change management: A guide to effective implementation. Sage.
3	Bhattacharyya, D.K., 2010. Cross-cultural management: text and cases. PHI Learning Pvt. Ltd.
4	Websites : www.isabs.org , www.ntl.org , www.odalternatives.org

Assessment:

Internal	40%
Semester end	60%

TECHNOLOGY IN HUMAN RESOURCES - HRIS, ERP, HR ANALYTICS:

Semester	:	III - Major		
Title of the Subject/course	:	HRIS, ERP, HR Analytics- 100 Marks		
Course Code	:	HR 305		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

Technology has impacted and will influence the Human Resources processes, systems and profession. Technology is also beginning to provide considerable flexibility to organizations in nature and methods of deploying the human resources. The quantum leap in the generation of data needs to be processed & managed, for delivering value to stakeholders. This course is designed to provide knowledge & insights of the HRIS, ERP and HR analytics process cycle, develop skill proficiency in applying Quantitative/& Qualitative tools & visualize, extract and convert into useful People related information, for generating actionable outcomes.

Course Learning Objectives:

1	To understand how technology has impacted and will influence the Human Resources processes, systems and profession.
2	To explore concepts, frameworks and the applications of embedding Technology in HRM.
3	To explore how employee and managerial behavior, is being impacted due to the increasing pervasiveness of Technology.

Course Outcomes:

CO1	Understanding	Understand how technology has impacted and will influence the Human Resources processes, systems and profession.
CO2	Applying	Apply the concepts to understand how Technology is embedded in HRM.
CO3	Understanding	Understand how employee and managerial behaviour, is being impacted due to increasing pervasiveness of technology
CO4	Understanding	Understand how technology is providing flexibility to organizations in work design & deployment of work force , while enabling employees better manage their work-life balance.
CO5	Understanding	Understand how Technology is influencing the process design of most HR function's processes, leveraging the Digital shift & the Internet backbone enabling employees better manage their work-life balance & optimize the related fixed cost.

Course Outcome (CO) Mapping to the AOL goals:

CODE : HR-305	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
HRIS, ERP,HR Analytics	PO1	PO2	PO3	PO4	PO5	PO6
CO1		2	3	1		
CO2		2	3	2		
CO3		2	3	2		1
CO4	1	2	3	2	1	2
CO5	2	2	3	3	2	2

Course Contents:

Sr. No	Content	CO Mapping to the Topic
1	Introduction and overview.	CO 1
2	Technological competence building in HR professionals.	CO 1
3	Evolution of Technological environments and HR applications.	CO2
4	Application of Internet and Intranet Technologies-Introduction & Overview.	CO2
5	Design, Selection, Enhancement of HRIS.	CO 2
6	Application of HR Analytics in Talent Acquisition, Performance Management, Talent Management, Succession Planning and Learning and Development.	CO2, CO3
7	Mobile based Learning, Big Data, Business Analytics and HR Analytics.	CO2, CO3, CO4
8	Privacy and Security issues, Risk Management.	CO4, CO5

Reference Texts:

1	Fitz-Enz, J., 2010. THE NEW HR ANALYTIC Predicting the Economic Value of Your Company's Human Capital Investments.
2	Smith, T., 2013. HR Analytics: The what, why and how. Numerical Insights LLC.
3	Edwards, M.R. and Edwards, K., 2019. Predictive HR analytics: Mastering the HR metric. Kogan Page Publishers.

Assessment:

Internal	40%
Semester end	60%

GLOBAL & STRATEGIC HUMAN RESOURCE MANAGEMENT:

Semester	:	III - Elective		
Title of the Subject/course	:	Global & Strategic HRM- 100 Marks		
Course Code	:	HR 306		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

This course is designed for understanding the concept and the range of Systems, Processes and Practices (encompassing Organizational, Business & Functional strategies.) The lens for developing this understanding would be more strategic and the geographical foot print would be Global. The course will examine what are/could be the likely impact of the above three levels of Strategy on & HR/Human Capital Management approaches.

Course Learning Objectives:

1	To provide the students with an understanding the global footprint of the HRM processes, alignment between Business Strategy and HRM Strategy.
2	To provide a Strategic lens to view all key HRM processes, factoring the perspective at the enterprise level, as conceptualized by Senior/Top Leadership , while keeping in view the opportunities and threats posed by the environment.
3	To learn the building blocks of HR strategy formulation and implementation in domestic & global scenarios, covering key HRM processes across the employee life cycle and/or the sub systems of the HRM function.

Course Outcomes:

CO1	Understanding	Understand of how to think strategically.
CO2	Understanding	Develop understanding of the differences between HRM from Strategic HRM, including well known frameworks.
CO3	Understanding	Understand how to align Global and local HRM strategies with a Glocal result.
CO4	Understanding	Relate strategic HRM with Organisational/Business Strategy.
CO5	Understanding	Relate how the shaping of the workforce is influencing Global companies, with appropriate choices in strategic HRM approach.

Course Outcome (CO) Mapping to the AOL goals:

CODE : HR-306	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Global & Strategic HRM	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	2	3	3	3	1
CO2	2	2	3	2	2	1
CO3	2	3	3	2	2	1
CO4	2	2	3	3	2	2
CO5	2	2	3	3	3	2

Course Contents:

Sr. No	Content	CO Mapping to the Topics
1	Overview - Future of Work & Strategy - Business Strategy and Organizational Capability -What is strategy, Role of Strategy, Vision ,Mission, Values, Objectives, Goals.-What is strategic thinking ,Business and Strategy alignment, Competitive Strategy --Ambition beyond resource availability: concept of Strategic Intent. - The Strategic Management Process & Strategic Decision Making - Strategic fit, leverage and stretch, strategic flexibility and Learning organization -Role of Board of Directors, Top Management, Senior Management, Strategy Office in Strategic Management	CO1, CO2, CO3, CO4
2	Environmental Analysis: Environmental Profile, Scenario Building & Planning - Environmental scanning techniques-ETOP, QUEST,SWOT,TOWS - Michael Porters Model of Industry Analysis -Analysis of Internal Environment, Resource Audit, Resource and Competition -Human capital as a resource: Resource based view of HR Strategy -(RBV) - Value Chain Analysis; Core and Distinctive Competencies, Sustainable Competitive Advantage - Strategic approach to Organization Culture , as a competitive asset - Generic Strategies- Balanced Score Card approach and Strategy Maps	CO1, CO2
3	Strategic options at Corporate Level : Growth, Stability, Corporate Restructuring Strategic options at Business Level- Michael Porters' Competitive Strategies and Cooperative Strategies, The Five Forces Model: Evaluation of Strategic Alternatives - Product Portfolio Models: - BCG Matrix, GE Matrix, Blue Ocean- Red Ocean Strategy, Net Promoter Score, - The Miles & Snow Typology	CO1, CO3,CO4
4	Aligning Leadership to Business Objectives, Implementation of Strategy : - Interdependence of Formulation and Implementation of Strategy - Issues in strategy implementation - Planning and allocating resources; Budgets and support system commitment; -Strategy evaluation and control	CO1, CO2
5	HRM and the Environment : The transformations ofHR ,from a strategy perspective. -Different stages of Globalization- Forces for and against - Versions of HRM , Fit or Congruence - Theoretical perspectives for HRM : Models/Concepts- SHRM: - High Commitment, High Performance and High Involvement- Motivation for Performance -Michigan Model, Dave Ulrich	CO2, CO3,CO4

	Model, SHRM Model, NHRDN Model, CIPD Model,	
6	Developing an outside in and inside out view : - Strategic HRM -Managing Global Human Resources/Capital - Leadership of Global organizations/Talent - Ethnocentricity, Regiocentricity and Ethnocentricity - Change and Diversity - Global Mobility of Talent:Virtuality, Leadership - Understanding National Cultures, Occupational Culture , Firm Cultures - situation Specific Strategies - competing in emerging industries, maturing or declining industries - competing in industries being impacted by Technology disruption, fragmentation, hyper – competitiveness and turbulence	CO1, CO2, CO3, CO4
7	Strategic HRM challenges and issues : Pros and cons of organic and inorganic growth -Organization Structure and Design (Charles Handy’s Shamrock) , Lattice - Creating Team based Organizations - embedding BPR, TQM & Flexible work arrangements - future of work :Integration: AI, Machine Learning, Deep Learning	CO2, CO3, CO4, CO5
8	Strategic Approach to Talent Acquisition : Metrics, Make vs Buy Trade offs - Role Design/Job Description/Person Specifications - Newer/Innovative sourcing of Talent - Importance of Culture Fit, E- Recruitment, Global Talent pools - International Assignments, International Cadre, Access and Partnerships, factories of Talent	CO1, CO2, CO3, CO4, CO5
9	Strategic Approach to Performance Management : Workforce Development including Metrics Career Planning, Succession planning, Career Pathing, HiPo/Top Talent - Differentiation: Performance-Potential Matrix - Versatility Index, Learning, E –Learning, Pay for special skills	CO1, CO2
10	Strategic Approach to Total Rewards Management : Discretionary efforts - Variable Pay, Incentives, ESOP’s	CO1, CO2
11	Strategic ER & IR : - Managing growing aspirations of young workmen/workforce -The employability, Entrepreneurial and Employment Challenges - Aligning Business growth and profits with equity , fairness and decent work(ILO) -Specific challenges in IR – Global (US, Germany, Japan, China) and India - Unions, Collective Bargaining and Negotiation	CO1, CO2, CO3
12	Emerging and Future challenges for Strategic HRM responses : Ethics, CSR, Inclusion & Diversity management, Occupational Health and Safety, Accelerated Change Management, Work-Family balance	CO1, CO2, CO3, CO5

Reference Texts:

1	Briscoe, D., Briscoe, D.R., Schuler, R.S. and Claus, L., 2009. International human resource management: Policies and practices for multinational enterprises. Routledge.
2	Tarique, I., Briscoe, D.R. and Schuler, R.S., 2015. International human resource management: Policies and practices for multinational enterprises. Routledge.
3	Videos: a. https://www.youtube.com/watch?v=mYF2_FBCvXw : The Five Competitive Forces That Shape Strategy Michael Porter b. Communicating Strategy with the Balanced Scorecard: https://www.youtube.com/watch?v=QM9SLX4icu0 Robert S Kaplan c. Change Management vs. Change Leadership — What's the Difference? https://www.youtube.com/watch?v=2ssUnbrhf_U Dr John Kotter

4	Gary Hamel on Strategy,. Jeffrey A Mello, Strategic Human Resource Management. Michael Porter —What is Strategy
5	Michael Armstrong, Strategic Human Resource Management: A Guide to Action, Kogan Page Publishers, 01-Jan-2000
6	Harzing, A &Pinnington, A (2010) International Human Resource Management. Sage Publications, Third Edition.
7	Website of world at work, ILO, www.shrm.org :::: www.cipd.org :::: www.atd.org
8	The tortuous evolution of the MNC-H Perl Mutter
9	Jackson, S.E. and Schuler, R.S., 1990. Human resource planning: Challenges for industrial/organizational psychologists. American psychologist, 45(2), p.223.

Assessment:

Internal	40%
Semester end	60%

ADVANCED TOTAL REWARD MANAGEMENT:

Semester	:	III - Elective			
Title of the Subject/course	:	Advance Total Rewards Management- 100 Marks			
Course Code	:	HR 307			
Credits	:	4	Duration	:	40 Hours

Introduction of the Subject:

This course has been developed to furnish students with the advance knowledge of Total rewards, Job evaluation to measure and reward a Job-incumbent's contribution to organization. The overarching goal of the course being to equip students with the ability to design reward structures as also to handle complex compensation issues with sensitivity and appreciation of complexities involved.

Course Learning Objectives:

1	To understand the economic and strategic principles underlying executive compensation and their interaction in a Global/multi country business context.
2	To understand and appreciate the Global challenges of managing compensation, its systems and governance.
3	To be more sensitive to some of the current issues in Executive Compensation Management – Global level (e.g. M&A, Diversity, social equity, ethics, etc.)

Course Outcomes:

CO1	Understanding	Understand the economic and strategic principles underlying Executive compensation , including their interaction in a Global/multi country business context.
CO2	Understanding	Understand the right Total Reward strategy, for an organization, based on its business context.
CO3	Understanding	Understand the global & local challenges of managing Executive Compensation, including Taxation, governance.
CO4	Understanding	Understand issues related to Executive Compensation management , at Regional/Global level in multiple contexts (ie:..Stock ownership, M&A, Diversity, Social Equity, Ethics)
CO5	Applying	Interpret issues related to Executive Compensation Management , at Regional/Global level in multiple contexts (ie:..Stock ownership, Sustainability, M&A, Diversity, Social Equity, Ethics, .)

Course Outcomes (CO) Mapping to the AOL goals:

CODE : HR-307	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Advance Total Rewards Management	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1		3	2	3	2
CO2	2	2	3	2	2	1
CO3	2	1	3	2	3	1
CO 4	2	1	3	3	3	1
CO5	2	1	3	3	3	1

Course Contents:

Sr. No	Content	CO Mapping to the Topics
1	Total Rewards Management approach v/s Compensation & Benefits approach	CO1, CO2
2	The Building Blocks of the Total Rewards strategy: -The Hay Group Total Reward Framework.	CO2
3	Total Rewards Strategies to engage multi-generational workforce- challenges & opportunities.	CO1, CO2
4	Fairness, Sustainability and Equity using rewards analytics to enhanced equity.	CO1, CO2
5	Taxation and Regulatory issues/challenges in TR/C&B policies &programmes- India and Global.	CO1, CO2,CO3
6	Executive Compensation Systems: Global- USA, UK, Europe, Japan, Brazil, China, Australia.	CO4, CO5
7	Organic Growth and Inorganic Growth Business strategies: Challenges in Executive Compensation &levels & systems.	CO1, CO2
8	Business Philosophy, Organization Culture and linkages with Executive Compensation levels and systems.	CO1, CO2, CO3
9	Innovative approaches in Compensation Design and Delivery.	CO1, CO2
10	-Role of Board of Directors, Remuneration Committee: - Management of Compensation- Senior and Top Management.	CO1, CO2, CO3,CO4,CO5
11	Mobility Management –issues & challenges in TR/C&B policies & programs.	CO1, CO2, CO4,CO5
12	Case Studies- Executive Compensation and related challenges.	CO2, CO3,CO4,CO5

Reference Texts:

1	https://www.cipd.asia/knowledge/factsheets/strategic-total-reward
2	Bohlander, G., Snell, S. and Sherman, A.W., 2004. Managing human resources Mason. OH: Thomson/South-Western.
3	Henderson, R.I., 2003. Compensation management in a knowledge-based world. Prentice Hall.
4	Compensation Management : 1st Edition: Dipak Kumar Bhattacharyya
5	Compensation – George T. Milkovich
6	Strategic Compensation: A Human Resource Management approach - Joseph J. Martocchio
7	Rao, P.S , 2009: Personnel and Human Resource Management (pp 236-345) : Himalaya Publishing House

Assessment:

Internal	40%
Semester end	60%

ORGANIZATION THEORY, DESIGN & STRUCTURE:

Semester	:	III - Elective	
Title of the Subject/course	:	Organization Theory, Design and Structure- 100 Marks	
Course Code	:	HR 308	
Credits	:	4	Duration : 40 Hours

Introduction of the Subject:

Organization theory is a positive science to explain and understand the structure, behavior, and effectiveness of an organization—what is; organizational design is a normative science to recommend what might be designs for increased effectiveness and efficiency.

Course Learning Objectives:

1	To provide students, the perspective and implications of “organizing resources” & how it should be effectively utilized in an organization.
2	To provide students, the perspectives, associated with the evolution of various organizational theories.
3	To sensitize the students different approaches towards organizational design and different factors that affect organizational design & in turn how it populates the organization structure.
4	To enable the students to understand how organization processes can be improved, by redesigning, leveraging appropriate Technology and the skilled use of managerial and leadership skills.
5	To enable students to understand the linkages of organizational culture with different forms of organizational design.

Course Outcomes:

CO1	Understanding	Understand the requirement of organizing resources, build processes for enabling its effective utilization of resources, while aligning effective interaction with the external environment.
CO2	Understanding	Understand processes of organization culture, Ethics, Innovation that have an influence on resources and utilization.
CO3	Applying	Construct processes by effectively structuring resources & their interaction, while ensuring high level of utilization.
CO4	Applying	Examine changes happening externally & at the workplace, and ensure alignment.
CO5	Applying	Examine innovative ways in designing processes, leverage employees’ motivation and concerns, & promote experimentation.

Course Outcomes (CO) Mapping to the AOL Goals:

CODE : HR-308	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Organisation Theory, Design and Structure	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	3	2		2
CO2	2	2	3	2		2
CO3	2	3	3	2	2	1
CO4	2	3	3	2	2	1
CO5	2	2	3	3	2	2

Course Contents:

Sr. No	Content	CO Mapping to the Topics
1	Organizations and Organization Theory: What is an organization?, Dimensions of organization design: structural and conceptual & The evolution of organization theory and design.	CO1
2	Strategy, Organization Design, and Effectiveness: The role of strategic direction on organization design, a framework for selecting strategy and design/structure, Assessing organizational effectiveness & An integrated effectiveness model.	CO1
3	Fundamental of Organization Structure: Organization structure, Information processing perspective in organization structure, Functional, divisional, and geographical designs, Matrix structure, Horizontal structure, Modular structure & Hybrid structure.	CO1
4	Challenges and opportunities with respect to Organization Design, Structure – Global organizations/TNC/MNC.	CO1, CO2
5	Organizational Culture: Organizational culture, Culture and the learning organization, Ethical values in organizations & Leadership and culture and ethics Organization Design and Learning.	CO2, CO3
6	Innovation and Change and Organizational Design: The strategic role of change, Elements of successful change, Technology change, Strategy and structure change, e. Culture change & Strategies for implementing change.	CO3
7	Decision-Making Process: Rational approach, Bounded rationality perspective, Organizational decision-making, Contingency decision-making perspective.	CO2, CO3
8	Conflict, Power, and Politics: Intergroup conflict in organizations, Power and organizations, Political processes in organizations, sing power, politics, and collaboration.	CO2, CO3

9	Challenges and opportunities with respect to Organization Design, Structure of Virtual businesses/Digital- based.	CO3, CO4, CO5
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Reference Texts:

1	Daft, R., 2013, 11 th edition. Organization theory and design. Cengage learning.
2	Oakland, J.S., 2007. Total organizational excellence. Routledge.
3	Robins Khandwalla, P. N. Organizational design for excellence, New Delhi, Tata McGraw Hill, 1992

Assessment:

Internal	40%
Semester end	60%

Developing Teams & Effective Leadership:

Semester	:	III			
Title of the Subject/course	:	Developing Teams & Effective Leadership: 100 Marks			
Course Code	:	HR 309			
Credits	:	4	Duration	:	40 hours

Introduction of the Subject:

Successful projects depend on how well the team works together. Elements that lead to success include commitment, contribution, good communication, and cooperation. Effective leadership brings together diverse people and helps them find common purpose and work towards to achieve purposeful common goals. Effective Leadership inspires and empowers people to realize their fullest potential and harness their potentials to achieve common goals.

Course Learning Objectives:

1	To provide students , perspectives, processes and tools while developing and managing team (s)
2	To sensitize the students , as to how the should adapt their leadership style/preferences , while leading and influencing others
3	To provide strategies & various approaches for dealing with challenges that are faced by the team as a whole and/or individual members.
4	To enable students how to identify & define their leadership philosophy, and then aligning with how to communicate
5	To provide students with perspective on how Trust building is a valuable asset, for building relationships
6	To sensititise students to the specific challenges of managing & leading virtual teams

Course Learning Outcomes:

CO1	Understanding	Understand perspectives, processes and tools while developing and managing team(s)
CO2	Understanding	Understand how to adapt one's leadership style/preferences ,while leading and influencing others
CO3	Understanding	Understand strategy & approach how to deal with challenges, involving that of the Team and/or individual member
CO4	Applying	Explain how to identify & define leadership philosophy, while deciding how to communicate
CO5	Applying	Explain how Trust building is a valuable asset, for building effective relationships, be it virtual and/or face to face

Course Outcomes (CO) Mapping to the AOL goals:

Subject Code : HR 309	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Developing Teams and Effective Leaders	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	2	2	1	1	1
CO2	2	2	2	2	1	1
CO3	2	2	2	2	1	1
CO4	3	2	3	3	2	1
CO5	3	3	3	3	3	2

Course Content:

Sr. No	Content	CO Mapping to the Topics
1	-Individuals, Groups and Teams -Team Building -Stages of Team Development.-Types of Teams	CO1
2	Role of the Leader & Leadership in enabling Team Development	CO1, CO2, CO3
3	How to effectively manage upwards; direct Manager, other seniors in the hierarchy	CO1, CO2, CO3
4	How to effectively manage , laterally: colleagues	CO1, CO2, CO3
5	How to manage and lead, using hierarchical authority, other sources of influence	CO1, CO2, CO3, CO4, CO5
6	How to grow the circle of influence, through effectively use of negotiation	CO1, CO2, CO3, CO4,
7	What is stress, 'good stress'- payoffs and how to channelize energy and focus, away from facing burn-outs.	CO1, CO2, CO3, CO4,
8	Determination of what is most important , align available time to these priorities , based on your leadership style, role at Team/larger organization level	CO1, CO2, CO3, CO4,

9	How to invest in Trust , towards enhancing the effectiveness of the leadership/Managing styles	CO2, CO3, CO4, CO5
10	Challenges in managing and leading Teams in a start up context	CO2, CO3, CO4, CO5
11	Challenges and opportunities when managing and leading teams- who are dispersed in physical locations.	CO2, CO3, CO4, CO5

Reference Text:

1	Management: A Competency-Based Approach: Don Hellriegel, Susan E. Jackson, John W. Slocum Thomson/South-Western
2	Learning to Lead: A Workbook on Becoming a Leader: Joan Goldsmith and Warren G. Bennis Originally published: 30 December 1997
3	Organizational Behaviour : K. Aswathappa, Ph.D.12 th Edition: Himalaya Publishing
4	Man's Search for Meaning: Viktor E. Frankl (Author), William J. Winslade (Afterword), Harold S. Kushner (Foreword)
5	Good To Great: Why Some Companies Make the Leap...And Others Don't :Jim Collins

Assessment:

Internal	40%
Semester end	60%

MARKETING SPECIALISATION (SEMESTER IV)
SEMESTER IV (Batch 2020-22)

2 Core Courses + 1 Major Course

CORE COURSES

Course Code	Course Name	No. of sessions & hours	Total Duration	Marks	Credits
GM 402	Project Management	20 x 2 hrs each	40 Hours	100	4
GM 403	Entrepreneurship & New Venture Planning	20 x 2 hrs each	40 Hours	100	4

MAJOR COURSE

Course Code	Course Name	No. of sessions & hours	Total Duration	Marks	Credits
MKT 401	Marketing Applications & Case Studies	20 x 2 hrs each	40 Hours	100	4

PROJECT MANAGEMENT:

Semester	:	IV			
Title of the Subject/course	:	Project Management- Core- 100 Marks			
Course Code	:	GM 402			
Credits	:	4	Duration	:	40 Hours

Introduction of the subject:

Project management is the application of processes, methods, skills, knowledge and experience to achieve specific project objectives according to the project acceptance criteria within agreed parameters. Project management has final deliverables that are constrained to a finite timescale and budget.

Course Learning Objectives:

1	To introduce students to the project management concepts.
2	To apply and evaluate success parameters of cost, time and quality in project management.
3	To apply various project management techniques and make projected financial statements.
4	To enable student to conceive an idea, evaluate it's feasibility and make it workable project.

Course Outcome:

CO1	Understanding	Understand project characteristics and project life cycle.
CO2	Understanding	Understand the conceptual clarity about project organization and feasibility analyses with aspects of DPR.
CO3	Applying	Apply the risk management plan and analyse the role of stakeholders.
CO4	Creating	Create a Project Management plan from the drawing board stage to its completion.
CO5	Creating	Develop the financial model of the project with projections of cash flows on the basis of financial parameters

Course Outcomes (CO) Mapping to the AOL goals:

CODE : GM-401	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Project Management	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2		2	2		
CO2	3			3	3	
CO3	2	2	3	2		2
CO4	3		3	3		2
CO5		2	3		3	

Course Contents:

Sr. No	Content	CO Mapping to the Topics
1	Overview of Project Management : Concepts and attributes of Project, Project lifecycle and stake holders, Project Organisations, WBS, Scope and priorities, Project Identification, Market feasibility with moving Average and Exponential smoothing methods, Techno-economic feasibility, Government policy to location, legal aspects, Preparation of DPR.	CO1, CO2,
2	Project Planning : Time and cost estimates with AON and AOA conventions, Budget estimates, Network analysis, Float analysis, crashing concepts.	CO2, CO3, CO4
3	Project scheduling and Risk Management: Gantt chart, splitting and multitasking, Risks in time estimates, PERT analysis.	CO2, CO3,
4	Project Organisation: Role and responsibilities of Project Manager, Team development model, sources of conflicts, conflict resolution.	CO2, CO4
5	Earned value analysis: 'S' curve, Cost and schedule performance indices using network, Revised estimates of cost and time.	CO2, CO5
6	Financial Analysis: Profitability analysis, Using NPV, IRR, Payback and discounted Payback period. PI. Preparation of projected statements of Income-expenditure and balance-sheet.	CO5
7	Computer applications and Software for Project Management.	CO4

Reference Texts:

1	Projects: Planning, Analysis, Selection, Financing, Implementation and Review by Prasanna Chandra. – 9 th edition (2019) – McGraw Hill Education.
2	Project Management: The Managerial Process by Gray and Larson 3rd Edition, Tata McGraw Hill. – 6 th edition (2017) – McGraw Hill Education.
3	Quantitative Techniques in Management by N D Vohra – 5 th edition (2017) – McGraw Hill Education.
4	Project Management Managerial Emphasis by Meredith and Mantel - 8 th edition (2012) – Wiley.

Assessment:

Internal	40%
Semester end	60%

ENTREPRENEURSHIP AND NEW VENTURE PLANNING:

Semester	:	IV		
Title of the Subject/course	:	Entrepreneurship & New Venture Planning- Core-100 Marks		
Course Code	:	GM 403		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

Entrepreneurship and New Venture Planning introduces participants to the process of identifying new business opportunities, researching and developing a business concept and analysing the resources and strategies necessary to implement it.

Course Learning Objectives:

1	It will evaluate necessary qualities and characteristics of the successful entrepreneurial profile.
2	It will explore the possibility of creation and management of startup businesses
3	It will enable students to develop a business plan for a startup business.
4	It will make students aware of legal and ethical foundation applicable to entrepreneurship and new venture planning.

Course Outcomes:

CO1	Understanding	Understand necessary entrepreneurial qualities required and the characteristics of the successful entrepreneurial profile.
CO2	Applying	Identify the possibility of creation and management of startup businesses.
CO3	Creating	Develop a business plan for a startup business.
CO4	Understanding	Understand legal and ethical foundation applicable to entrepreneurship and new venture planning.

Course Outcomes (CO) Mapping to the AOL goals:

Subject Code: GM 402	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Entrepreneurship and New Venture Planning	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	3	2	3	2

CO2	3	3			2	3
CO3	2	3	3	3		2
CO4	3		2			3

Course Contents:

Sr. No	Content	CO Mapping to the Topics
1	Understanding Entrepreneurship, Intrapreneurship and Edupreneur Dunning Kruger Model	CO1, CO2
2	Vilfredo Pareto's principle and SMED	CO1, CO2
3	Maximize your personal productivity by identifying bottleneck and learning ways to eliminate same.	CO1, CO2
4	Learning application of FMEA for smooth working in the competitive scenario.	CO1, CO2
5	Understanding concept "Problem" and various methods of solving problems.	CO1, CO2
6	Understanding importance of customer orientation and its impact on productivity.	CO1, CO2
7	Tips and traps to acquire new customers and retain existing customers	CO1, CO2
	Learning Quality is free – but how? Quality and cost of product and service.	CO3, CO4
	Production and Withdrawal KANBAN. Importance of inventory management	CO2, CO3
	Prioritization of work High Importance and high on urgent	CO2, CO3
	One glance management, 5S, JODOKA, OTIF, Thruput time, WIP, Lead time	CO2, CO3
	Identification of 7 wastes of Muda - Theory of constraints - U-Shaped, T-Shapes and Z – Shaped layout Impact of WIP on lead time.	CO2, CO3
	Discussion of live Case studies of SME's	CO2, CO3

	Discussion on Movie Supermarket woman.	CO2, CO3
	Material Requirement Planning	CO1, CO2, CO3
	Facility, location and allocation model <ul style="list-style-type: none"> - Cost Insurance freight (CIF) - Free on Board (FOB) - High sea sale Harmonized Systems (HS)	CO1, CO2, CO3
	Six thinking hats - Edward De Bono	CO2, CO3, CO4
	Why do Entrepreneurs fail - The FOUR Entrepreneurial Pitfalls (Peter Drucker)	CO1, CO2, CO4
	Why do communication fail with employees, customers, colleagues? Parent, adult and teacher communication role model	CO4
	Live case study discussion on understanding quality and cost, quality at source and ways to eliminate rework	CO1, CO2, CO4

Reference Texts:

1	Entrepreneurship: New Venture Creation - David H. Holt. - 1 st edition (2016) – Pearson Education.
2	Entrepreneurship - Hisrich Peters. – 10 th edition (2018) – McGraw Hill Education.
3	The Culture of Entrepreneurship - Brigitte Berger. – Ics Press (1991)
4	Project Management - K Nagarajan. – 8 th edition (2017) – New Age International Pvt. Ltd.
5	Dynamics of Entrepreneurship Development - Vasant Desai. – 6 th edition (2011) – Himalaya Publishing House.
6	Entrepreneurship Development - Dr. P C Shejwalkar. – 2 nd edition (2011) – Everest Publishing House.
7	Thought Leaders - ShrinivasPandit. – 2009 – Mehta Publishing House.
8	Entrepreneurship : The Ten Commandments for Building a Growth Company - 3rd Edition - Steven Brandit. – (1996) – Archipelago Publications.
9	Business Gurus Speak - S N Chary. – 1 st edition (2002) – Laxmi Publications.
10	The Entrepreneurial Connection - GurmitNarula (Pdf file)

Assessment:

Internal	40%
Semester end	60%

MARKETING APPLICATION & CASE STUDY:

Semester	:	IV			
Title of the Subject/course	:	Marketing Application & Case Study- 100 Marks			
Course Code	:	MKT 401			
Credits	:	4	Duration	:	40 Hours

Introduction of the Subject:

This course introduces students across specializations to the application aspects of marketing management and its relevance in an organization. It equips them with the theoretical and practical knowledge to understand participate in marketing decision making.

Course Learning Objectives:

1	To enhance students' skills and abilities in understanding organizations' relation to its business environment comprising customers, competitors, and other external forces & assessing market opportunities in the context of its strength and weaknesses.
2	To design effective marketing strategies to maximize organization's chances of surviving and, thriving in today's dynamic and competitive markets.

Course Outcomes:

CO1	Understanding	Understand the organization's relation with its business environment.
CO2	Applying	Identify potential opportunities available in the environment using PESTLE.
CO3	Analysing	Analyse tools and framework & effectively communicate their solutions to marketing problems and applications.
CO4	Evaluating	Assess marketing opportunities in the context of the organization's strengths and weaknesses using SWOT analysis.
CO5	Creating	Design effective marketing strategies so that the organization can survive and thrive in the present business environment.

Course Outcomes (CO) Mapping to the AOL Goals:

CODE : MKT-401	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Marketing Application & Case Study	PO1	PO2	PO3	PO4	PO5	PO6
CO1		2	3	3	2	

CO2		2	3	3	2	
CO3		2	3	3	2	
CO4		2	3	3	2	
CO5		2	3	3	2	

Course Contents:

Sr. No	Content	Co Mapping to the Topics
1	Strategic Marketing Principles, Market situation strategy - Leaders, challengers, followers, niche markets	CO1 & CO2
2	Competitive forces analysis.	CO1 & CO2
3	Sustainable competitive advantage.	CO1 & CO2
4	Preparation of Marketing and Business Plans.	CO 2, CO3, CO4
5	Segmentation, Targeting, Differentiation and Positioning.	CO1, CO2 & CO5
6	New product strategies / Brand Equity strategy/ Product extensions.	CO2, CO3 & CO5
7	Portfolio models – BCG and GE McKinsey matrix.	CO2 & CO3
8	Demand Forecasting and its application.	CO2 & CO3
9	Integrated marketing communications.	CO1, CO2, CO5
10	Direct Marketing.	
11	Internet Marketing & Digital Marketing.	CO1, CO2, CO5
12	Event and Media Marketing.	CO1, CO2, CO5
13	Brand Distribution strategy.	CO2 & CO3
14	Pricing strategy.	CO2 & CO3

Reference Texts:

1	Marketing Strategy - Planning & Implementation by Walker, O.C., Boyd, H.W. and Larreche, J.C. - 2nd edition (1995) - Publisher : Richard D Irwin
2	Marketing Strategy - Customers & Competition by Schnaars, S.P. 2nd edition (1997) - Free Press.
3	Strategic Market Management by D.A. Aaker & Christine Moorman - 11th edition (2017) - John Wiley & Sons.
4	Strategic Marketing texts and cases by Craverns and Nigel P. - 10th edition (2012) - McGraw-Hill Education
5	Marketing Management by Phillip Kotler and K. L. Keller - 15th edition (2017) Pearson Education.

6	Basic Marketing - A Global Managerial Approach by Perreault and McCarthy - 13th edition (1998) - McGraw-Hill College.
7	Marketing Management by Dr. Rajan Saxena - 3rd edition (2005) - Tata McGraw Hill
8	Marketing Management - Global Perspective Indian Context by Ramaswamy & Namkumari - 4th edition (2009) - MACMILLAN Publishers INDIA Ltd
9	Marketing - Lamb, Haire, McDonald - 012 edition (2018) - Cengage Learning.
10	Marketing - Zickmund & D'Amico - 6th edition (1999) - South-Western Publications.
11	Marketing Management Texts & Cases by Tapan K Panda - (2008) - Publisher : Excel Books.

Assessment:

Internal	40%
Semester end	60%

OPERATIONS SPECIALISATION (SEMESTER IV)

SEMESTER IV

2 Core Courses + 1 Major Course

CORE COURSES

Course Code	Course Name	No. of sessions & hours	Total Duration	Marks	Credits
GM 402	Project Management	20 x 2 hrs each	40 Hours	100	4
GM 403	Entrepreneurship & New Venture Planning	20 x 2 hrs each	40 Hours	100	4

MAJOR COURSE

Course Code	Course Name	No. of sessions & hours	Total Duration	Marks	Credits
OPN 401	Global Supply Chain Management	20 x 2 hrs each	40 Hours	100	4

PROJECT MANAGEMENT:

Semester	:	IV			
Title of the Subject/course	:	Project Management- Core- 100 Marks			
Course Code	:	GM 402			
Credits	:	4	Duration	:	40 Hours

Introduction of the subject:

Project management is the application of processes, methods, skills, knowledge and experience to achieve specific project objectives according to the project acceptance criteria within agreed parameters. Project management has final deliverables that are constrained to a finite timescale and budget.

Learning Objectives:

1	To introduce students to the project management concepts.
2	To apply and evaluate success parameters of cost, time and quality in project management.
3	To apply various project management techniques and make projected financial statements.
4	To enable student to conceive an idea, evaluate it's feasibility and make it workable project.

Course Outcome:

CO1	Understanding	Understand project characteristics and project life cycle.
CO2	Understanding	Understand the conceptual clarity about project organization and feasibility analyses with aspects of DPR.
CO3	Applying	Apply the risk management plan and analyse the role of stakeholders.
CO4	Creating	Create a Project Management plan from the drawing board stage to its completion.
CO5	Creating	Develop the financial model of the project with projections of cash flows on the basis of financial parameters

Course Outcomes (CO) Mapping to the AOL goals:

CODE : GM-401	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Project Management	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2		2	2		

CO2	3			3	3	
CO3	2	2	3	2		2
CO4	3		3	3		2
CO5		2	3		3	

Course Contents:

Sr. No	Content	CO Mapping to the Topics
1	Overview of Project Management : Concepts and attributes of Project, Project lifecycle and stake holders, Project Organisations, WBS, Scope and priorities, Project Identification, Market feasibility with moving Average and Exponential smoothing methods, Techno-economic feasibility, Government policy to location, legal aspects, Preparation of DPR.	CO1, CO2,
2	Project Planning : Time and cost estimates with AON and AOA conventions, Budget estimates, Network analysis, Float analysis, crashing concepts.	CO2, CO3, CO4
3	Project scheduling and Risk Management: Gantt chart, splitting and multitasking, Risks in time estimates, PERT analysis.	CO2, CO3,
4	Project Organisation: Role and responsibilities of Project Manager, Team development model, sources of conflicts, conflict resolution.	CO2, CO4
5	Earned value analysis: 'S' curve, Cost and schedule performance indices using network, Revised estimates of cost and time.	CO2, CO5
6	Financial Analysis: Profitability analysis, Using NPV, IRR, Payback and discounted Payback period. PI. Preparation of projected statements of Income-expenditure and balance-sheet.	CO5
7	Computer applications and Software for Project Management.	CO4

Reference Texts:

1	Projects: Planning, Analysis, Selection, Financing, Implementation and Review by Prasanna Chandra. – 9 th edition (2019) – McGraw Hill Education.
2	Project Management: The Managerial Process by Gray and Larson 3rd Edition, Tata McGraw Hill. – 6 th edition (2017) – McGraw Hill Education.
3	Quantitative Techniques in Management by N D Vohra – 5 th edition (2017) – McGraw Hill Education.
4	Project Management Managerial Emphasis by Meredith and Mantel - 8 th edition (2012) – Wiley.

Assessment:

Internal	40%
Semester end	60%

ENTREPRENEURSHIP AND NEW VENTURE PLANNING:

Semester	:	IV		
Title of the Subject/course	:	Entrepreneurship & New Venture Planning- Core-100 Marks		
Course Code	:	GM 403		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

Entrepreneurship and New Venture Planning introduces participants to the process of identifying new business opportunities, researching and developing a business concept and analysing the resources and strategies necessary to implement it.

Learning Objectives:

1	It will evaluate necessary qualities and characteristics of the successful entrepreneurial profile.
2	It will explore the possibility of creation and management of startup businesses
3	It will enable students to develop a business plan for a startup business.
4	It will make students aware of legal and ethical foundation applicable to entrepreneurship and new venture planning.

Course Outcomes:

CO1	Understanding	Understand necessary entrepreneurial qualities required and the characteristics of the successful entrepreneurial profile.
CO2	Applying	Identify the possibility of creation and management of startup businesses.
CO3	Creating	Develop a business plan for a startup business.
CO4	Understanding	Understand legal and ethical foundation applicable to entrepreneurship and new venture planning.

Course Outcomes (CO) Mapping to the AOL goals:

Subject Code: GM 402	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Entrepreneurship and New Venture Planning	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	3	2	3	2

CO2	3	3			2	3
CO3	2	3	3	3		2
CO4	3		2			3

Course Contents:

Sr. No	Content	CO Mapping to the Topics
1	Understanding Entrepreneurship, Intrapreneuship and Edupreneur Dunning Kruger Model	CO1, CO2
2	Vilfredo Pareto's principle and SMED	CO1, CO2
3	Maximize your personal productivity by identifying bottleneck and learning ways to eliminate same.	CO1, CO2
4	Learning application of FMEA for smooth working in the competitive scenario.	CO1, CO2
5	Understanding concept "Problem" and various methods of solving problems.	CO1, CO2
6	Understanding importance of customer orientation and its impact on productivity.	CO1, CO2
7	Tips and traps to acquire new customers and retain existing customers	CO1, CO2
	Learning Quality is free – but how? Quality and cost of product and service.	CO3, CO4
	Production and Withdrawal KANBAN. Importance of inventory management	CO2, CO3
	Priotization of work High Importance and high on urgent	CO2, CO3
	One glance management, 5S, JODOKA, OTIF, Thruput time, WIP, Lead time	CO2, CO3
	Identification of 7 wastes of Muda - Theory of constraints - U-Shaped, T-Shapes and Z – Shaped layout Impact of WIP on lead time.	CO2, CO3
	Discussion of live Case studies of SME's	CO2, CO3

	Discussion on Movie Supermarket woman.	CO2, CO3
	Material Requirement Planning	CO1, CO2, CO3
	Facility, location and allocation model <ul style="list-style-type: none"> - Cost Insurance freight (CIF) - Free on Board (FOB) - High sea sale Harmonized Systems (HS)	CO1, CO2, CO3
	Six thinking hats - Edward De Bono	CO2, CO3, CO4
	Why do Entrepreneurs fail - The FOUR Entrepreneurial Pitfalls (Peter Drucker)	CO1, CO2, CO4
	Why do communication fail with employees, customers, colleagues? Parent, adult and teacher communication role model	CO4
	Live case study discussion on understanding quality and cost, quality at source and ways to eliminate rework	CO1, CO2, CO4

Reference Texts:

1	Entrepreneurship: New Venture Creation - David H. Holt. - 1 st edition (2016) – Pearson Education.
2	Entrepreneurship - Hisrich Peters. – 10 th edition (2018) – McGraw Hill Education.
3	The Culture of Entrepreneurship - Brigitte Berger. – Ics Press (1991)
4	Project Management - K Nagarajan. – 8 th edition (2017) – New Age International Pvt. Ltd.
5	Dynamics of Entrepreneurship Development - Vasant Desai. – 6 th edition (2011) – Himalaya Publishing House.
6	Entrepreneurship Development - Dr. P C Shejwalkar. – 2 nd edition (2011) – Everest Publishing House.
7	Thought Leaders - ShrinivasPandit. – 2009 – Mehta Publishing House.
8	Entrepreneurship : The Ten Commandments for Building a Growth Company - 3rd Edition - Steven Brandit. – (1996) – Archipelago Publications.
9	Business Gurus Speak - S N Chary. – 1 st edition (2002) – Laxmi Publications.
10	The Entrepreneurial Connection - GurmitNarula (Pdf file)

Assessment:

Internal	40%
Semester end	60%

GLOBAL SUPPLY CHAIN MANAGEMENT:

Semester	:	IV		
Title of the Subject/course	:	Global Supply Chain Management-Major- 100 Marks		
Course Code	:	OPN 401		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

It is the study of the global supply chain drivers in terms of facilities, inventory ,transportation and information system that a business uses to produce products or services.

Course Learning Objectives:

1	To understand the nature of global supply chain.
2	To understand the impact of global supply chain management decisions on the success of the firm.

Course Outcomes:

Course Outcome Number	Course Outcome	Blooms Level (in word)
CO1	Understand the role of logistics & supply chain management in International Business & its significance in overall economy.	Understanding– BT Level II
CO2	Understand logistics in different parts of the world.	Understanding– BT Level II
CO3	Understand the importance of global sourcing & its requirements.	Understanding– BT Level II
CO4	Apply of INCO Terms, Payment Terms, & understanding the requirement of Insurance Cover and Contracting.	Apply– BT Level III
CO5	Propose solutions to business organizations for proper International logistic & supply chain requirements in different situations & types of goods. Eg. fragile, dangerous goods etc.	Apply– BT Level VI

Course Outcomes (CO) Mapping to the AOL goals:

AOL Goals/ CO	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Individual In Org And Society	Cognitive Level as per Bloom's Taxonomy
	PO1	PO2	PO3	PO4	PO5	PO6	
CO1		2	1	3	3		2
CO2		3	1	3	3		2
CO3		3	3	1	3		2
CO4		1	2	2	2		3
CO5	3	3	2	1	3		6

Course Contents:

Sr. No	Content	CO Mapping to the Topic
1	Understanding the supply chain examples of supply chains.	CO1
2	Achieving strategic fit on supply chains.	CO1, CO2
3	Supply chain drivers and metrics.	CO1, CO2
4	Designing the supply chain network, define options and applications globally.	CO1, CO2
5	Network design on supply chain.	CO1, CO2
6	Demand forecasting in supply chain.	CO1, CO2
7	Aggregate planning in supply chain.	CO1, CO2
8	Sales and operation planning in supply chain.	CO1, CO2, CO5
9	Co-ordination in supply chain.	CO1, CO2, CO5
10	Inventories Management and Managing economies of scale in a supply chain cycle inventory.	CO1, CO2, CO5
11	Managing risks and uncertainty.	CO1, CO2, CO5
12	Linking product availability to profits.	CO1, CO2, CO5
13	Designing and planning transportation networks.	CO1, CO2, CO5
14	Managing cross functional drivers in supply chain.	CO1, CO2, CO3, CO4, CO5
15	Pricing and revenue management in supply chain.	CO1, CO2, CO3, CO4, CO5

16	Sustainability factors in supply chain management.	CO1, CO2, CO5
17	Information Technology and digitalisation in supply chain management.	CO1, CO2, CO5
18	Bench marking process of supply chain management - TRANSFORMATION.	CO1, CO2, CO3, CO4, CO5

Reference Text:

1	Supply Chain Management, Strategy, Planning and Operations - Sunil Chopra, Peter Meindl, D. V. Kalra (6th edition) - Pearson's 2016.
2	Leading Effective Supply Chain - Transformations - William B. LEE & Michael R.K. - J Ross Publishing (2010) Kindle Edition.
3	Essentials of Supply Chain Management - Dr. R P Mohanty, Dr. S G Deshmukh - Jaico Publishing House; First edition (2004)
4	Supply Chain Management - By Sunil Chopra, D.V. Kalra, 6th Edition - Pearson Education, India.

Assessment:

Internal	40%
Semester end	60%

FINANCE SPECIALISATION (SEMESTER IV)
SEMESTER IV

2 Core Courses + 1 Major Course

CORE COURSES

Course Code	Course Name	No. of sessions & hours	Total Duration	Marks	Credits
GM 402	Project Management	20 x 2 hrs each	40 Hours	100	4
GM 403	Entrepreneurship & New Venture Planning	20 x 2 hrs each	40 Hours	100	4

MAJOR COURSE

Course Code	Course Name	No. of sessions & hours	Total Duration	Marks	Credits
FIN 401	Financial Modeling	20 x 2 hrs each	40 Hours	100	4

PROJECT MANAGEMENT:

Semester	:	IV			
Title of the Subject/course	:	Project Management- Core- 100 Marks			
Course Code	:	GM 402			
Credits	:	4	Duration	:	40 Hours

Introduction of the subject:

Project management is the application of processes, methods, skills, knowledge and experience to achieve specific project objectives according to the project acceptance criteria within agreed parameters. Project management has final deliverables that are constrained to a finite timescale and budget.

Learning Objectives:

1	To introduce students to the project management concepts.
2	To apply and evaluate success parameters of cost, time and quality in project management.
3	To apply various project management techniques and make projected financial statements.
4	To enable student to conceive an idea, evaluate it's feasibility and make it workable project.

Course Learning Outcome:

CO1	Understanding	Understand project characteristics and project life cycle.
CO2	Understanding	Understand the conceptual clarity about project organization and feasibility analyses with aspects of DPR.
CO3	Applying	Apply the risk management plan and analyse the role of stakeholders.
CO4	Creating	Create a Project Management plan from the drawing board stage to its completion.
CO5	Creating	Develop the financial model of the project with projections of cash flows on the basis of financial parameters

Course Outcomes (CO) Mapping to the AOL goals:

CODE : GM-401	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Project Management	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2		2	2		
CO2	3			3	3	
CO3	2	2	3	2		2
CO4	3		3	3		2
CO5		2	3		3	

Course Contents:

Sr. No	Content	CO Mapping to the Topics
1	Overview of Project Management : Concepts and attributes of Project, Project lifecycle and stake holders, Project Organisations, WBS, Scope and priorities, Project Identification, Market feasibility with moving Average and Exponential smoothing methods, Techno-economic feasibility, Government policy to location, legal aspects, Preparation of DPR.	CO1, CO2,
2	Project Planning : Time and cost estimates with AON and AOA conventions, Budget estimates, Network analysis, Float analysis, crashing concepts.	CO2, CO3, CO4
3	Project scheduling and Risk Management: Gantt chart, splitting and multitasking, Risks in time estimates, PERT analysis.	CO2, CO3,
4	Project Organisation: Role and responsibilities of Project Manager, Team development model, sources of conflicts, conflict resolution.	CO2, CO4
5	Earned value analysis: 'S' curve, Cost and schedule performance indices using network, Revised estimates of cost and time.	CO2, CO5
6	Financial Analysis: Profitability analysis, Using NPV, IRR, Payback and discounted Payback period. PI. Preparation of projected statements of Income-expenditure and balance-sheet.	CO5
7	Computer applications and Software for Project Management.	CO4

Reference Texts:

1	Projects: Planning, Analysis, Selection, Financing, Implementation and Review by Prasanna Chandra. – 9 th edition (2019) – McGraw Hill Education.
2	Project Management: The Managerial Process by Gray and Larson 3rd Edition, Tata McGraw Hill. – 6 th edition (2017) – McGraw Hill Education.
3	Quantitative Techniques in Management by N D Vohra – 5 th edition (2017) – McGraw Hill Education.
4	Project Management Managerial Emphasis by Meredith and Mantel - 8 th edition (2012) – Wiley.

Assessment:

Internal	40%
Semester end	60%

ENTREPRENEURSHIP AND NEW VENTURE PLANNING:

Semester	:	IV	
Title of the Subject/course	:	Entrepreneurship & New Venture Planning- Core-100 Marks	
Course Code	:	GM 403	
Credits	:	4	Duration : 40 Hours

Introduction of the Subject:

Entrepreneurship and New Venture Planning introduces participants to the process of identifying new business opportunities, researching and developing a business concept and analysing the resources and strategies necessary to implement it.

Learning Objectives:

1	It will evaluate necessary qualities and characteristics of the successful entrepreneurial profile.
2	It will explore the possibility of creation and management of startup businesses
3	It will enable students to develop a business plan for a startup business.
4	It will make students aware of legal and ethical foundation applicable to entrepreneurship and new venture planning.

Course Learning Outcomes:

CO1	Understanding	Understand necessary entrepreneurial qualities required and the characteristics of the successful entrepreneurial profile.
CO2	Applying	Identify the possibility of creation and management of startup businesses.
CO3	Creating	Develop a business plan for a startup business.
CO4	Understanding	Understand legal and ethical foundation applicable to entrepreneurship and new venture planning.

Course Outcomes (CO) Mapping to the AOL goals:

Subject Code: GM 402	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Entrepreneurship and New Venture Planning	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	3	2	3	2
CO2	3	3			2	3
CO3	2	3	3	3		2
CO4	3		2			3

Course Contents:

Sr. No	Content	CO Mapping to the Topics
1	Understanding Entrepreneurship, Intrapreneurship and Edupreneur Dunning Kruger Model	CO1, CO2
2	Vilfredo Pareto's principle and SMED	CO1, CO2
3	Maximize your personal productivity by identifying bottleneck and learning ways to eliminate same.	CO1, CO2
4	Learning application of FMEA for smooth working in the competitive scenario.	CO1, CO2
5	Understanding concept "Problem" and various methods of solving problems.	CO1, CO2
6	Understanding importance of customer orientation and its impact on productivity.	CO1, CO2
7	Tips and traps to acquire new customers and retain existing customers	CO1, CO2
	Learning Quality is free – but how? Quality and cost of product and service.	CO3, CO4

	Production and Withdrawal KANBAN. Importance of inventory management	CO2, CO3
	Priotization of work High Importance and high on urgent	CO2, CO3
	One glance management, 5S, JODOKA, OTIF, Thruput time, WIP, Lead time	CO2, CO3
	Identification of 7 wastes of Muda - Theory of constraints - U-Shaped, T-Shapes and Z – Shaped layout Impact of WIP on lead time.	CO2, CO3
	Discussion of live Case studies of SME's	CO2, CO3
	Discussion on Movie Supermarket woman.	CO2, CO3
	Material Requirement Planning	CO1, CO2, CO3
	Facility, location and allocation model - Cost Insurance freight (CIF) - Free on Board (FOB) - High sea sale Harmonized Systems (HS)	CO1, CO2, CO3
	Six thinking hats - Edward De Bono	CO2, CO3, CO4
	Why do Entrepreneurs fail - The FOUR Entrepreneurial Pitfalls (Peter Drucker)	CO1, CO2, CO4
	Why do communication fail with employees, customers, colleagues? Parent, adult and teacher communication role model	CO4
	Live case study discussion on understanding quality and cost, quality at source and ways to eliminate rework	CO1, CO2, CO4

Reference Texts:

1	Entrepreneurship: New Venture Creation - David H. Holt. - 1 st edition (2016) – Pearson Education.
2	Entrepreneurship - Hisrich Peters. – 10 th edition (2018) – McGraw Hill Education.
3	The Culture of Entrepreneurship - Brigitte Berger. – Ics Press (1991)
4	Project Management - K Nagarajan. – 8 th edition (2017) – New Age International Pvt. Ltd.
5	Dynamics of Entrepreneurship Development - Vasant Desai. – 6 th edition (2011) – Himalaya Publishing House.
6	Entrepreneurship Development - Dr. P C Shejwalkar. – 2 nd edition (2011) – Everest Publishing

	House.
7	Thought Leaders - ShrinivasPandit. – 2009 – Mehta Publishing House.
8	Entrepreneuring : The Ten Commandments for Building a Growth Company - 3rd Edition - Steven Brandit. – (1996) – Archipelago Publications.
9	Business Gurus Speak - S N Chary. – 1 st edition (2002) – Laxmi Publications.
10	The Entrepreneurial Connection - GurmitNarula (Pdf file)

Assessment:

Internal	40%
Semester end	60%

FINANCIAL MODELING:

Semester	:	IV			
Title of the Subject/course	:	Financial Modeling-Major- 100 Marks			
Course Code	:	FIN 401			
Credits	:	4	Duration	:	40 Hours

Introduction of the subject:

Financial modeling is one of the most common tools used in business decision making. It enables businesses and analysts simulate various environments and visualize business performance. As business move towards more professional management and decision making, financial modeling as a skill set has become a very critical expectation from finance professionals.

Course Learning Objectives:

1	To understand the basics of financial modeling.
2	To learn how it is used in valuation of a business or to make a comparative analysis to assess the businesses of the peers in the industry.
3	To learn its use in strategic planning to test various scenarios, calculate the cost of new projects, decide on budgets, and allocate corporate resources.

Course Learning Outcome:

CO1	Understanding	Understand excel functions.
CO2	Applying	Make use of circular reference to solve problems.
CO3	Applying	Build range of financial models using Excel.
CO4	Applying	Build a model to enable complex simulation for business decision making.
CO5	Creating	Construct financial forecasting model that properly reflects the underlying business.

CODE : FIN-401	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspec tive	Role Of Self In Org And Society	Cognitiv e level as per Bloom's Taxono my
Financia l Modelin g	PO1	PO2	PO3	PO4	PO5	PO6	
CO1			3		2		2
CO2			3		2		3
CO3			3		2		3
CO4			3		2		3
CO5							6

Course Contents:

Sr. No	Content	CO Mapping to the Topic
1	Introduction to financial modeling: Introduction to financial models: static Vs. dynamic models, need and applications. Excel Proficiency : Formatting of Excel Sheets, use of Excel formulae function, advanced modeling techniques, data filter and sort, charts and graphs, table formula and scenario building, lookups, pivot tables, macros, recording of macros, understanding Visual Basic Environment (VBE)	CO1, CO3
2	Combining the Tools and Theory into the model : Define and structure the problem, define the input and output variables fo the model, decide users of the model, understand the financial and mathematical aspects of the model, design the model, create the Spread sheet, test the model, protect the model, document the model, maintain the model.	CO1, CO3
3	Financial Feasibility Model from Start to Finish : Inputs - assumptions, intermediate statements, capital expenditure statement, sources of finance and debt servicing, production, income and expense statements, working capital statements, depreciation schedule, loan amortization, Outputs - profits and loss statement, balance sheet, cash flows, key ratios, project IRR and equity IRR< payback, sensitivity analysis, summary of key results to top management.	CO4
4	Valuation Modeling : Understanding integrated financial models scenario analysis, excel efficiency, shortcuts and formulae, cash and interest revolver, building historical financial statements ratio analysis, projecting financial statements.	CO3
5	Merger & Acquisition (M&A) Analysis: Building merger inputs stocks and cash mix deal contribution analysis accretion and dilution.	CO3
6	Project Finance Modeling : Why project evaluation; stage of project, construction and development phase, funding during investment phase, costs during investment phase, life of project, decision making, cash flow waterfall and resolve circular reference problem in interest during construction. - Understanding date functions - Modeling cash flow waterfall - Delays in projects	CO4
7	Equity Research Modeling : Prepare an income statement, balance sheet, cash flow statement, geographic revenue sheet, segment revenue sheet, cost statement, debt sheet, analyse revenue drivers, forecast geographic revenues, segment revenues, geographic revenues, cost statement, debt, income statement, balance sheet, cash flow statement, pro-forma adjustments, income statements, compute margins, balance sheet - compute ratios cash flow statement projection, valuation - discounted cash flow method (DCF), valuation - relative valuation (Football Field Chart) valuation - assumptions for valuation model, prepare valuation model, prepare presentation sheet, prepare company overview, sector overview.	CO4 CO1,CO2,CO3,CO4,CO 5
8	Visual Basic Environment (VBE): Understanding the basics of macros, recording of macros.	CO1,CO2,CO3,CO4,CO 5

9	Report writing and Sector overviews : Report Writing : On the basis of financial modeling overview of different sectors such as retail, telecom, IT, Oil and Gas etc.	CO1,CO2,CO3,CO4,CO5
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Reference Text:

1	Mastering Financial Modeling in Excel – Alastair L Day - 3rd edition (2012) FT Press.
2	Financial Modeling - Simon Bennings - 4th edition (2014) - MIT Press.
3	C. Sengupta, Financial Analysis & Modeling using Excel and VBA - 2nd edition (2011) - Wiley.
4	Alastair L. Day, Mastering Financial Modeling in Microsoft Excel - 3rd edition (2012) - FT Publishing International.

Assessment:

Internal	40%
Semester end	60%

HUMAN RESOURCES SPECIALISATION (SEMESTER IV)

SEMESTER IV

2 Core Courses + 2 Major Courses

CORE COURSES

Course Code	Course Name	No. of sessions & hours	Total Duration	Marks	Credits
GM 402	Project Management	20 x 2 hrs each	40 Hours	100	4
GM 403	Entrepreneurship & New Venture Planning	20 x 2 hrs each	40 Hours	100	4

MAJOR COURSES

Course Code	Course Name	No. of sessions & hours	Total Duration	Marks	Credits
HR 401	Human Resources Audit	10 x 2 hrs each	20 Hours	50	2
HR 402	Personal Growth Laboratory	10 x 2 hrs each	20 Hours	50	2

PROJECT MANAGEMENT:

Semester	:	IV			
Title of the Subject/course	:	Project Management- Core- 100 Marks			
Course Code	:	GM 402			
Credits	:	4	Duration	:	40 Hours

Introduction of the subject:

Project management is the application of processes, methods, skills, knowledge and experience to achieve specific project objectives according to the project acceptance criteria within agreed parameters. Project management has final deliverables that are constrained to a finite timescale and budget.

Learning Objectives:

1	To introduce students to the project management concepts.
2	To apply and evaluate success parameters of cost, time and quality in project management.
3	To apply various project management techniques and make projected financial statements.
4	To enable student to conceive an idea, evaluate it's feasibility and make it workable project.

Course Learning Outcome:

CO1	Understanding	Understand project characteristics and project life cycle.
CO2	Understanding	Understand the conceptual clarity about project organization and feasibility analyses with aspects of DPR.
CO3	Applying	Apply the risk management plan and analyse the role of stakeholders.
CO4	Creating	Create a Project Management plan from the drawing board stage to its completion.
CO5	Creating	Develop the financial model of the project with projections of cash flows on the basis of financial parameters

Course Outcomes (CO) Mapping to the AOL goals:

CODE : GM-401	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Project Management	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2		2	2		
CO2	3			3	3	
CO3	2	2	3	2		2
CO4	3		3	3		2
CO5		2	3		3	

Course Contents:

Sr. No	Content	CO Mapping to the Topics
1	Overview of Project Management : Concepts and attributes of Project, Project lifecycle and stake holders, Project Organisations, WBS, Scope and priorities, Project Identification, Market feasibility with moving Average and Exponential smoothing methods, Techno-economic feasibility, Government policy to location, legal aspects, Preparation of DPR.	CO1, CO2,
2	Project Planning : Time and cost estimates with AON and AOA conventions, Budget estimates, Network analysis, Float analysis, crashing concepts.	CO2, CO3, CO4
3	Project scheduling and Risk Management: Gantt chart, splitting and multitasking, Risks in time estimates, PERT analysis.	CO2, CO3,
4	Project Organisation: Role and responsibilities of Project Manager, Team development model, sources of conflicts, conflict resolution.	CO2, CO4
5	Earned value analysis: 'S' curve, Cost and schedule performance indices using network, Revised estimates of cost and time.	CO2, CO5
6	Financial Analysis: Profitability analysis, Using NPV, IRR, Payback and discounted Payback period. PI. Preparation of projected statements of Income-expenditure and balance-sheet.	CO5
7	Computer applications and Software for Project Management.	CO4

Reference Texts:

1	Projects: Planning, Analysis, Selection, Financing, Implementation and Review by Prasanna Chandra. – 9 th edition (2019) – McGraw Hill Education.
2	Project Management: The Managerial Process by Gray and Larson 3rd Edition, Tata McGraw Hill. – 6 th edition (2017) – McGraw Hill Education.
3	Quantitative Techniques in Management by N D Vohra – 5 th edition (2017) – McGraw Hill Education.
4	Project Management Managerial Emphasis by Meredith and Mantel - 8 th edition (2012) – Wiley.

Assessment:

Internal	40%
Semester end	60%

ENTREPRENEURSHIP AND NEW VENTURE PLANNING:

Semester	:	IV		
Title of the Subject/course	:	Entrepreneurship & New Venture Planning- Core-100 Marks		
Course Code	:	GM 403		
Credits	:	4	Duration	: 40 Hours

Introduction of the Subject:

Entrepreneurship and New Venture Planning introduces participants to the process of identifying new business opportunities, researching and developing a business concept and analysing the resources and strategies necessary to implement it.

Learning Objectives:

1	It will evaluate necessary qualities and characteristics of the successful entrepreneurial profile.
2	It will explore the possibility of creation and management of startup businesses
3	It will enable students to develop a business plan for a startup business.
4	It will make students aware of legal and ethical foundation applicable to entrepreneurship and new venture planning.

Course Learning Outcomes:

CO1	Understanding	Understand necessary entrepreneurial qualities required and the characteristics of the successful entrepreneurial profile.
CO2	Applying	Identify the possibility of creation and management of startup businesses.
CO3	Creating	Develop a business plan for a startup business.
CO4	Understanding	Understand legal and ethical foundation applicable to entrepreneurship and new venture planning.

Course Outcomes (CO) Mapping to the AOL goals:

Subject Code: GM 402	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society
Entrepreneurship and New Venture Planning	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	3	2	3	2

CO2	3	3			2	3
CO3	2	3	3	3		2
CO4	3		2			3

Course Contents:

Sr. No	Content	CO Mapping to the Topics
1	Understanding Entrepreneurship, Intrapreneurship and Edupreneur Dunning Kruger Model	CO1, CO2
2	Vilfredo Pareto's principle and SMED	CO1, CO2
3	Maximize your personal productivity by identifying bottleneck and learning ways to eliminate same.	CO1, CO2
4	Learning application of FMEA for smooth working in the competitive scenario.	CO1, CO2
5	Understanding concept "Problem" and various methods of solving problems.	CO1, CO2
6	Understanding importance of customer orientation and its impact on productivity.	CO1, CO2
7	Tips and traps to acquire new customers and retain existing customers	CO1, CO2
	Learning Quality is free – but how? Quality and cost of product and service.	CO3, CO4
	Production and Withdrawal KANBAN. Importance of inventory management	CO2, CO3
	Prioritization of work High Importance and high on urgent	CO2, CO3
	One glance management, 5S, JODOKA, OTIF, Thruput time, WIP, Lead time	CO2, CO3
	Identification of 7 wastes of Muda - Theory of constraints - U-Shaped, T-Shapes and Z – Shaped layout Impact of WIP on lead time.	CO2, CO3

	Discussion of live Case studies of SME's	CO2, CO3
	Discussion on Movie Supermarket woman.	CO2, CO3
	Material Requirement Planning	CO1, CO2, CO3
	Facility, location and allocation model <ul style="list-style-type: none"> - Cost Insurance freight (CIF) - Free on Board (FOB) - High sea sale Harmonized Systems (HS)	CO1, CO2, CO3
	Six thinking hats - Edward De Bono	CO2, CO3, CO4
	Why do Entrepreneurs fail - The FOUR Entrepreneurial Pitfalls (Peter Drucker)	CO1, CO2, CO4
	Why do communication fail with employees, customers, colleagues? Parent, adult and teacher communication role model	CO4
	Live case study discussion on understanding quality and cost, quality at source and ways to eliminate rework	CO1, CO2, CO4

Reference Texts:

1	Entrepreneurship: New Venture Creation - David H. Holt. - 1 st edition (2016) – Pearson Education.
2	Entrepreneurship - Hisrich Peters. – 10 th edition (2018) – McGraw Hill Education.
3	The Culture of Entrepreneurship - Brigitte Berger. – Ics Press (1991)
4	Project Management - K Nagarajan. – 8 th edition (2017) – New Age International Pvt. Ltd.
5	Dynamics of Entrepreneurship Development - Vasant Desai. – 6 th edition (2011) – Himalaya Publishing House.
6	Entrepreneurship Development - Dr. P C Shejwalkar. – 2 nd edition (2011) – Everest Publishing House.
7	Thought Leaders - ShrinivasPandit. – 2009 – Mehta Publishing House.
8	Entrepreneurship : The Ten Commandments for Building a Growth Company - 3rd Edition - Steven Brandit. – (1996) – Archipelago Publications.
9	Business Gurus Speak - S N Chary. – 1 st edition (2002) – Laxmi Publications.
10	The Entrepreneurial Connection - GurmitNarula (Pdf file)

Assessment:

Internal	40%
Semester end	60%

HUMAN RESOURCE AUDIT:

Semester	:	IV		
Title of the Subject/course	:	Human Resource Audit- Major- 50 Marks		
Course Code	:	HR 401		
Credits	:	2 Duration	:	20 Hours

Introduction of the subject:

Human Resource Audit is a comprehensive method of objective and systematic verification of current practices, documentation, policies and procedures prevalent in the HR system of the organization. An effective HR audit helps in identifying the need for improvement and enhancement of the HR function.

Course Learning Objectives:

1	To understand about HR accounting and audit with the help of various instruments such as HR Score Card.
2	To calculate HR cost, investments and return on investments and preparing HR audit reports.

Course Learning Outcomes:

CO1	Analysing	Examine HR Accounting.
CO2	Analysing	Examine HR Score Cards and linkage with Company score cards.
CO3	Analysing	Examine HR costs & its ROI.
CO4	Analysing	Examine HR Audit Framework & how it is deployed in an organisation.
CO5	Applying	Apply insights from the Audit reports, Score Cards, prepare MIS reports.

Course Outcomes (CO) Mapping to the AOL goals:

CODE : HR-401	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society	Cognition level as per Blooms Taxonomy
Human Resource Audit	PO1	PO2	PO3	PO4	PO5	PO6	
CO1	1	2	2	2			4
CO2	1	2	3	2			4
CO3	1	2	3	3			4
CO4	2	3	3	3	2		4
CO5	3	3	3	3	2		3

Course Contents:

Sr. No	Content	Co Mapping to the Topic
1	Introduction: HR as assets, Definition of Human resource accounting, HRA – concepts, methods and applications, Human Resource accounting vs. Other Accounting	CO1
2	Human Resource Costs / Investments, Human Resource Costs – the Monetary Value Approach, Non-Monetary value Based Approaches, Investment in employees, Human resource Development	CO1, CO3
3	Return on Investments, Development of HR ROI into through High Performance Employees, Measurement of Group Value – The Likert and Bowers Model, Hermanson's unpurchased goodwill model	CO1, CO3
4	Human Resource Accounting System, Developing Human Resource Accounting System, Implementation of Human resource Accounting system, Integration with other accounting system	CO1, CO3
5	Human Resource Score Card, HR Score Card, constituents of HR Scorecard, HR score card as an instrument in HR Audit	CO2
6	Human Resource Audit, Role of Human resource audit in business environment, HR Audit Objectives, Concepts, Components, Need, Benefits, Importance, Methodology and instruments of HR Audit, The audit process and Issues in HR Audit	CO4
7	Human Resource Audit Report, HR Audit Report – purpose, Report Design – Preparation of report, Use of HR Audit report for business improvement	CO2, CO5, CO4
8	Recent Advancements in Human , Resource Audit and Accounting	CO1,CO3

Reference Texts:

1	HRD Audit: Evaluating the Human Resource Function for Business Improvement - 2nd edition (2014) - SAGE Response.
2	Designing and Managing Human Resource Systems by T V Rao & Udai Pareek - 3rd edition (2015) - Oxford & IBH Publishing Co Pvt.Ltd.

Assessment:

Internal	60%
Semester end	40%

PERSONAL GROWTH LABORATORY:

Semester	:	IV		
Title of the Subject/course	:	Personal Growth Laboratory-Major- 50 Marks		
Course Code	:	HR 402		
Credits	:	2	Duration	: 20 Hours

Introduction of the Subject:

The course will accelerate the process by which students learn to manage themselves and others effectively. Students will get tools for solving complex problems and obtain detailed feedback regarding their performance as managers, team players and problem solvers.

Learning Objectives:

1	To reflect and understand impact of one's behavior on others.
2	To reflect and understand impact of others' behavior on self.
3	To map the road towards self-improvement.
4	To appreciate the linkage between personal growth and professional progress

Course Learning Outcomes:

CO1	Applying	Develop self- awareness of personal values, ethics, and beliefs.
CO2	Applying	Identify linkage of personal values,ethics,and beliefs with the HR process & HR profession.
CO3	Applying	Identify versatility of meaning making, while understanding phenomena, events, processes.
CO4	Applying	Identify likely dilemmas that may emerge as a conflict between personal values/ethics/morals and that of contextual organizational/business values.
CO5	Analysing	Analyse enhanced self-awareness with personal growth goals & professional development milestones.

Course Outcomes (CO) Mapping to the AOL goals:

CODE : HR-401	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Self In Org And Society	Cognition as per Blooms Taxonomy
Personal Growth Laboratory	PO1	PO2	PO3	PO4	PO5	PO6	
CO1	2	1	3	3	1	3	3
CO 2	2	1	3	3	2	3	3
CO3	2	2	3	3	1	3	3
CO4	2	2	3	3	1	3	3
CO5	3	2	3	3	1	3	4

Course Content:

Sr. No.	Content	Co Mapping to the Topic
1	Introduction to Personal Growth 1. Meaning, Nature and Scope, 2. Self-awareness 3. Personality characteristics and linkages to personal growth	CO1
2	Growth Zone: 1. Personal Growth, linkage with Johari Window 2. Four Personas-open, naïve, secret, mysterious 3. Increasing open arena	CO1
3	Empathy Building- 1. Business imperative and & Empathy 2. Understanding Others 3. Thoughts, Feelings and behavior and their impact 4. Sympathy, Empathy, Apathy 5. Empathy training exercises 6. Work of Mirror Neurons	CO2
4	Listening skills 1.Importance of Listening Skills 2. Levels of listening 3. Developing empathic listening skills	CO3
5	Feedback- 1. Importance of feedback 2. feedback from physical world 3. Giving Feedback- OPIS 4. Consequences of constructive feedback	CO4
6	Feedback - 1. Receiving positive feedback 2. Receiving negative feedback 3. Rational approach toward feedback .	CO4
7	Developing Behavioral competencies- 1. Competency of decision making 2. Competency of conflict resolution 3. Competency of strategic planning and execution . 4. Time management skills	CO5
8	Developing Behavioral competencies- 1. Competency of persuasion 2. Competency of effective communication 3. Competency of effective team work and collaboration	CO5
9	Developing professional skills – 1. Negotiation skills 2. Team building skills 3. Choice building skills .	CO1, CO3, CO4, CO5
10	Developing professional skills- 1. Values and ethical behavior 2. Viewing Leaders of Large Organisations.	CO1, CO3, CO4, CO5

Reference Text:

1	Luft Joseph, (1989). Of Human Interaction: The Johari Model. Mayfield Publishing Co. 179 pgs.
2	Patnaik Dev (2010)Wired to Care. How companies prosper when they create widespread empathy. Darling Kindersley India
3	Bono Edward (2016) Six Thinking Hats Penguin UK, 192 pages.

Assessment:

Internal	100%
Semester end	0%