S. P. Mandali's Prin. L. N. Welingkar Institute of Management Development and Research (PGDM), Mumbai.

Syllabus of the Post Graduate Diploma in Management

Batch : 2019-21 – Trimesters IV, V and VI

(Revision No. 16, Dated 30th June 2020)

Two Year Full-Time Course

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

(This syllabus has been collated on the basis of the subject / area syllabi received from the designated Deans and Heads of Specialisations / Faculty).

TABLE OF CONTENTS

LIST OF COURSES COVERED IN YEAR 1

Subject Area	Trimester 1	Credits	Trimester 2	Credits	Trimester 3	Credits
General Mgmt.	GM 101:Perspective Management	1.5	GM 203 :Global Citizen Leader	3	GM 301 : Global Citizen Leader	1.5
	GM 105 : Effective Business Communication	3	GM 201 : Legal Aspects of Business	1.5		
	GM 103:Economics for Managers	3	GM205: Indian Economy	1.5	GM 303: Business Environment and Strategy	1.5
Quantitative	GM 102 :Business Statistics	3	GM 204 : Research Methodology & Market Research	3	GM 302 :Business Analytics	3
Design / Innovation			D202: Business Innovation & Application	1.5		
Marketing	M 108: Marketing Management Basic	3	M211: Marketing Applications & Strategy including Consumer Behaviour	3		
					GM 307 : Selling & Negotiation Skills	1.5
Finance	F 104 : Financial Reporting & Analysis	3	F 206 : Cost & Management Accounting	1.5	F 306 : Fundamentals of Financial Management	3
					F 304 : Basics of Banking, Financial Services and Insurance	
			F 207 : Basics & Practical Applications of Corporate	1.5	GM 302 :Business Taxation	1.5

			Governance			
Human Resources	HR 106 : Organization Behavior Part I - Individuals in Organizations	3	HR 209 :Organization Behavior Part II- Managing Group Dynamics	1.5	HR 308 : Human Resource Development & Human Capital Management	3
Operations	OP107 Essentials of World Class Operations	1.5	OP 210 : Essentials of Supply Chain Management	1.5	OP 309 : Project Management	1.5
Technology			Emerging Technologies for Business Leaders	1.5	Enterprise Digital Transformation Management	1.5
			GM 208: Business Language	3		
	Yoga		Yoga		Yoga	
Total credits		*21*		*24*		*21*
Total hours		*212*				

Legend :

- Indicates half credit of 16 hours

Break up of Year 1 – number of subjects and credits

Trimester1		**Trimester 2**		**Trimester 3**	
# of subjs	**# of credits**	**# of subjs**	**# of credits**	**# of subjs**	**# of credits**
8	21	12	24	10	21

Total number of subjects in Year 1 : 30

Total credits in Year 1 : 66

YEAR II: TRIMESTER IV: COURSE STRUCTURE

Core subjects – one full course & one half course – 4.5 credits + summer project – half course – 1.5 credits

Core subjects are common for all specializations and subjects focus on areas like business policy, economics and general management

Functional majors – three courses – 9 credits

Students opting for individual specializations are required to complete all majors listed under respective heads.

Electives – two courses – 6 credits

Students have a choice of ***selecting 2 courses adding up to six credits***, from a basket of electives assigned for their specialization. Some of the electives are common across specializations, which enables the students to pick up electives across other specializations as well and choose courses fitting to industry verticals they would like to focus on in their future career. A minimum batch size requirement for offering an elective is 11.

The details of the Core and Major courses is indicated below :

Subject Title				**Nature of the subject**
GM 402 International Business*	GM 402 International Business*	GM 402 International Business*	GM 402 International Business*	**Core**
GM 401 Integrative Manager-I*	GM 401 Integrative Manager-I*	GM 401 Integrative Manager-I*	GM 401 Integrative Manager-I*	**Core**
GM 450 Summer Internship Project*	GM 450 Summer Internship Project*	GM 450 Summer Internship Project*	GM 450 Summer Internship Project*	**Core**
Marketing	**Finance**	**Human Resources**	**Operations**	**Choice of Specialisation**

MKT 401: Product & Brand Management	FIN 401: Advanced Financial Management	HR 401: Employee Relations, Industrial Relations & Labour Laws	OPN 401: Productivity Techniques *	**Major**
MKT 402: International Marketing	BFSI 201: Fundamentals of Banking	HR 402: Competency Assessment, Management & Performance Management Systems	OPN 402: Production Planning & Control Systems*	**Major**
MKT 403: Integrated Marketing Communications	FIN 402: Mergers & Acquisitions	HR 403: Total Rewards (Compensation &Benefits)	OPN 403: Business Process Re-engineering & Improvements*	**Major**
			OPN 404: Operations in Services*	**Major**
			OPN 405: Logistics and Supply Chain Management	**Major**
Total Courses = Core+Major+ 2 Electives = 6 .5	**Total Courses = Core+Major+ 2 Electives = 6 .5**	**Total Courses = Core+Major+ 2 Electives = 6 .5**	**Total Courses = Core+Major+ 2 Electives = 6 .5**	
Total Credits : 21	**Total Credits : 21**	**Total Credits : 21**	**Total Credits : 21**	

List of Elective Subjects – Specialisation wise for Trimester IV

Area	**Subject Title**
Marketing	MKT 404: Services Marketing & Management
	MKT 405: B2B Marketing
	MKT 406: Brand Management - I
	BFSI 201: Fundamentals of Banking
	TEC 401: IT Vertical
	QTA 401: Advanced Business Analytics - I
Finance	FIN 403: Financial Risk Management
	FIN 404: Wealth Management
	FIN 405: Capital Markets Fundamentals
	FIN 406: Analysis of Financial Statements
	TEC 401: IT- Vertical
	QTA 401: Advanced Business Analytics- I
	MKT 406: Brand Management – I
Human Resources	HR 404: HR Lab*
	HR 405: Talent Management*
	HR 406: Talent Acquisition*
	HR 407: Learning, Training and Development*
	HR 408: HR Analytics*
	TEC 401: IT- Vertical
	QTA 401: Advanced Business Analytics - I
	MKT 406: Brand Management – I
Operations	OPN 406: Quantitative Techniques for Operations
	OPN 407: ERP Packages for Operations
	TEC 401: IT- Vertical
	QTA 401: Advanced Business Analytics- I
	MKT 404: Services Marketing & Management
	MKT 405: B2B Marketing
	MKT 406 : Brand Management- I

DETAILED SYLLABUS: CORE SUBJECTS

GM 402: INTERNATIONAL BUSINESS

Title of the subject	**International Business**
Subject Code	GM 402
No. of Credits	1.5
No. of Hours	16
No. of Sessions	8
Marks	50
Pre-requisite Subject(s), if any	
Trimester/Semester	IV

Description of the subject:

As economies move from developing to developed and as saturation sets in for businesses in developed economies, such economies are compelled to look beyond domestic markets to continue their growth trajectory. Additionally, developing an emerging economy, requires a healthy export-import business to facilitate its growth. Hence in today's interdependent global world, it is very important for students to understand the concept of International Business. This course will help students acquire knowledge, skills and abilities to understand the global economic, political, cultural and social environment within which nations & firms operate. It will also enable students to formulate and execute strategies, plans and tactics to succeed in international business ventures.

Course Learning Objectives (CLO):

1	To provide students with a comprehensive understanding of role, scope, relevance & importance of international business necessary for a healthy economy.
2	To familiarize students with the concepts, framework and policies at national & international levels that facilitates globalization.
3	To sensitize students to economic aspects & implications e.g., BOP, trade deficit, critical to a country's GDP & a company's growth prospects.
4	To facilitate students, appreciate & recognize global cultures & societal behavior using socioeconomic and cultural frameworks.
5	To foresee trends & development wrt international business both nationally & globally.

Course Outcomes (CO):

CO Code	Course Outcome Statement
GM402.01	Develop a thorough understanding of the real global business environment.
GM402.02	Assess business opportunities at the international level.
GM402.03	Analyze the local & global marketplace challenges.
GM402.04	Formulate business strategies in the complex global, social & legal environment
GM402.05	Discuss the globalization route towards enhancing return on investments, optimal use of resources & capacity utilization.

Mapping of Course Outcomes (CO) to the AOL goals (3-2-1 , where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	Leadership	Innovation	Critical, Analytical & Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society
International Business	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1					**3**	
CO2				**2**	**3**	
CO3			**3**		**3**	
CO4		**2**	**3**		**3**	
CO5		**2**	**3**	**2**	**3**	

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic

1	**Overview of International Business (IB) & Globalization**: Changing Nature of Global Businesses, Forces Driving Globalization, Current issues relating to De-Globalization, Protectionism & Its impact on Mobility of Talent & Workforce, Resetting Global Strategies in the Post Covid-19 era, Impact of the Digitization of the Globe influencing all walks of life including customers, consumers, employees etc.	CO1
2	**The Environment of Global/International Business** 1. The Cultural Environment of Global Business: Culture & Cross-Cultural Risk, Dimensions of Culture, Models (For Example-Hofstede's Cultural Dimension Theory, CAGE Framework, EPRG Framework) & Explanations of Culture, Managerial Implications of Culture, Culture's Effect in Global Business, Assessment of Health as an important Risk factor 2. Political, Economical & Legal Systems in Global/International Environment: Political Systems: Types of Political Systems, Trends in Political Ideologies, Geo-Political Challenges & Implications for Management. Legal Systems: Types of Legal Systems, Trends in Legal Systems, Legal issues in Global Business. Economic Systems: Types of Economic Systems, Trends in Global Economic Development. 3. Role of demographics in shifting of business.	CO2 & CO3
3	**International/Global Trade Policies and Relations**: Introduction, Instruments of Trade Policies or Government Intervention (Tariffs, Subsidies, Import Quotas, Voluntary export restraint, Administrative policies, Antidumping Policies)	

	Government of India's Sector Specific Export Promotion Schemes, "Make in India' Initiatives, Attracting FDI, Leveraging FTA's/RTA's, Economic Diplomacy and Engagement, Trade Pacts. Trade wars.	CO4 & CO5
4	**Theories of International Trade & Economic Development**: Introduction to International Trade Theories- Mercantilism, Absolute Advantage, Comparative Advantage, Factor Endowment Theory, International Product Life Cycle Theory, National Comparative Advantage: Porter's Diamond Model.	CO4
5	**Economic Integration & Co-Operation:** Introduction, The World Trade Organization (WTO): Global Integration, The Rise of Bilateral Agreements, European Union (EU), World Court. Introduction to Regional Economic Integration, Levels of Economic Integration, Regional Economic Integration in various continents, Leading Economic Blocs- European Union (EU), NAFTA, MERCOSUR, ASEAN, SAARC, APEC etc.	CO5
6	**International Business Operations** Export, Import & Countertrade. Global Business Models- Essence of the business model, Technological disruption, Technology as a platform, International Market Research, Project Exports and Funding. Outsourcing. Managing a cohering, "Corporate Purpose', globally and in respective Markets/continents/Regions etc". Global labour arbitrage. Entry strategies & Strategic Alliances.	CO4

7	**The Global Monetary Systems & Balance of Payments** The Foreign Exchange Market-Exchange Rates, Currencies in International Business-Convertible & Non-Convertible Currencies, Currency Risk. International Trade & Balance of Payments. Global Financial Systems-World Bank, IMF, National Stock Exchanges, Central banks etc.	CO4
8	**Understanding Challenges from Emerging Global Economies** Emergence of New-Economic Super powers, Geo-Political and Trade Dynamics - Developed Countries (US/EU, South Korea, Japan, Australia) and Emerging economies (BRICS, ASEAN regions etc), MNCs emerging from these regions - Challenges / Learnings, Success Strategies for Emerging Economies.	CO5

Reference Texts/Books/Websites/etc: (Recommended APA style of referencing)

1. Anant K Sundaram and J Stewart Black(2012), International Business, PHI New Delhi, Eastern Economy Edition
2. Cavusgil, S. T., Knight, G. A., & Riesenberger, J. R. (2020). International business the new realities. Boston: Pearson.
3. Charles Hill (2008), International Business – Competing in the Global Marketplace, The Tata McGraw Hill publishing Company Ltd
4. Daniels, J. D., Radebaugh, L. H., & Sullivan, D. P. (2004). *International business: Environments and operations*. Upper Saddle River, N.J: Prentice Hall.
5. J Stewart Black ; Anant K Sundaram (1996), International Business Environment, The Text and Cases- – Prentice Hall India
6. Mike W. Peng; Klaus E. (2019). International Business, Cengage Learning EMEA
7. P. Subba Rao (2nd Edn.), International Business Text and Cases, Himalaya Publishing House, Nagpur

Recommended Case(s) to be used in the Subject:

1. **L'oreal-Globalization of American Beauty**

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	40%
End Term Evaluation	60%

GM 401 : INTEGRATIVE MANAGER -I

Title of the subject	**Integrative Manager - I**
Subject Code	GM 401
No. of Credits	1.5
No. of Hours	16
No. of Sessions	8
Marks	50
Pre-requisite Subject(s), if any	
Trimester/Semester	IV

Description of the subject:

The course aims to provide students with a holistic perspective of leadership, decision making, working as a team, cross-functional skills and competencies and a cohesive sync between various functions to achieve a common goal.

Course Learning Objectives (CLO):

1	This course is designed to provide students with an integrated, real life perspective of strategic business functions.
2	The focus is on three theoretical learning areas: Strategic Management, High Performance Leadership and Managerial Process skills.
3	The lectures are designed to create a model based strategic framework and will be followed by cases in the following subject which are applications of these principles.

Course Outcomes (CO):

CO Code	Course Outcome Statement
GM401.01	Illustrate with real-life examples how a company formulates vision, mission, goals and objectives
GM401.02	Illustrate industry analysis by using models and frameworks like Porter's Five Forces Model, PESTLE, SWOT analysis, McKinsey 7S Framework, Mintzberg 5Ps
GM401.03	Identify how technology, big data and operational strategy can be used in strategic decisions
GM401.04	Identify the impact of the economic and business environment on strategy by using tools like PESTLE and SWOT analysis
GM401.05	Examine the role that ethics, values, corporate culture, social responsibility play in an organization

Mapping of Learning Outcomes (LO) to the AOL goals (3-2-1 , where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	Leadership	Innovation	Critical Analytical & Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society
Integrative Manager - I	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	**2**			**3**		**2**
CO2	**2**			**3**		**2**
CO3	**2**	**2**	**3**	**3**	**3**	**2**
CO4	**2**	**2**	**3**	**3**	**3**	**2**
CO5	**2**	**2**	**3**	**3**	**3**	**2**

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic

1	Vision, Mission, Goals, Objectives – how to build a road map of goals and how to achieve them	CO1
2	Industry Analysis – PESTLE, SWOT, Five Forces Model Spotting opportunities w.r.t. product and industry Generic Strategies: Mc Kinsey 7S Framework, Mintzberg 5Ps Sustainable Strategic Advantage Diversification Positioning and Alignment Strategies -BCG Matrix, Ansoff, New Product Development, Product Life Cycle	CO1,2
3	Technology and its role in business strategy. How technology can be used to achieve business objectives	CO3
4	Managing Operational Strategy Managing Internal Operations: Actions that promote Good Strategy Execution Startups and related issues	CO3
5	Big Data, Analytics, Machine Learning, AI and their impact on strategy	CO3
6	Evaluating a Company's Resources, Capabilities and Competitiveness. Impact of the Economic Environment on Business Strategy Growth through inorganic strategies Mergers & Acquisitions Private Equity led Business models	CO4
7	Strategy, Ethics, and Social Responsibility Building an Organization capable of Good Strategy Execution Organization Structure – alliances & integration Emerging Business Models, Future of Work Changing Values of Workforce Strategic Renewal Corporate Culture and Leadership : Keys to Good Strategy Execution. Leadership to manage Corporate Culture, Performance and ensure Good Strategy Execution Organizational culture challenges – cross border/cross cultural setting	CO5

Reference Texts/Books/Websites/etc: (Recommended APA style of referencing)

1. Martin, R., Austen, H., The Art of Integrative Thinking Retrieved from:https://rogerlmartin.com/docs/default-source/Articles/integrative-thinking/the-art-of-integrative-thinking

2 Thomson, A.A., Peteraf, M. A., Gamble, J. E., Strickland III, A. J., Jain, A. K. (2014) Crafting and Executing Strategy: The Quest for Competitive Advantage 19th edition Authors: Tata McGraw Hill Education Private Limited (TPGSJ)

3 Porter, M. E., (2010) Competitive Strategy - Techniques for Analyzing Industries and Competitors.Simon
4 Porter, M. E., (1996) What is Strategy? (HBR article)
5 Porter, M. E., Understanding Industry Structure (HBS note)
6 Ghemawat, P., Rikvin, J.W.(1998)Creating Competitive Advantage (HBS note)
7 Jick, T. D.,(1989) The Vision Thing (HBS Note)
8 Winston, A., (2018) Why Mining - Yes, Mining- Cares About Article about sustainability

Recommended Case(s) to be used in the Subject:

1.

2.

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation	40%
End Term Evaluation	60%

GM 450: SUMMER INTERNSHIP PROJECT

Title of the subject	**Summer Internship Project**
Subject Code	GM 450
No. of Credits	1.5
No. of Hours	
No. of Sessions	
Marks	50
Pre-requisite Subject(s), if any	Refresh important concepts, frameworks, etc. in the areas of Marketing, Finance, HR & Operations (Program/Sector)
Trimester/Semester	I

Description of the subject:

Summer Internship is one of the most important application pedagogy undertaken by a management student during his 2 year stay with us, at Weschool.
The student has an opportunity to apply his/her theoretical knowledge i.e. concepts & frameworks relevant to the area in which he is engaged during the internship. Additionally, the student also gets a first- hand feel & experience of corporate life & the various nuances that go with it.
This application subject is given equal importance as any other subject/course and

together with academia & industry mentors the students are guided all the way , from pre-preparation to report writing post completion of the internship.

Course Learning Objectives (CLO):

1	To sharpen and enhance students' skills and abilities in understanding organizations' relationships with its business environment, comprising customers, competitors, and other external forces, & assessing market opportunities, in the context of its strengths and weaknesses.
2	To experience real time & real-life business situational issues and the selection and application of appropriate theoretical knowledge in the decision making process.

Course Outcomes (CO):

CO Code	Course Outcome Statement
GM450.01	Build experience of working in a corporate environment.
GM450.02	Apply theoretical concepts in work life. Develop skills for such work
GM450.03	Analyse the delivery on targets set by the company offering the internship, based on expected results
GM450.04	Defend successfully the points being made on the basis of practical field work, picking which points to emphasise. Communicate effectively on the tasks performed.
GM450.05	Determine the flow of points to be put forward in a professional manner

Mapping of Course Outcomes (CO) to the AOL goals (3-2-1):

AOL Goal/ CO	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Individual In Org And Society
Summer Internship Project	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1			2	3		
CO2			2	3		
CO3			2	3		

CO4			2	3		
CO5			2	3		

Detailed Contents:

Sr. No.	**Content**	**CO(s) Mapped to the Topic**
1	Project Problem synthesis & understanding	CO1-CO5
2	Pre-preparation & Academia Mentor interaction	CO1-CO5
3	Industry Mentor Interaction & Introduction	CO1-CO5
4	On-field application	CO1-CO5
5	Report writing & submission	CO1-CO5

Reference Texts/Books/Websites/etc:

1. Refer to all core subject text books as prescribed in the 1st Year

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	40 % (continuous interaction with faculty members)
End Term Evaluation	60 % (post report submission, viva voce)

MARKETING SPECIALIZATION – MAJOR SUBJECTS

MKT 401 : PRODUCT AND BRAND MANAGEMENT

Title of the Subject	Product & Brand Management
Subject Code	MKT 401
No. of Credits	1.5
No. of Hours	16
No. of Sessions	8
Marks	50
Pre-requisite Subject(s), if any	Marketing Management - Basics
Trimester/Semester	IV

Description of the Subject:

This course will help the students to identify critical information needed to develop a product and brand strategy that generates both quick-wins and long-term value. Students will be able to be in position to create an activity plan to bring brand strategy to life - both externally towards consumers and internally to employees. They will be able to define the right metrics for determining success in the implementation of product and brand strategy.

Course Learning Objectives (CLO):

1	Examines the tools and techniques available for strategic marketing of products and brand planning
2	Develop an understanding on product policy, selection and product market strategies
3	Develop an understanding of NPD, brand equity & brand building
4	Enable the students to understand business environment, at local national & global level, before formulating strategies.
5	To demonstrate the importance of brand equity and their valuation

Course Outcomes (CO):

CO Code	Course Outcome Statement
MKT401.01	Develop a thorough understanding of product management framework
MKT401.02	Develop a thorough understanding of brand management framework
MKT401.03	Analyse and respond to the local and global market place challenges for products and brands
MKT401.04	Formulate product strategies in the complex global environment.
MKT401.05	Discuss, strategize & leverage on the brand positioning, equity and image for a brand

Mapping of Course Outcomes (CO) to the AOL goals

AOL Goal/ CO	Leadership	Innovation	Critical Analytical Thinking	Communication Skills	Global Perspective	Role of Self in the Organization & in Society
Product & Brand Management	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1		2	3	3	2	
CO2					2	
CO3		2		3		
CO4		2	3		2	
CO5		2	3	3	2	

Course Contents:

No.	Topic and Subtopics to be Covered	CO(s) Mapped to the Topic
1	Introduction to product management: Role of product management in contemporary marketing environment	CO1
2	Product policy issues Product marketing planning process/Annual product plan Product analysis: category/competitor/customer/ demand	CO1
3	Developing a product strategy New product development strategy, innovation, opportunity identification	CO2
4	Idea Generation, Idea Management, Design Process Testing and Improving New Products	CO2
5	Marketing Mix Modelling and Factors Influencing consumer decision making	CO2, CO3
6	Market Selection & direction a) Role of Product Portfolio planning	CO3, CO5
7	Managing existing products over PLC	CO3, CO4
8	Understanding brands and the brand building process	CO3, CO4
9	Brand Equity – basics, Brand Positioning, Brand Identity	CO3, CO5
10	Brand Articulation: Articulating brand identity through Brand Design- Logos, Name, Packaging, Mascot	CO3, CO5

11	Brand Execution: Executing brand identity through IMC	CO3, CO5
12	Brand Extensions: Extending brand identity through line and category extensions	CO3, CO5
13	Managing Global Brands	CO3, CO5

Reference Texts/Books/Websites/etc:

The APA format can be used to list out the texts/books/readings/etc

1. Ramanuj Majumdar, (2017) *Product Management in India*. New Delhi: Prentice Hall

2. Baker, M & Hart, S, *Product Strategy and Management*, Prentice Hall

3. Morse, S, *Successful Product Management*, Kogan Page

4. Hisrich, R, and Peters, M, *Marketing Decisions for New and Mature Products*, 2nd Ed, Prentice Hall,

5. Lehman,DR and Winer, *Product Management*, New Delhi: Tata Mcgraw Hill.

6. Keller, K,(2013) *Strategic Brand Management*, 4th EditionPrentice Hall, New Jersey

Recommended reading/ cases

Maggi Crisis- Nestle – HBS

Lifebuoy – Unilever - HBS

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	40
End Term Evaluation	60

MKT 402 : INTERNATIONAL MARKETING

Title of the Subject	**International Marketing**
Subject Code	MKT 402
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	Marketing Management -Basics, Marketing Applications Strategy
Trimester	IV

Description of the Subject:

The subject International Marketing will sensitize students about the contemporary marketing practices in today's global environment. The students will learn the pros and cons of international marketing, the changing environment of international trade, the culture, political, legal, and business frameworks of global markets, the global marketing opportunities and finally, the ways to develop global marketing strategies. Students will also learn to develop a framework of decision-making based on recent developments in the field of International Marketing through the group project and case studies.

Course Learning Objectives (CLO):

1	This course provides students with systematic ways to formulate effective global marketing strategies and to make crucial trade-offs between standardizing and localizing marketing programs.
2	Topics include how to select country markets; how to enter markets; how to develop branding, product, services, pricing, distribution and communications strategies that are global in scope; and how to create a global marketing organization.
3	Students are given opportunities to apply the course concepts in a variety of case and in a term project on a topic they select.
4	The course is especially important for students planning careers in international marketing be it product, service brand management or in consultancy.
5	Enable the students to understand the business perspectives while designing a business plan

Course Outcomes (CO):

Course Outcome Number	**Course Outcome**
MKT402.01	Apply the international marketing concepts and business environment to enhance exports
MKT402.02	Analyze the similarities & differences between Domestic & International marketing using PESTLE
MKT402.03	Evaluate Cross Border, Cross Cultural differences for effective marketing strategies based on the same.
MKT402.04	Recommend decisions on pricing, operations, advertising & promotion suiting market nuances
MKT402.05	Design an export company along with an international business plan to gain hands-on experience

Mapping of Course Outcomes (CO) to the AOL goals

AOL Goal/ CO	**Leader ship**	**Innova tion**	**Critical Analytical Thinking**	**Communi cation Skills**	**Global Perspectiv e**	**Role of Self in the Organization & in Society**
International Marketing	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1			3	3	3	
CO2				3		
CO3		3	3	3		
CO4		3	3	3		
CO5		3	3	3		

Course Contents:

No.	**Topic and Subtopics to be Covered**	**CO(s) Mapped to the Topic**

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	CO1
2	Pre-shipment and post-shipment finance from banks - policies of ECGC.	CO1 & CO2
3	Decision and need to enter into International marketing organization problems – International marketing environment – Institutions in world economy, GATT / UNCTAD – Trade Groups in different countries.	CO2 & CO3
4	Legal environment of international marketing – WTO - Political environment – cultural environment - economic environment – India's trade relations with other countries – government assistance for export.	CO1 & CO3
5	International marketing intelligence and task – 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	CO2, CO3 & CO4
6	Market research and export promotion – international marketing operations and communications – export pricing and costing – case studies.	CO2 & CO3
7	Export procedures and documentation	CO5
8	Registration with various agencies	CO5
9	Compulsory quality control and pre-shipment with inspection	CO1 & CO3
10	Processing export orders	CO1 & CO3
11	Export production and packing	CO1 & CO3
12	Procedure for claim of central excise duty on export goods – customs and shipment procedure	CO1 & CO3
13	Duty drawback	CO1
14	Procedures to claim REP license and cash assistance DEPB – export houses etc.	CO1 & CO3
15	Project Viva	CO1, CO2, CO3, CO4, CO5

Reference Texts/Books/Websites/etc:
The APA format can be used to list out the texts/books/readings/etc
Textbooks:

1. Cateora, P. R., Money, R. B., Gilly, M. C., & Graham, J. L. (2020). *International marketing*. New York: McGraw Hill Education.
2. Keegan, W. J., & Green, M. C. (2020). *Global marketing*. Hoboken: Pearson Education.
3. Onkvisit, S., & Shaw, J. J. (2012). *International marketing: analysis and strategy*. London: Routledge.

4. Varshney, R. L., & Bhattacharyya, B. (2009). *International marketing management: an Indian perspective*. New Delhi: Sultan Chand & Sons.

Recommended Reading:

1. Amazon in Emerging Markets-Harvard Case
2. Netflix International Expansion-Harvard Case
3. Samsung Electronics Co.: Global Marketing Operations

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	40
End Term Evaluation	60

MKT 403 : INTEGRATED MARKETING COMMUNICATIONS

Title of the Subject	Integrated Marketing Communications
Subject Code	MKT 403
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	Marketing Management Basics
Trimester/Semester	IV

Description of the Subject:

Integrated Marketing Communications is a strategic integration of marketing tools such as advertising, online marketing, public relation, direct marketing, and sales promotion to provide unique, consistent and maximum communication impact. Thus, it is imperative for an organisation to amalgamate these promotion tools to create a seamless experience for the customers. Further, IMC plays a pivotal role in building brand awareness, brand attitude, brand identity and brand equity.

Course Learning Objectives (CLO):

1	To describe meaning and tools of the IMC mix and the IMC planning process and examine its role in branding.
2	To understand various facets of advertising, sales promotion, PR, direct marketing and online marketing.
3	To create an integrated media strategy and creative message strategy to persuade the target consumer with unique brand positioning and deliver the brand promise.
4	To construct a marketing communication mix to achieve desired communication and behavioral objectives of the IMC campaign.
5	To make the students understand the new age channels of communication & how effectively can it be used to achieve organizational objectives.

Course Outcomes (CO):

Course Outcome Number	**Course Outcome**
MKT403.01	Evaluate tools of the IMC mix, IMC planning process and the role of IMC for effective communication
MKT403.02	Apply the communication process and advertising models for consistency in communication campaign
MKT403.03	As strategy, design a creative message for a given brand
MKT403.04	Formulate a media strategy based on a detailed media plan
MKT403.05	Formulate IMC campaign with traditional and new-age channels of communication appropriate to brand objectives

Mapping of Course Outcomes (CO) to the AOL goals

AOL Goal/ CO	**Leadership**	**Innovation**	**Critical Analytical Thinking**	**Communication Skills**	**Global Perspective**	**Role of Self in the Organization & in Society**
Integrated Marketing Communications	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1			**3**	**3**		
CO2		**3**	**3**	**3**		
CO3		**3**	**3**	**3**		
CO4		**3**	**3**	**3**		

CO5		**3**	**3**	**3**		

Course Contents:

No.	**Topic and Subtopics to be Covered**	**CO(s) Mapped to the Topic**
1	Introduction to Integrated Marketing Communications: Evolution of IMC, Need for IMC, Overview of IMC components – Advertising, PR, Consumer and Trade Promotions, DM, Personal Selling and E-commerce. IMC strategic planning process	CO1, CO2
2	Understanding STDP and consumer behaviour in context of IMC	CO1
3	Advertising – types ad agencies, organizational structure of advertising agency and its function, role of creative brief, and evaluation of agency functioning	CO2
4	Setting objectives with specific reference to 7 Box Strategy, Brand objectives including brand positioning, brand attitude, brand awareness and brand image and understating market structure	CO2, CO3
5	Advertising: Creative message strategy - appeals, message strategies and execution styles	CO3, CO4
6	Advertising – preparing and executing an advertising strategy through process of copy and art direction, production	CO3, CO4
7	Media planning and strategies- understanding role of different media options such as television, print, outdoor, internet, radio and social media Developing media plans	CO3, CO4
8	Sales Promotions – Scope and role of sales promotion, consumer-oriented sales promotions and trade sales promotion - Strategies and tactics for effectiveness	CO2, CO3
9	Personal selling – Conventional selling practices and new trends – call centres, multi-level marketing, viral marketing	CO4
10	PR and media management – functions and tools of PR, role of PR in Crisis. Profiling target audiences and crafting media exposure strategies. Building media relationships and corporate advertising	CO4
11	Direct marketing – the evolution from mail order selling to database marketing. The emerging trend towards CRM	CO4, CO5
12	Internet and Mobile Advertising	CO4, CO5
13	Evaluating IMC Programs- using appropriate metrics,	CO4, CO5

	determining effectiveness levels, setting benchmarks.	
14	Course Revision	CO1, CO2, CO3
15	Course Revision	CO4, CO5

Reference Texts/Books/Websites/etc:
Textbooks:

1. Belch, G., E., & Belch, M., A. (2004). Advertising and Promotion: An Integrated Marketing Communications Perspective. 11th edition. Boston: McGraw-Hill.
2. Batra, R., Myers, J. G., & Aaker, D. A. (1996). Advertising Management. Upper Saddle River, N. J: Prentice Hall.
3. Klein, N. (2000). No Logo: Taking aim at the brand bullies. Toronto: Knopf Canada.
4. Aaker, D. A. (1996). Building strong brands. New York: Free Press
5. Shah., K. (2008). Advertising and Promotions: An IMC Perspective. New Delhi. Tata McGraw Hill.

Recommended Reading:
The ‘Incredible India; Campaign: Marketing India to the World – icmrindia.org

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	40%
End Term Evaluation	60%

FINANCE SPECIALIZATION – MAJOR SUBJECTS

FIN 401: ADVANCED FINANCIAL MANAGEMENT

Title of the subject	Advanced Financial Management
Subject Code	FIN401
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	1st year Finance courses
Trimester/Semester	IV

Description of the Subject:

Advanced Financial Management is an application oriented subject where relevant finance concepts will be applied to exercise professional judgement keeping in mind the goal of financial management to maximise the value of the shareholders.

Course Learning Objectives (CLO):

1	To understand how investment and financing decisions play an important role in maximizing shareholders wealth which is considered as the main objective of financial management.
2	To provide in depth understanding about corporate finance concepts and practices.
3	To develop an understanding of overall financial environment in which a corporate body has to operate.

Course Outcomes (COs):

CO	Course Outcome Statement
FIN401.01	Develop an optimal capital structure for a company.
FIN401.02	Apply the adjusted present value approach to valuation.

FIN401.03	Analyse issues and risks involved in project and infrastructure finance and suggest ways of mitigating them.
FIN401.04	Examine how investment banks operate and how capital is raised.
FIN401.05	Examine the factors which influence credit rating and the rating process, and the mechanics of securitization.
FIN401.06	Analyse risks faced by companies operating in the global environment and suggest ways of mitigating them.

Mapping of Course Outcomes (CO) to the AOL goals (3-2-1 , where 3 is the highest and 1 is the lowest.)

ALO Goals/CO	Leadership	Innovation	Critical, Analytical & Integrative Thinking	Commu nication skills	Global Perspective	Realization of Role of Self in Society and Organization
Advanced Financial Management	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	-	-	3	2	-	-
CO2	-	-	3	2	-	-
CO3	2	-	3	2	2	-
CO4	-	-	3	2	-	-
CO5	-	-	3	2	-	-
CO6	2	-	3	2	2	-

Detailed Contents:

Sr No	**Content**	**CO's mapped to the topic**
1	Financial Analysis and Forecasting: - how to forecast financial statements using key business drivers	CO3
2	Capital Structure: - The basic concept. Leverage and firm value, Capital structure theory – Modigliani-Miller Theory, Pecking order theory, Signaling theory, Costs of financial distress, Optimal capital	CO1

	structure.	
3	Valuation using Free Cash Flow and Adjusted Present Value (APV). How APV differs from the traditional DCF method	CO2
4	Project Financing, Feasibility Analysis with sensitivities, evaluate a project, identification and mitigation of risk.	CO3
5	Infrastructure Financing: Basic Issues in Infrastructure Projects, Financing Options and challenges, Types of risks, Tariff Fixation.	CO3
6	Credit Rating Agencies and Methodology of Rating. Securitisation.	CO5
7	Investment Banking: Role and Functions of Investment Banks, Raising funds- IPO,FPO, Private Placement, External funding options	CO4
8	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, Risk Management –Practical issues with reference to industries and companies.	CO6
9	Contemporary topics in the financial sector	CO1, 2, 3,4,5,6

Reference Texts/Books/Websites/etc:

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), Wiley.
4	Chandra, P., 2011. *Financial management*. Tata McGraw-Hill Education.
5	Chandra, P., 2017. Projects: Planning, Analysis, Financing Implementation and Review, 8th edition. CFM-MHE Professional Series in Finance (PC)
6	Note on ‘Financial Forecasting’, Harvard Business School.
7	Luehrman, T.A., (1993), Note on Adjusted Present Value, Harvard Business School.

8	Jobst, A.(2008) What is Securitisation? Retrieved fromhttps://www.imf.org/external/pubs/ft/fandd/2008/09/pdf/basics.pdf
9	Securitisation. Retrieved from https://www.fimarkets.com/pagesen/securitization.php.

Recommended Case(s) to be used in the Subject: -----------

Assessment Method:

Evaluation	% of Marks assigned
Continuous Evaluation	40%
End Term	60%

BFSI 201: FUNDAMENTALS OF BANKING

Title of the subject	**Fundamentals of Banking**
Subject Code	BFSI 201
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	
Trimester/Semester	Trimester IV

Description of the subject:

Banks are at the centre stage of the financial system and play a vital role in mobilizing savings, lending funds and allocating resources amongst different segments of the economy. Fundamentals of Banking is designed to give an understanding about the broad functions of the commercial banks. This course aims to equip students with various concepts of Banking. The course would also cover the broad areas of the risks in the banking system and determine capital requirement.

Course Learning Objectives (CLO):

The course is meant to expose students to:

1	the role of banks in the economy and basics of commercial banking;

2	retail and corporate banking concepts;
3	various risks in banks' operations;
4	banking regulations and the role of regulator;
5	credit appraisal; foreign exchange basics; third party products.

Course Outcomes (CO):

CO	Course Outcome Statement
	Students should be able to :
BFSI201.01	Explain functions of Commercial banks and their role in economic growth
BFSI201.02	Identify major Retail and Corporate banking products
BFSI201.03	Identify components of risks in banking using methods prescribed by Reserve Bank of India
BFSI201.04	Calculate term loan and working capital needs under current methods in force
BFSI201.05	Solve problems relating to premium/discount/swap/cross rates in foreign exchange

Mapping of Course Outcomes (CO) to the AOL goals (3-2-1 , where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	**Leadership**	**Innovation**	**Critical, Analytical & Integrative Thinking**	**Communication Skills**	**Global Perspective**	**Role of Self in the organization & in society**
Fundamentals of Banking	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1			2	1	2	
CO2			2	1		
CO3			2	1		
CO4			2	1		
CO5			2	1		

Detailed Contents:

Sr. No.	Content	**CO(s)**

		Mapped to the Topic
1	Banking System and the Economy , Role of Banks in the economic growth, Basics of Banking Operations- Sources & Uses of funds	CO1
2	Credit Various credit schemes, financing start ups and risks involved - Important terminologies, Principles of lending, Various categories of borrowers and loans	CO2, CO4
3	Credit Appraisal & Case study for Working Capital, Various methodologies practised by Banks in appraising working capital quantum.	CO4
4	Priority Sector Advances, Financial Inclusion, Microfinance - Definition, Important schemes under various sectors.	CO1, CO2
5	Credit Monitoring - Objectives, precautions, Early warning signals	CO3
6	Digital Banking, e-Commerce, Payment system, Growing importance of technology in product development, latest developments & future outlook	CO2, CO3
7	Trade Finance- UCPDC 600, Importance, Mode of Finance, Letter of Credit, Mechanism & types of Guarantees.	CO1, CO2, CO3, CO4
8	Important Banking Laws - B.R. Act, N. I. Act, SARFAESI, DRT, IBC.	CO1, CO3
9	Business Development for Banks - Role of a Relationship manager	CO1, CO2
10	Central Banking- various tools and instruments- changing role of regulators post crisis, significance of Monetary Policy	CO1
11	Risk Management- Credit Risk and Operational risk - Definition, Significances, Methodologies in force for calculating capital charge	CO3
12	Foreign Exchange - Basics, Buying/Selling rate, Spot/Premium, Cross Currency, Practical Examples.	CO2, CO3, CO5
13	Foreign Exchange - Basics, Buying/Selling rate, Spot/Premium, Cross Currency, Practical Examples.	CO2, CO3, CO5
14	Caselets - Solving various real life issues covering banking problems	CO2, CO3, CO4
15	Recent trends in the Banking sector	CO1, CO2, CO3, CO4

Reference Texts/Books/Websites/etc:

1	Pathak, B.V., 2018, *The Indian Financial System*, 5th Edition, Pearson Education India.
2	Bhattacharyya, B.B., 2014, *Basics of Banking for Freshers*, Himalaya Publishing.
3	Dash, S.K., 2019, *Tit bits of Advances to Priority*, Bank House Publication
4	Dash, S.K., 2019, *Titbits of General Advances*, Bank House Publication
5	IIBF, 2010, *Bank Financial Management*, Macmillan India Ltd
6	Muraleedharan D., 2014, *Modern Banking - Theory & Practice*, PHI Learning.
7	Popli G.S. & Jain Anuradha, 2016, *Principles & Systems of Banking*, PHI Learning.
8	IIBF, 2016, *Digital Banking*, Taxman Publication
9	Skinner Chris, 2017, *Digital bank - Strategies to launch or become a digital bank*, Mumbai Embassy Books

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	40%
End Term Evaluation	60%

FIN 402 : MERGERS & ACQUISITIONS

Title of the subject	Mergers and Acquisitions
Subject Code	FIN 402
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	First year finance courses
Trimester/Semester	IV

Description of the subject:

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 (CLO):

1	To understand the M&A as a strategic business plan of the organisation.
2	To understand the process of M&A deals implemented from the proposal to the valuation stage which includes integration, dealing with regulatory hurdles and opportunities.

Course Outcomes (CO's):

CO	Course Outcome Statement
FIN402.01	Identify issues involved in M&A and its implementation.
FIN402.02	Analyse the process of identification of target company looking at profit margins, geographic location, or customer base.
FIN402.03	Determine components of the valuation process.
FIN402.04	Construct valuation model by using (1) DCF analysis, (2) comparable company analysis, and (3) precedent transactions.
FIN402.05	Determine legal framework and tax issues.

Mapping of Outcomes (CO) to the AOL goals (3-2-1, where 3 is the highest and 1 is the lowest)

AOL Goals/CO	Leadership	Innovation	Critical, Analytical & Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society
Mergers and Acquisitions	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**

CO1	-	2	3	2	-	-
CO2	-	-	3	2	-	-
CO3	-	-	3	2	-	-
CO4	-	-	3	2	2	-
CO5	-	-	-	-	2	-

Detailed Contents:

Sr No	**Content**	**CO(s) Mapped to the Topic**
1	Introduction to Mergers & Acquisitions**:** Different types including slump sale, demerger, spin offs, LBOs, MBOs and buy ins, regulatory considerations, takeover code, M&A process.	CO 1
2	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.	CO2,3
4	Tax and Accounting aspects of merger, Goodwill impairment, Reverse merger, Sec 72A of Income Tax Act.	CO6
5	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.	CO6
6	Other applicable sections of laws: Competition Act, Indian Bankruptcy code.	CO6
5	M & A valuation**:** Inputs to valuation model, Inputs from due diligence and 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.	CO4
6	Overview of Valuation**:** Approaches to valuation, valuation process, use of valuation, information needed for valuation.	CO4
7	Valuation Tools: An overview The Time Value of Money, Risk Measurement, Accounting data, Statistics, Looking for Relationships in the Data Purposes For Valuation.	CO4,5
8	Financial Statements, leverage and working capital from valuation perspective.	CO5
9	Calculation of valuation inputs: Risk measurement, looking for relationships in data, cost of capital, FCFF and FCFE, growth rates	CO5

10	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.	CO5
11	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.	CO5
12	Alternative business restructuring strategies**:** Joint ventures, strategic alliances.	CO3,6

Reference Texts/Books/Websites/etc:(Recommended APA style of referencing)

1	Krishna G Palepu, Paul M Healy 2015. Business Analysis and Valuation-Using Financial Statements, Text and Cases. Cengage Publications; 5th edition
2	Sudarsanam, S., 2003. Creating value from mergers and acquisitions: The challenges: An integrated and international perspective. Pearson Education..
3	Goedhart, M., Koller, T. and Wessels, D., 2015. Valuation: Measuring and managing the value of companies. JohnWiley& Sons. (6th edition)
4	Lewis, P.S., Goodman, S.H. and Fandt, P.M., 2000. Management challenges in the 21st century. South-Western Pub. Cengage Learning; 3rd edition
5	Pereiro, L.E., 2002. Valuation of companies in emerging markets: A practical approach (Vol. 156). John Wiley & Sons.
6	Ross, S.A., Westerfield, R., Jaffe, J.F. and Jordan, B.D., 2014. Corporate finance (pp. 353-54). McGraw-Hill/Irwin.
7	Brealey, R.A., Myers, S.C., Allen, F. and Mohanty, P., 2017. Principles of corporate finance. Tata McGraw-Hill Education. (11th edition)
8	Damodaran, A., 2009. Damodaran on valuation: security analysis for investment and corporate finance (Vol. 324). John Wiley & Sons. 2nd edition
9	Chandra, P., 2011. Corporate Valuation and Value Creation. Tata McGraw-Hill Education.

Recommended Case(s) to be used in the Subject: ------------------

Assessment Method:

Evaluation	**% of Marks assigned**
Continuous evaluation	40%
End Term	60%

HR SPECIALIZATION – MAJOR SUBJECTS

HR 401 : EMPLOYEE RELATIONS , INDUSTRIAL RELATIONS & LABOUR LAWS

Title of the subject	**Employee Relations, Industrial Relations & Labour Laws**
Subject Code	**HR 401**
No. of Credits	**3**
No. of Hours	**30**
No. of Sessions	**15**
Marks	**100**
Pre-requisite Subject(s), if any	**Nil**
Trimester	**IV**

Description of the subject

This course encompasses the origin, influences and unfolding of Industrial Relations and Employee Relations in India, over the last century or so. It provides an overview of the development of various Labour Legislation, with a deeper coverage of the most important ones. The course provides exposure to how the labour laws took its inspiration from the freedom movement, Constitution of India and links the same to the development of collective bargaining. It provides the context and role of Unions (and other forms of collectives) as an essential facet of building bipartite relationship and, wherever necessary, a tripartite engagement as well. The course endeavours to build sensitivity, respect and awareness of the need to be compliant to the different Labour legislation of India, and be known as a responsible citizen and employer. In organisations /business models that are not covered by the above labour legislation, students would be given perspective on how such contexts are managed, to determine wages/salary/bonus and other terms of employment. By way of exposure to best practices in respected organisations, engaging with Union leaders/ HR/IR leaders, the course intends to build an important building block for students who intend choosing HR as their specialisation, while ensuring a strong appreciation of the ER/IR dimension for students who choose different specialisations and/or Sectors.

Course Learning Objectives (CLO):

1	To understand the origin, development and application of Labour Legislation in India Deepen the knowledge of students to a variety of IR situations, involving disciplinary management.
2	To be exposed to the relationship of implementation of Labour Legislation with outcomes of peaceful and productive Industrial Relations climate.
3	To be sensitive to the guiding principles of Labour Legislation & Industrial Relations , even in organisations/business models that may have different contexts

Course Outcomes (CO):

Course Outcome Number	Course Outcome
HR401.01	Understand Labour Laws at the workplace
HR401.02	Analyze the linkage between labour legislation compliance, collective bargaining and IR
HR401.03	Develop healthy IR in the organization
HR401.04	Explain procedures and tools with respect to Industrial Relations in organizations
HR401.05	Evaluate challenges in industrial relations with social and ethical issues at the workplace

Mapping of Course Outcomes (CO) to the AOL goals (3-2-1, where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	Leadership	Innovation	Critical and Analytical Thinking	Communication	Global Perspective	Role of individual org and society
Employee Relations, Industrial Relations & Labour Laws	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	1	2	2	1	1	
CO2	2	2	2	2	2	2
CO3	3	2	3	2	2	2
CO4	1	1	3	3	1	
CO5	3	2	2	3	2	2

Detailed contents :

Sr. No.	Content	CO(s) Mapped to the Topic
1	**Industrial Relations:** • What is Industrial Relations? • Various approaches- System model, Dunlop Model, Pluralist model, structural contradictions perspectives	CO1
2	**Various Participants:** • Trade Unions- What are trade unions? • Tread Unions in India-Emergence, history, growth,	CO1, CO3

	• Trade union as an organization, Structure, size, affiliation, membership, finance, leadership	
3	**Trade Unions:** • Trade Union recognition & registration, trade union politics, linkages, Implications, Trade Union Democracy, • Unions in service industries, • Trade unions in the unorganized sector	CO1, CO3
4	**Trade Unions:** • Rise & status of trade Unions in other countries, Industrial jurisprudence, Indian constitution, • The Indian IR framework, • The role of the state in Indian IR, Regulative & participative bodies.	CO1, CO3
5	**Collective bargaining:** • conciliation • adjudication • Concepts, live case studies and trends in settlements.	CO2
6	**Employers/Management:** • Employers' Associations, Objectives, Structure, Activities etc., major approaches in managing employees. • Standing orders, Grievance handling, strikes, • Approaches in service industries	CO3, CO5
7	**Contemporary Issues in Industrial Relations:** • Industrial Relations in the emerging scenario, • The future trends	CO3
8	**Industrial Relations Audit:** • how, why, design, conducting an audits, • Analysis and presentations.	CO4
9	**Fundamental of Labour Laws:** • The Constitution of India & Labour Laws • Constitution of India vis-à-vis Labour Legislations-Art.12. Definition, Art 13. • Laws inconsistent with or in derogation of the fundamental rights, • Art.14- Equality before law, Art.15- Prohibition of discrimination on grounds of religion, race, caste, sex or place of birth, • Art 16- Equality of opportunity in matters of public employment, Reservation Policy & Art. 16, • Effect of Constitutional Amendment in 1995 & 2001, Effect of Constitutional Amendment in 2000	CO1
10	**Right to Constitutional Remedies** : • Constitution of India vis-à-vis Labour Legislations	CO1, CO5

	• Art 19. Protection of certain rights regarding freedom of speech etc, Test of Reasonable Restriction, Art. 19 & Demonstration, • Art 19 &Right to Form Unions, Art. 19 & Closure, Art. 21 –Protection of life and personal liberty, • Art. 21A- Education for children, Art 23- Prohibition of traffic in human beings and forced labour, Prohibition of employment of children in factories, etc	
11	**Constitution of India vis-à-vis Labour Legislations**: • Habeas Corpus, Mandamus, Prohibition, Certiorari, Quo warranto, Directive Principles of state policy, • Harmonious Constitution of part III & IV, Part IV Superior to part III, Judicial System, • Other related issues	CO2
12	**The Contract Labour (Regulation & Abolition) Act, 1970 (CLRA) provisions**: • Introduction, Objectives & Applicability of the Act, • Essential ingredients of Contract Labour , • Determination of ‘’Appropriate Government’’ under the Act, Registration of Establishment and who is/would be a principal Employer, License by Contractor, Granting certificate of registration, • Circumstances in which application for registration may be rejected, • Responsibility & Liability of Principal Employer in respect to wages, etc to Contract Labour, • Prohibition of Contract Labour, Procedure for prohibition/abolition of Contract Labour System, • Important case laws on Contract Labour Act	CO1
13	**Factories Act - 1948** **Industrial Disputes Act- 1947**	CO1
14	**Employees Provident Fund & Misc: Provisions Act** Employee State Insurance Act Industrial Employment & Standing Orders Act Employee Compensation Act	CO1
15	**New Labour Laws:** • Prevention of Sexual harassment at workplace, Vishaka Judgment, Sexual Harassment Act, • Sexual harassment- Objectives of the law, meaning & prohibition, Salient features of the Sexual Harassment Act- • Scope, Process for complaint & inquiry, outcome , • Recent laws –India including new labor codes	CO1, CO4

Text Books / Reference Books

1. Dessler, G & Varkkey, B (2011), *Human Resource Management*, Pearson, Twelfth Edition.
2. Singh, B.D. (2008) *Industrial Relations: Emerging Paradigms.* Excel Books. Fifth Edition.
3. Venkata Ratnam, C. S. & Dhal, Manoranjan. (2017). Industrial Relations. (Second Edition), Oxford University Press
4. Harzing, Annewill & Pinnington, A. (2015*) International Human Resource Management*. Sage, 3rd Edition.
5. Ghosh Piyali and Nandan, Shefali (2015) Industrial Relations and Labour Laws, I/e, McGraw Hill Education
6. Saharay, H.K. (2014) *Textbook on Labour and Industrial Law*. Universal Law Publishing an imprint of LexisNexis. Sixth Edition
7. Mamoria, C.B., Mamoria, Satish. & Rao, Subba. P. (2020) Dynamics of Industrial Relations, Himalaya Publishing House; Sixteenth Revised edition
8. Jain, S. P. & Agrawal, S. (2018) Industrial and Labor Laws. Dhanpat Rai & Co. Pvt. Ltd., Edition:17
9. Sharma, R. C. (2016). Industrial Relations and Labour Legislation. Prentice-Hall of India Learning Pvt Ltd.

Websites:

a. **www.ilo.org:**
b. **www.efi.org**
c. **www.future of work**

Assessment Method

Evaluation	**% of Marks Assigned**
Continuous Evaluation	40
End Term Evaluation	60

HR 402 : COMPETENCY ASSESSMENT, MANAGEMENT & PERFORMANCE MANAGEMENT SYSTEMS

Title of the subject	**Competency Assessment, Management & Performance Management Systems**
Subject Code	**HR402**
No. of Credits	**3**
No. of Hours	**30**
No. of Sessions	**15**
Marks	**100**
Pre-requisite Subject(s), if any	**Nil**
Trimester/Semester	**IV**

Description 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. Competency Mapping segment encapsulates the processes of Competency Identification, Competency Assessment and validation. It sheds light on key competencies of an individual or an organization and shows how to incorporate those competencies through various processes, with the intended aim of organizations gaining a competitive edge through its workforce ability. Various techniques and tools deployed in designing of a Competency Model as also assorted Assessment Centre tools and 360 Degrees' Feedback to identify the highly competent workforce for an organization are also adequately covered as a part of the syllabus

Course Learning Objectives (CLO):

1	To provide understanding of the relationship between Managerial Competence and Performance Management Systems in organizations.
2	To provide an understanding of various elements, processes and systems of PMS in an organization and the related contemporary and emerging challenges in the increasingly competitive and global work environment
3	To provide a good conceptual and practice grounding of Competency based Management Systems and its relatedness to other Management and Leadership Development processes and Performance of the organization.

Course Outcomes (CO):

Course Outcome Number	Course Outcome
HR402.01	Understand the linkages of PMS with other HR processes.
HR402.02	Construct the PMS architecture, considering the strategic context in the current and emerging challenges
HR402.03	Design the competency framework in an organization.
HR402.04	Evaluate the applications and skills with respect to the Performance and Competency management
HR402.05	Enhance organizational effectiveness by improving the Performance management system in the organization

Mapping of Course Outcomes (CO) to the AOL goals (3-2-1, where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	Leader ship	Innova tion	Critical and Analytical Thinking	Communic ation	Global Perspectiv e	Role of individual org and society
Competency Assessment, Management & Performance Management Systems	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	1	1	3	2	2	
CO2	2	2	3	2	3	1
CO3	1	2	3	2	2	1
CO4	2	2	3	2	2	
CO5	3	2	3	3	2	2

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	**Introduction to PMS-** Introduction, Definition, objectives, Underlined principles, historical perspectives, Challenges. Determinants of job performance, Personality & job performance,	CO1

	PMS Model	
2	**Linkages to Business**- Corporate Planning & related concepts that support PMS- Business Objectives, Strategic & tactical, Critical Business Issues, Key success Factors, KRA & KPI , Link with Balanced Score Card	CO1
3	**Performance Appraisal**- Performance Appraisal- Formal, oral, open, periodic, Self-appraisal, Inputs & Outputs of Appraisal, Appraisal Meetings Interview	CO2
4	**Methods of Performance Appraisal**- Essay, graphic rating scale, field review, forced-choice, critical incident, work standards, ranking methods, weighted checklist	CO4
4	**Methods of Performance Appraisal**-Behavioural Based- rating Scale, Behaviourally anchored rating scale, , Result-focused approaches , Management by Objectives approach , Assessment Centre, 360 degree appraisal, Common rating errors	CO4
6	**Performance Management & Employee Development**- Supporting the employees to succeed- Coaching- coaching for Problem solving, coaching for improvement, coaching for success, periodic reviews, feedback	CO2, CO5
7	**Issues & Challenges in PMS**- Normalization issues, Bell curve, Legal & Ethical issues, PMS & its organizational implications	CO4 & CO5
8	**Competence & Competencies**- Concepts of competence, competence and competency, Iceberg model of competencies, Types of competencies---Behavioural, Technical. Competency Description, Competency evolution	CO5
9	**Nature of Competencies**- KSA Framework, Myths about competencies, Competency evolution, Competency at work	CO1
10	**Competency based management-** Competency management in organizations, competencies required by employees	CO2, CO4
11	**Competency Models**- Traditional job analysis versus competency approach, Aspects of competency mapping, various competency models, Objectives of competency mapping, Competency identification process, Lancaster model of managerial competencies	CO1
12	**Competency Framework-** Proficiency Levels, Designing competency framework- Measuring or Mapping Competencies, Dictionaries, Behaviourally Anchored Likert Scales etc.	CO2, CO3
13	**Competency Mapping Techniques-** Repertory grid, critical incident technique, Assessment centre, steps in competency mapping, tools for competency mapping, validation & implementation of competencies	CO1
14	**Competency & HR functions**- Competency based recruitment & selection, competency based PMS, competency based training, Compensation management, competency based development	CO1, CO3
15	**Competency based Assessment**- Competency based interviews, CBI, BEI, Techniques- STAR, SOAR, SHARE, CAR(L), Target Indicators, Assessment Centre, Development Centres: Crafting AC’s and DCs, Running AC’s and DC’s- Tools, Instruments etc.:	CO1, CO4

	Assessment, Assessors – issues and challenges, IDP, Participant	

Reference Texts/Books/Websites/etc.:
Performance Management

1. Kohli, A.S. & Deb, T. (2013). Performance Management. Oxford University Press.10th Impression.
2. Armstrong, M. (2017) Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance. Kogan Page; 6 edition
3. Sahu, R.K. (2009) Performance Management System. Excel Books.
4. Rao, T. V. (2004).Performance Management and Appraisal Systems. Sage Reponse.

Competency Management

1. Sanghi, S. (2007). The Handbook of Competency Mapping. Response Books. Second Edition.
2. Kamath, S. (2012). Competency Based Interview Skills. Excel Books.
3. Sawardekar, N. (2007). Assessment Centres. Response Books. Fifth Reprint.
4. Hellriegel, D; Jackson, S& Slocum, J. (2007). Management- A Competency Based Approach. First Indian Reprint
5. EBook- A comprehensive guide to creating Reliable, relevant & robust assessments

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	70
End Term Evaluation	30

HR 403: TOTAL REWARDS (COMPENSATION & BENEFITS)

Title of the subject	**Total Rewards (Compensation & Benefits)**
Subject Code	**HR403**
No. of Credits	**3**
No. of Hours	**30**
No. of Sessions	**15**
Marks	**100**
Pre-requisite Subject(s), if any	**Nil**

Trimester/Semester	IV

Description of the subject:

This course has been developed to furnish students with the knowledge of Compensation Fundamentals, Total rewards, Job evaluation to measure and reward a Job-incumbent's contribution to organization. Besides shedding light on Strategic reward management, the course also encompasses various pay structures, incentive plans, Base Pay v/s Variable Pay, pension, Insurance and laws relating to compensation. 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 (CLO):

1	To understand the economic, psychological, and strategic principles underlying executive compensation and their interaction in a socio-legal environment
2	To become familiar with the process of designing and managing a compensation system such that it meets the needs of all stakeholders.
3	To become sensitive to some of the current issues in compensation management (e.g. diversity, social equity, ethics, etc.)

Course Outcome (CO):

Course Outcome Number	Course Outcome
HR403.01	Understand the complex issues in compensation.
HR403.02	Analyze compensation issues in organizations.
HR403.03	Evaluate strategic decision w.r.t. Total Rewards
HR403.04	Develop compensation fitment in the organization
HR403.05	Design rational and contemporary compensation systems in modern organizations

Mapping of Course Outcomes (CO) to the AOL goals (3-2-1, where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	Leadership	Innovation	Critical and Analytical Thinking	Communication	Global Perspective	Role of individual org and society
Total Rewards (Com	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**

pensation & Benefits)						
CO1	1	2	3	1	2	
CO2	2	2	3	3	2	2
CO3	3	2	3	2	2	
CO4		1	3	1	2	
CO5	2	2	3	1	2	

Detailed Contents

Sr. No	**Content**	**CO(s) Mapped to the Topic**
1	**Compensation Fundamentals -** What is Compensation-History & Origin, Compensation & organization structure	CO1
2	**Total Rewards-** Building blocks & employee perspective Reward Strategies- Key ingredients.	CO1
3	**Measuring and rewarding individual contributions**: Theories of incentives	CO2
4	**Strategic Reward Management-** The role of compensation in strategic human resource management, Developing a retention policy by using the concept of Strategic Reward Management	CO3
5	**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	CO3
6	**Internal alignment-** Job analysis, documentation and job evaluation techniques. Aligning compensation to organizational culture	CO1, CO4
7	**External competitiveness:** Salary surveys, Deciding pay levels and pay mix.	CO1, CO4
8	**Reward System-** Base pay and variable pay, reward structure, Compensation budgeting, Link between performance, competences, potential, retention and rewarding, Reward systems for executives	CO5
9	**Employee benefits and specific reward-** Benchmarking, Flexible rewarding, Pay for performance and incentives management, Understanding annuities, insurance and related concepts	CO5
10	**Pay for senior Management-** Using financial & market performance indicators	CO5
11	**Stock based Compensation-** Stock, options and stock purchase plans, stock options special cases-indexed options,	CO5

	under water options etc.	
12	**Pension-** Understanding the various kinds of pension/annuities with a focus on the Indian scenario	CO1, CO5
13	**Medical Insurance-** The international experience and the Indian practice	CO1, CO5
14	**Global Mobility Compensation-** Compensation for long term assignments , Balance Sheet Theory, Going Rate Theory	CO2
15	**Challenges(Indian & Global)-** Diversity and fairness in compensation, Taxation and regulatory issues in compensation.- India, Middle East, USA, UK, Europe, Australia,	CO2

Reference Texts/Books/Websites/etc.:

1. Milkovich, G. T., Newman, J.M. & Gerhart, Barry *Compensation* (2017). McGraw-Hill Education; 12th edition
2. Milkovich, G. T., Newman, J.M.& Venkata Ratnam, C. S. *Compensation (2017) Ninth Edition* Tata McGraw-Hill Education India
3. Henderson, R.I. (2005) *Compensation Management in a Knowledge-Based World* Pearson, 10th Edition.
4. Bhattacharya, D.K. (2014) *Compensation Management (Second Edition).* Oxford University Press.
5. The World at Work (2015) *Handbook of Compensation, Benefits & Total Rewards: A Comprehensive Guide for HR Professionals* (Kindle Edition), Wiley; 1 edition.
6. Armstrong, M. (2018). Armstrong's Job Evaluation Handbook: A Guide to Achieving Fairness and Transparency in Pay and Reward. London: Kogan Page.
7. Berger, L.A. & Berger, D. R. (2015). The Compensation Handbook: A State-of-the-Art Guide to Compensation Strategy and Design (6th Ed.). New York: McGraw Hill.
8. Joseph, J.M. (2018). Strategic Compensation: A Human Resource Management Approach (9th Ed.). New Delhi: Pearson India.

Websites

- www.ilo.org
- www.paycheck.com

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	40
End Term Evaluation	60

OPERATIONS SPECIALIZATION – MAJOR SUBJECTS

OPN 401 : PRODUCTIVITY TECHNIQUES

Title of the subject	**Productivity Techniques**
Subject Code	OPN 401
No. of Credits	1.5
No. of Hours	16 Hours
No. of Sessions	8
Marks	50
Pre-requisite Subject(s), if any	
Trimester/Semester	Trimester IV

Description of the subject:

Manufacturing competitiveness of all enterprises help in the national productivity going up. Hence this course starts with defining productivity of an enterprise and ways to measure them. It explores productivity improvement at several fronts such as resource consumption level, efficiency enhancement level and process improvement levels. Resource consumption addresses environmental management system (EMS, value engineering, energy conservation, Total quality management (TQM) and total productive maintenance (TPM). The business process improvements addresses the core customer processes besides the much needed support processes. Human process improvements are tackled through quality circles (QC), small group activities (SGA) and skill enhancement through 5S, SMED, KAIZEN and the like. All these help to benchmark with the best in the globe through continuous improvement projects at enterprise level

Course Learning Objectives (CLO):

1	This subject will elaborate various techniques and concepts used to raise the productivity of a manufacturing unit through continuous improvement project basis thus bringing down manufacturing cost besides optimizing production resources
2	Efficiency enhancement is addressed through work measurement, methods improvement, ergonomics, Maynard Operations Sequence Technique (MOST), Just In time (JIT), Value stream mapping and supply chain management (SCM) and logistics.

3	The business process improvements addresses the core customer processes besides the much needed support processes. Human process improvements are tackled through quality circles (QC), small group activities (SGA) and skill enhancement through 5S, SMED, KAIZEN and the like
4	All these help to benchmark with the best in the globe through continuous improvement projects at enterprise level.

Course Outcomes (CO):

CO Code	Course Outcome Statement
OPN401.01	Understand the core features of the operations and production management function at the operational and strategic levels, specifically the relationships between people, process, technology, productivity and quality and how it contributes to the competitiveness of firms
OPN401.02	Explain the parts of the operations and production management processes and their interaction with other business functions viz. strategy, engineering, finance, marketing, HRM, project management and innovation
OPN401.03	Experiment with the theory learned by implementing the productivity principles in any industry or in any given situation
OPN401.04	Develop an integrated framework for strategic thinking and decision making with a specific focus on the wealth creation processes
OPN401.05	Assess the Operation and Production Management function, performance and capabilities in organizations by productivity techniques.

Mapping of Course Outcomes (CO) to the AOL goals

AOL Goal/ CO	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		3	3	2	2	2
CO2		3	3	3	3	3
CO3		3	3	1	1	1
CO4		3	3	3	2	3
CO5		2	3	2	1	1

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Concepts of Productivity, 1.Applications measurement. 2.Approach to Productivity at enterprise level leading to national level productivity enhancement 3.Definitions of Productivity 4.Importance of Productivity in Manufacturing and non-manufacturing industries	CO1
2	Productivity Techniques- 1. Toyota Production System, 2. Value Stream mapping 3.Lean 4.0 4.Kaizen 5.Productivity Techniques in process vs discrete manufacturing industries 6. Productivity techniques in services, retail industries	CO1, CO3
3	Problem Solving Techniques: 1.Inductive Approach 2.Deductive Approach Differential Diagnosis, Six Sigma,5Why's, Shannin Techniques, 5W, 1H, 7 QC Tools	CO1, CO2
4	Quality: 1.TQM 2.Quality Circles. 3. QC Tools, 4.SPC 5.Zero Defect Programme of MSME	CO1, CO2
5	Advance Productivity Techniques - TPM Philosophy, Quick Changeover (smed), Quality control at Source	CO1, CO2,CO4, CO5
6	Basics of Business process reengineering and Benchmarking 1. BPR, SIPOC, Process reorientation 2. Types of Benchmarking 3.Advantages of benchmarking 4. Tools for Benchmarking	CO3, CO4, CO5
7	Introduction to SCM: 1. Role of SCM in the overall value chain of manufacturing and	CO1, CO2

	non-manufacturing industries 2. Techniques to improve Quality, Cost and Delivery in Inbound logistics and Outbound Logistics	
8	a. Environmental Management systems 1.Energy conservation 2.Recycling of wastes, e-wastes 3.Government- Private partnerships for EMS b. Industry Visits: Reporting Observations	CO1, CO4, CO5

Reference Books:

1. M/S Nigel Slaek, stuart chambers, Johnson, Robert. Operations Management
2. Shrike P.S. Productivity Techniques
3. Introduction to work study – A Hand book --- ILO
4. Quality Circle in Action –Mike Robson
5. Hammer, Michael & Champy, James. Re-engineering the corporation
6. Productivity Journals Handouts
7. Nakajima, Seiichi. Total Productive Maintenance (TPM)- Introduction to TPM
8. Wiley, John and Sons. "Motion and time study, design and measurement of work "New York.
9. Mukophdhyaya, Anilkumar. Value engineering
10. Schniederjans, Mark J. Topic in JIT Management
11. Hand book on Energy Audit & EMS – TERI
12. Camp, Robert C. Business Process Benchmarking

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	40%
End Term Evaluation	60%

OPN 402 : PRODUCTION PLANNING AND CONTROL SYSTEMS

Title of the subject	**Production Planning and Control Systems**
Subject Code	OPN 402
No. of Credits	1.5
No. of Hours	16
No. of Sessions	8

Marks	50
Pre-requisite Subject(s), if any	
Trimester/Semester	Trimester IV

Description of the subject:

For efficient, effective and economical operation in a manufacturing unit of an organization, it is essential to integrate the production planning and control system. Production planning and subsequent production control follow adaption of product design and finalization of a production process. Production planning and control address a fundamental problem of low productivity, inventory management and resource utilization Production planning is required for scheduling, dispatch, inspection, quality management, inventory management, supply management and equipment management. Production control ensures that production team can achieve required production target, optimum utilization of resources, quality management and cost savings.

Course Learning Objectives (CLO):

1	To make student understand the principles and practices of PPC
2	To enable students to differentiate between planning with different time horizons
3	To enable students to choose and apply various planning tools successfully irrespective of the nature of the business

Course Outcomes (CO):

CO Code	**Course Outcome Statement**
OPN402.01	Understanding the principles and practices of Production Planning and control.
OPN402.02	Understanding of capacity planning which includes managing capacity and demand by considering operations strategies for competitive advantage.
OPN402.03	Application of planning tools like Gantt Charts, task list in all kinds of the businesses.
OPN402.04	Evaluate the scheduling and sequencing methodologies for single piece flow to batch production system with optimization techniques.
OPN402.05	Compare forecasting models by selecting simple average, demand, logistic regression statistical tools and techniques.

Mapping of Course Outcomes (CO) to the AOL goals (3-2-1 , where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	Leade rship	Innovat ion	Critical And Analytical Thinking	Communi cation Skills	Global Perspec tive	Role Of Individual In Org And Society
PRODUCTION PLANNING AND CONTROL SYSTEMS	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1		2	3	3		
CO2		1	3	3		
CO3		2	3	3		
CO4		2	3	3		
CO5		2	3	3		

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Role of production Planning Objectives and control in different manufacturing systems – meaning of PPC – Various functions and responsibilities	CO1
2	Aggregate Planning – Types of production plans, Long-short term plans phases of aggregate planning – Preparing of Demand forecast – Determination of Optimal production Strategy – Heuristic methods	CO1, CO2
3	Capacity Planning – Determination of capacity requirements, - Capacity for a single and multistage systems, - Evaluation of alternative plant sizes, - Determination of equipment requirements for successive production stage. - Decision based on capacity utilization	CO2, CO3, CO4
4	Plant Layout Determination – Objectives, -- Factors affecting layout optimization,	CO2, CO3

5	Production System - Design of continuous flow system - Intermittent Production systems	CO2, CO3
6	Job shop scheduling Flow production Job Production Flexible Manufacturing System	CO3, CO4
7	Forecasting and Forecasting techniques -- Forecasting errors	CO5
8	Role of computer in PPCS – overview of ERP Evaluation of PPC function	CO2, CO3, CO4

Reference Texts/Books/Websites/etc:(Recommended APA style of referencing)

1. Production Planning & Inventory Control - John F Magee
2. Production Planning & Control - L. C. Jhamb
3. Production & Operations Management – K.Aswathappa, K Shridhara
4. Elements of PPC - By Samuel Eilon
5. PP & Inventory Control - By Seetharama L Narasimhan, Dennis W. Mc Leavey, Peter J. Billington
6. Manufacturing Planning & Control - By Vollman , Bery , Why bark, Jacobs

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation	40%
End Term Evaluation	60%

OPN 403 : BUSINESS PROCESS RE-ENGINEERING & IMPROVEMENTS

Title of the subject	**Business Process Re-engineering & Improvements**
Subject Code	OPN 403
No. of Credits	1.5
No. of Hours	16
No. of Sessions	8
Marks	50
Pre-requisite Subject(s), if any	

Trimester/Semester	Trimester IV

Description of the subject:

Business Process Reengineering is a very dynamic subject and many organizations 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 organizations 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 organization can at any point of time take up a reengineering process.

Course Learning Objectives:

1	Redesign of a Company's processes to achieve quantum leap in performance.
2	Providing simple and well-organized frame work for BPR.

Course Learning Outcomes (CO):

CO Code	**Course Outcome Statement**
OPN403.01	Understand the Evolution of BPR, TQM & IT, BPR Methodologies (McKinsey,Accenture), Research Methodology
OPN403.02	Understand how business processes can be radically improved by reducing process cycle time and cost, and also improve the quality of the process, products and outcomes.
OPN403.03	Build 'As-is' and 'To be' process in manufacturing and service industries.
OPN403.04	Improving a business process that requires IT and organizational redesign using BPR Framework.
OPN403.05	Compare the performance measures for service and manufacturing industry business processes.

Mapping of Learning Outcomes (LO) to the AOL goals (3-2-1 , where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Individual In Org And Society
BUSINESS PROCESS REENGINEERING & IMPROVEMENTS	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	1	3	3		
CO2	1	1	3	3		
CO3	2	2	2	1		
CO4	2	3	3	2		
CO5	1	1	2	1		

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Why BPR ? 1.Introduction, Historical Perspective 2. Relevance in today's context 3.Taxonomy of various terms used in BPR	CO1
2	Methodology of BPR 1. Understanding Current Processes, as-is mapping 2. 4W-what,where,who, when process of drafting processes	CO1 CO2
3	Re-engineering the path to change 1.Process Orientation 2.Rules while writing the processes 3.Creative use of information technology	CO2
4	Business Processes - Creating a new world of work 1. Mapping the To-Be processes with process control 2.Importance of Process Improvement 3.Types of processes	CO1 CO2

5	Embarking on Re-engineering 1.Re-engineering opportunities and relevance to Enterprise Resource Planning. 2. Using technology to map the processes ..example YeD , Aria ..	CO3 CO4
6	Importance of BPR before introducing ERP systems 1.Harmonization of processes 2. Team building, Role of Process Managers and Stakeholders	CO4
7	Benchmarking Internal Benchmarking External Benchmarking Financial Benchmarking Benchmarking for competitive advantage	CO5
8	Concepts of Value Addition, Creation of AS-IS and TO-BE process flow charts 1. Removing NVA from processes 2.Reducing Lead time 3.Improving process control 4.Problem Solving	CO3

Text Books / Reference Books:

1. Hammer and Champy,(2004), ‘Reengineering the Corporation: A Manifesto for Business Revolution’Collins .
2. B.Dey, (2015), ‘ Business Process Reengineering and Change Management’,BizTantra
3. Giles Johnston,(2020), ‘Business Process Re-engineering: A Simple Process Improvement Approach to Improve Business Performance

Recommended Case(s) to be used in the Subject:

1.NA
2.NA

Assessment Method:

Evaluation	% of Marks Assigned
Project Evaluation	40%
End Term Evaluation	60%

OPN 404 : OPERATIONS IN SERVICES

Title of the subject	Operations in Services
Subject Code	OPN 404
No. of Credits	1.5
No. of Hours	16
No. of Sessions	8
Marks	50
Pre-requisite Subject(s), if any	
Trimester/Semester	TRIMESTER IV

Description of the subject:

Role of ITES in Service Industries and its impact on various areas influencing Service delivery to achieve Customer delight. Defining concept of Services as different to Manufacturing, the subject deals with Demand-Supply challenges in areas of Service Demand ,Designing and Controlling Service organizations and its activities, quality and timely output at reasonable cost to achieve customer delight.

Course Learning Objectives (CLO):

1	The primary objective of Service Operation is to enable effectiveness and efficiency in delivery and support of IT services
2	Students are provided with knowledge allowing them to make better decisions in areas such as managing the availability of services, controlling demand, optimizing capacity utilization, scheduling of operations and fixing problems
3	Strategic objectives are ultimately realized through Service Operations, therefore making it a critical capability

Course Outcome (CO)

CO Code	Course Outcome Statement
OPN404.01	Understand the importance of customer in service design
OPN404.02	Understand the role of technology and infrastructure in services operations
OPN404.03	Identify problems of operations in services

OPN404.04	Evaluate the role of human resources in service operations by case discussion.
OPN404.05	Improve operations processes in a service environment with an emphasis on continuous improvement

Mapping of Course Outcomes (CO) to the AOL goals (3-2-1 , where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Individual In Org And Society
OPERATIONS IN SERVICE	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	3	3	3		
CO2	3	3	3	3	2	
CO3	3	1	3	3	1	
CO4	2	2	2	2	2	2
CO5	3	3	3	3	1	

Detailed Contents:

Session No.	Topic and Subtopics to be Covered	CO(s) Mapped to the Topic
1	Operations : Manufacturing vs Services	CO1, CO3
2	Operations in ITES, Call Centres, Hospitals , Retails and Service Centre,Banks	CO3, CO5
3	Productivity in Services	CO2, CO5
4	Productivity Techniques : Lean, TPS …	CO2, CO5
5	Outsourcing of Services	CO1, CO2, CO4

6	Continual Improvement of Services	CO1, CO2, CO3, CO4
7	Benchmarking in Services	CO3
8	Building Quality in Services from Satisfaction to delight - servqual model	CO1, CO2, CO4

Reference Texts/Books/Websites/etc: (Recommended APA style of referencing)

1. Robert Johnston, Graham Clark, MichaelShulver (2012), 'Service Operation Management Improving Service Delivery' Pearson
2. Ted Talks
3. You Tube Videos
4. Business News incl CNN: Questexpress, ET,CNBC, Harvard and Forbes papers

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation	40%
End Term Evaluation	60%

OPN 405 : LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Title of the subject	**Logistics and Supply Chain Management**
Subject Code	OPN 405
No. of Credits	3.0
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	Basics of Supply Chain Management
Trimester/Semester	Trimester IV

Description of the subject*:*

Supply chains are generally considered as a network of nodes with each node adding value to products that swiftly flow through the logistics and IT pipelines connecting the nodes, finally emerging out as finished products for consumption. From the single owner vertical integrated network, supply chain networks have evolved into a globally dispersed multiple owner networks, each controlling the respective nodes and the links, in coordination and collaboration with other stakeholders. Further, many networks currently are global with majority of the nodes and links in emerging economies. The evolution of vertical foreign investments has increased the global trade and lead to the evolution of world class service organizations such as logistics firms, consulting organizations, etc. However, recent events have demonstrated that the efficiency contributors of SCNs can turn into risk creators. This is evident from the aftermath of the 2008 financial crisis and decline in trade threatening de-globalization and the 2011 March 11, earthquake, tsunami, nuclear crisis & plant shutdowns in Japan that threatened supplies of semiconductors to car parts to the globe. There are also lots of government interventions in the production matters in the form of protectionist regulations and preferences to local firms in government procurements. Thus we see that the supply chains are affected by factors other than those relating to their partners and their performance such as the political and economic climate in the locations of the partners, delivery infrastructure in those locations, availability of the resources and host of other factors. There is a tremendous need for supply chain redesign. This course is a first step in that direction.

Course Learning Objectives (CLO):

1	Understand the terms supply chain networks , supply chain eco-system framework , logistics and the taxonomy involving various supply chain management terms. Understand the challenges, opportunities and pitfalls in the design of global supply chains and the economic tradeoffs that have to be resolved
2	Understand the past, current and future trends in Logistics and SCM. Analysis of Global Supply Chains using the ecosystem.
3	Theoretical understanding of supply chain design, risks, challenges in creating and effective supply chain, ethical issues, logistics an important part of SCM and reverse logistics.
4	Application of the ecosystem, technology and advance technology tools
5	Theoretical and Practical understanding of strategic, tactical and operational responsibilities related to managing the Global and local supply chains.

Course Outcomes (CO):

CO Code	Course Outcome Statement
OPN405.01	Understand the fundamentals of Supply Chain Management (SCM) including its role in an organization.
OPN405.02	Apply basic fundamentals of logistics & SCM in business cases.
OPN405.03	Apply analytical methods and tools to supply chain performance measurement.
OPN405.04	Analyze the concepts of Supply chain like coordination, planning for uncertainty, supply contracts, logistics management, outsourcing and procurement management using case study methods.
OPN405.05	Compare practices in Supply chain that differentiate successful firms from other organizations

Mapping of Learning Outcomes (3 highest, 2 Medium and 1 Lowest)

AOL Goal / CO	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Individual In Org And Society
LOGISTICS AND SUPPLY CHAIN MANAGEMENT	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	1	2	2	2	2
CO2	2	2	3	2	2	1
CO3	2	2	3	2	2	1
CO4	3	2	3	2	3	1
CO5	3	2	3	2	2	1

Detailed Contents:

Session No.	Topic and Subtopics to be Covered	CO(s) Mapped to the Topic
1	Supply Chain Strategy • Introduction to Supply Chain Management • Supply Chain Structure and Strategic Choice • Supply Chain Processes and Decisions	CO1, CO2
2	Overview of Logistics and Supply Chain Management • Supply Chain Management Objectives, • Functions, Participants of Supply Chain, Role of Logistics in Supply Chain, • Comparison between Logistics and Supply Chain Management, Channel Management and Channel Integration.	CO1
3	Overview of Logistics and Supply Chain Management Customer Service: Key Element of SCM Meaning of Customer Service, Objectives, Elements, Levels of Customer Service, Rights of Customers	CO1,CO2, CO3,CO4
4	Analytical Tools for Forecasting Meaning, Objectives, Approaches to Forecasting, Forecasting Methods, Forecasting Techniques, (Numerical on Simple Moving Average, Weighted Moving Average)	CO1,CO2, CO3,CO4

5	**Transportation** Principles and Participants in Transportation, Transport Functionality, Factors Influencing Transportation Decisions, Modes of Transportation–Railways, Roadways, Airways, Waterways, Ropeways, Pipeline, Transportation, Infrastructure and Intermodal Transportation	CO1,CO2, CO3,CO4, CO5
6	**Elements of Logistics and SCM mix Part1** Warehousing Introduction, Warehouse Functionality, Benefits of Warehousing, Warehouse Design, Types of Warehouses, Warehousing Strategies, Factors Affecting Warehousing.	CO1,CO2, CO3,CO4, CO5
7	**Elements of Logistics and SCM mix Part2** Material Handling Meaning, Objectives, Principles of Materials Handling, Systems of Materials, Handling, Equipment Used for Materials Handling, Factors Affecting Materials	CO1,CO2, CO3,CO4, CO5
8	Inventory Management, Logistics Costing, Performance Measurement and Logistical Network Analysis: Logistics Costing and Supply Chain Network Analysis Meaning, Total Cost Approach, Activity Based Costing, Mission Based Costing, RORO, LASH	CO1,CO2, CO3,CO4, CO5
9	**Sustainable Supply Chain** • Concept of Triple Bottomline • Green and Collaborative Logistics Impact on Supply Chain Decisions	CO1,CO2, CO3,CO4, CO5
10	**Supply Chain Coordination Part1** • Managing Product Availability • Concept of Safety Stock • Measuring Fill Rate under Demand and Supply Uncertainty	CO1,CO2, CO3,CO4, CO5
11	**Supply Chain Coordination Part2** • Risk Pooling • Quick Response and Postponement Strategy • Bullwhip Effect and Coordinated Supply Chain • Double Marginalization • Multi-Stage Supply Chain	CO1,CO2, CO3,CO4, CO5
12	**Recent Trends in Logistics and Supply Chain Management Part1** Technology and Advance Technology Trends Role of Information Technology in Logistic and Supply Chain Management, Logistical Information System, Types of Logistical Information System,	CO1,CO2, CO3,CO4, CO5

	Information Technology Infrastructure, Role of ERP in SCM	
13	**Recent Trends in Logistics and Supply Chain Management Part2** Modern Logistics Infrastructure Golden Quadrilateral, Logistics Parks, Deep Water Ports, Dedicated Freight Corridor, Inland Container Depots/Container Freight Stations, Maritime Logistics, Double Stack Containers/Unit Trains	CO1,CO2, CO3,CO4, CO5
14	**Recent Trends in Logistics and Supply Chain Management Part3** Logistics Outsourcing Meaning, Objectives, Benefits/Advantages of Outsourcing, Third Party Logistics Provider, Fourth Party Logistics Provider, Drawbacks of Outsourcing, Selection of Logistics Service Provider, Outsourcing – Value Proposition	CO1,CO2, CO3,CO4, CO5
15	**Logistics and Global Supply Chain Management** Freight transportation- selection and its impact on inventory Warehousing- design, operations heuristics, material handling Customs, Duties, Tariffs, INCO terms, Rules of origin, Letter of credit etc. International transportation, Trading blocks, Trade zones, Bonded warehouses	CO1,CO2, CO3,CO4, CO5

Reference Texts/Books/Websites/etc:(Recommended APA style of referencing)

1. Sunil Chopra,Kalra,Meindl (2016) , 'Supply Chain Management', Pearson
2. Rahul Altekar, Supply Chain Management: Concepts and Cases, PHI Learning Pvt Ltd, Jan 1 ,2005
3. David Bowersox,Closs, Cooper(2018),'Supply Chain Logistics Management', McGraw Hill

Recommended Case(s) to be used in the Subject:

1. *Metro Cash& Carry,Tarun Khanna ,Krishna Palepu Case : 9-707-505,May 2007*
2. Unsafe for children: Mattel's toy recalls and Supply Chain Management Case :GS63

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	40%
End Term Evaluation	60%

ELECTIVES OFFERED UNDER THE MARKETING SPECIALIZATION

MKT 404 : SERVICES MARKETING AND MANAGEMENT

Title of the Subject	Services Marketing and Management
Subject Code	MKT 404
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	Marketing Management – Basics, Marketing Applications and Practices, Consumer Behaviour
Trimester/Semester	IV

Description of the Subject:

Much of the world economy is dominated by services. This course is designed for 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 (CLO):

1	The purpose of this course is to help prepare you to function as an effective executive in a services economy.
2	You will become more knowledgeable about: (1) the nature and characteristics of services; (2) the marketing implications of product intangibility; (3) the improvement of service quality; and (4) the drivers of sustainable success in service businesses.
3	You will develop an integrative view of services marketing.
4	Enable the students on the different aspects of employee appraisal.
5	Enable the students to evaluate on the key issues faced by service industry.

Course Outcomes (CO):

CO Code	Course Outcome Statement
MKT404.01	Identify the unique challenges involved in marketing and managing services towards effective CRM.
MKT404.02	Identify competitive advantage arising out of differences between

	marketing in service versus manufacturing organizations.
MKT404.03	Analyse the various components of the “services marketing mix” (three additional P’s) as well as key issues required in managing service quality.
MKT404.04	Evaluate the role of employees (and often customers) in service delivery, customer satisfaction, and service recovery with the help of GAP Analysis Model.
MKT404.05	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.

Mapping of Course Outcomes (CO) to the AOL goals

(To be mapped as 3 or 2 or 1 where 3 is the highest and 1 is the lowest level of co-relation. A cell can also be left blank)

AOL Goal/ CO	**Leadership**	**Innovation**	**Critical Analytical Thinking**	**Communication Skills**	**Global Perspective**	**Role of Self in the Organization & in Society**
Services Marketing and Management	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1			**3**	**3**		
CO2			**3**	**3**		
CO3			**3**	**3**		
CO4			**3**	**3**		
CO5		**3**	**3**	**3**		

Detailed Session Plan:

Session No.	**Topic and Subtopics to be Covered**	**CO(s) Mapped to the Topic**
1	Introduction to Services Marketing	CO1, CO2
2	Sustainable Service Models	CO3, CO4, CO5
3	Conceptual Framework: The GAP Model of Service Quality	CO3
4	Consumer Expectations of Service	CO4
5	Consumer Perceptions of Service	CO4
6	Managing Relationships and Building Loyalty	CO5

7	Service Recovery	CO4
8	The Physical Evidence of Service	CO1, CO2, CO3
9	Designing Service Processes	CO3, CO4, CO5
10	Managing Demand and Capacity	CO1, CO2
11	Employee Roles in Service Delivery	CO4
12	Customer Roles in Service Delivery	CO4
13	Pricing of Services	CO1, CO2, CO3
14	Integrated Services Marketing Communications	CO1, CO2, CO3
15	The Financial and Economic Impact of Service	CO1, CO2, CO3, CO5

Reference Texts/Books/Websites/etc:
The APA format can be used to list out the texts/books/readings/etc
Textbooks:

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

Recommended Reading:

1. Commerce Bank – HBS Case
2. Zipcar: Influencing Customer Behaviour – HBS Case
3. Comfort Class Transport: Does Customer Service Need an Overhaul? – HBS Case

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	40%
End Term Evaluation	60%

MKT 405 : B2B MARKETING

Title of the Subject	**B2B Marketing**
Subject Code	MKT 405
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	Marketing Management - Basics
Trimester/Semester	IV

Description of the Subject:

Globalization has made the markets highly competitive. The market is a buyer's market- It is significant to understand and apply the relevant knowledge of the scope, characteristics and opportunities of B2B marketing to gain competitive advantage. The subject will assist aspiring management graduates to achieve this understanding

Course Learning Objectives (CLO):

1	To understand the concept, context and importance. Students should be able to understand the differences between B2B & B2C marketing
2	To understand the processes, tools, techniques and framework. Key among these is the notion of the —demand chain, which comprises of market intelligence, product or solution development, positioning for value and go-to-market tactics: distribution channels, demand generation, sales force management, account penetration and customer relationship management.
3	Enable the students to understand the different challenges faced in B2B marketing
4	Enable the students to understand the importance of different aspects before developing strategies.
5	Discuss on the new evolving internet marketing and analyse its pros and cons

Course Outcomes (CO):

Course Outcome Number	Course Outcome
MKT405.01	Apply the B2B marketing concepts to business environment.
MKT405.02	Analyse the similarities & differences between B2B & B2C marketing with the help of competitive analysis.
MKT405.03	Analyses marketing communication challenges in Indian context & marketing strategies based on the same.
MKT405.04	Build knowledge with respect to the marketing communication challenges in general and India in particular.
MKT405.05	Use B2B customer knowledge for industry Go-to-Market strategies.

Mapping of Course Outcomes (CO) to the AOL goals

AOL Goal/ CO	Leadership	Innovation	Critical Analytical Thinking	Communication Skills	Global Perspective	Role of Self in the Organization & in Society
B2B Marketing	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1		**2**				
CO2			**3**	**3**		
CO3			**3**	**3**		
CO4		**2**	**3**	**3**		
CO5		**2**	**3**	**3**		

Course Contents:

No.	Topics	CO(s) Mapped to the Topic
1	Introduction to Industrial Marketing	CO1
2	Differences between Industrial & Consumer Marketing	CO1
3	Industrial Marketing Environment, Types of Customers	CO2
4	Customer Segmentation	CO2
5	Customer Segmentation	CO2, CO3
6	Derived demand concepts	CO2, CO3

7	Industrial Buyer Behaviour	CO2, CO3
8	Industrial Marketing Research Writing a research brief	CO2, CO3
9	Branding of Industrial, High Technology & Commodities	CO2, CO3
10	Industrial Advertising & Promotions	CO4, CO3
11	B2B Product Decisions, New Product Development	CO2, CO5
12	Industrial Pricing Decisions	CO4
13	Role of Services in Industrial Marketing	CO4
14	Industrial Distribution	CO4
15	Internet Marketing	CO4, CO5

Reference Texts/Books/Websites/etc:
The APA format can be used to list out the texts/books/readings/etc
Textbooks:

1. Reeder, Robert R., Brierty, Edward G. & Reeder, Betty H. (1991), Industrial marketing: analysis, planning, and control, 2nd edn., Prentice-Hall International
2. Michael D. Hutt , Thomas W. Speh ,Industrial Marketing Management: A Strategic View of Organizational Markets Published by Holt Sarenders
3. Krishna K. Havaldar Industrial Marketing: Text and Cases by Tata McGraw Hill

Recommended Reading:

1. Precision Steel Tubes Ltd
2. Saragam Aluminium Ltd
3. Hindustan Engineering & Automotive Products Ltd

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	40%
End Term Evaluation	60%

MKT 406 : BRAND MANAGEMENT - I

Title of the Subject	**Brand Management I**
Subject Code	MKT 406
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	Marketing Management Basics
Trimester/Semester	IV

Description of the Subject:

Brand Management is the study of the process of branding and managing the business driven by the brand. It is a specialized elective that follows The Marketing Management courses and is run simultaneously along with a full credit course in Product and Brand Management in the second year of PGDM courses. It is a must do course, especially for students looking for a career in FMCG or Consumer Marketing.

Course Learning Objectives (CLO):

1	To provide an overview of how firms develop brand management strategies to build, sustain and leverage their brands.
2	The course enables students to understand how to create, promote and manage a brand for sustained growth in dynamic markets
3	To develop understanding of brands from the customer's perspective, building brand equity and managing brands over time.
4	Enable the students to understand commodity branding, private label branding, personal branding, and B2B branding.
5	To make the student recognize the importance of design thinking and digital branding, and brand activation.

Course Outcomes (CO):

CO Code	Course Outcome statement
MKT406.01	Analyze the relevance and importance of the fundamentals and concepts of Branding viz. Consumer culture, Audiences, Market uncertainties, Positioning, Marketing Mix, Brand extensions, Influencer marketing using CBBE Model
MKT406.02	Design brand creation process and strategize creatively
MKT406.03	Identify trends in branding, especially digital marketing via social media and mobile marketing under specific

	market opportunities and threats
MKT406.04	Formulate brand strategies to meet contemporary needs
MKT406.05	Recommend strategies for branding types with design thinking

Mapping of Course Outcomes (CO) to the AOL goals

AOL Goal/ CO	**Leadership**	**Innovation**	**Critical Analytical Thinking**	**Communication Skills**	**Global Perspective**	**Role of Self in the Organization & in Society**
Brand Management I	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	**2**		**3**	**3**		
CO2		**3**	**3**	**3**		
CO3	**2**	**2**		**2**	**2**	**2**
CO4		**3**	**3**	**3**	**2**	
CO5		**3**	**3**	**3**	**2**	

Course Contents:

No.	**Topic and Subtopics to be Covered**	**CO(s) Mapped to the Topic**
1	Introduction to brand & brand management – it's role, relevance, importance, scope	CO1
2	Brand Resonance & association – what is Brand Resonance, it's importance. Brand Resonance Pyramid, how is it measured, how can it be improved Brand Association – it's meaning and concept, Building of Brand Association, Brand Association Map, Understanding Brand Elements, how to measure Brand Associations	CO1
3	Brand identity & Brand image – Importance of Brand Identity, Difference between Brand Identity & Brand Image, Key elements of Brand Design & Developing of Brand Identity Brand Image – Importance, concept of Brand Image, Brand Image Building & measuring of Brand Image	CO1
4	Building Brand Equity – Defining Brand Equity, Importance of Brand Equity, Components of Brand Equity, Various models to measure Brand equity – Y&R Brand Asset Valuator, Keller's CBBE model vs Aaker's Brand equity model, Millward Brown	CO2 & CO3

	model, Interbrand model,	
5	Strategies for growing & maintaining brands – understanding of brand strategies, Brand Value Communication, Igor Ansoff matrix,	CO2 & CO3
6	Managing brands over time – understanding Brand Management, Challenges in managing Brands Brand Relevance, Brand Revitalise – Re-branding, Re-positioning, Brand Communication Consistency – relevance & importance	CO4 & CO5
7	Managing brands over geographical boundaries – understanding brands vs geographical boundaries, Advantages & Disadvantages of Global Brands, Brand Consistency, Opportunities & Limitations of Global Marketing program, Understanding Standardisation vs Customisation,	CO4 & CO5
8	Brand transition strategy – understanding the reasons for Brand transition – acquisition, rebranding, repositioning, revitalising etc; transition - old to new Brand identity	CO1 & CO2
9	Brand positioning – understanding the concept & four components of positioning – Product Class, Consumer Segmentation, Consumer Perception, & Brand Attributes & benefits, relevance & importance STDP, Perceptual Mapping, Pitfalls of Brand Positioning	CO1 & CO2
10	Challenges in brand management in emerging markets – understanding the role of Consumer Decision Journey – a) The initial Brand Consideration set, b) Word of Mouth, c) The In-Store experience in Emerging markets; Understanding Local Markets, Local culture, changing boundaries in emerging markets,	CO3
11	Brand Audit – Importance of Brand Audit, understanding Brand Audit vs Marketing Audit, key steps in a Brand Audit,	CO1 & CO2
12	Select areas of brand manage: Commodity branding – identifying commodity, steps in branding commodity, challenges in branding commodity, role of being meaningful, different & salient B2B branding – importance of B2B branding, difference between B2B & B2C branding, challenges in B2B Branding	CO1 & CO2
13	Private label branding – understanding Private label vs National brand, it's role & importance, opportunities and challenges, Personal branding role & importance of personal branding, benefits of Personal branding, Steps in Personal Brand Building	CO3 & CO4
14	Digital branding – understanding Digital Branding, Importance of Digital Branding, Steps in Digital Brand Building, Challenges in Digital Branding Global branding – Role & Importance of Global Branding, challenges, building Global Brands, components of Global branding (Insights, Global Brand Plan, Brand Management structure, consistent Brand strategies)	CO5

15	Brand Activation – importance of Brand activation, brand awareness building, Types of Brand Activation, develop Brand Activation plan	CO3 & CO4

Reference Texts/Books/Websites/etc:

The APA format can be used to list out the texts/books/readings/etc

Textbooks:

1. Kapferer, J.-N. (2000). *Strategic brand management: new approaches to creating & evaluating brand equity*. Place of publication not identified: Diane Pub. Co.
2. Keller, K. L. (2004). *Strategic brand management: building, measuring, and managing brand equity*. Harlow: Pearson Prentice Hall.
3. Keller, K. L. (2008). *Best practice cases in branding lessons from the world's strongest brands*. Upper Saddle River, NJ: Prentice-Hall.
4. Aaker, D. A., & Joachimsthaler, E. (2011). *Brand leadership*. New York: Free Press.
5. Reading material: Harvard Business School cases, articles and background notes

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	40%
End Term Evaluation	60%

TEC 401 : IT VERTICAL

Title of the Subject	IT Vertical - I
Subject Code	TEC 401
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	None
Trimester/Semester	IV

Description of the Subject:

The IT Vertical is a cross functional course offered with a view to enable students from the PGDM programs , to prepare themselves for a management oriented roles in the IT industry

In trim IV the focus is primarily on developing an overall perspective on the IT industry , understanding the Business Analysis role, tools and practices – In addition the course enables students to learn specific aspects of the industry depending on their learning goals.

Course Objectives:

1	To provide a broad understanding about the IT industry – its breadth , scope, size, growth, key players and business dynamics , Business models and geographical differences
2	Develop basic skills of a Business Analyst
3	Acquire specific knowledge about IT business, IT applications in a given domain such as Banking, Financial Services, Manufacturing or horizontal domains such as Infrastructure, Security etc

Course Outcomes (CO):

Course Outcome Number	Course Outcome
TEC401.01	Understand the Competitive Landscape of the IT Industry
TEC401.02	Apply Tools and Frameworks to conduct a Business Analysis
TEC401.03	Imagine and Build innovative processes and technology based solutions

TEC401.04	Create formal Requirements Documents
TEC401.05	Outline domain specific concepts pertaining to their preferred role in IT

Mapping of Course Outcomes (CO) to the AOL goals
(To be mapped as 3 or 2 or 1 where 3 is the highest and 1 is the lowest level of co-relation. A cell can also be left blank)

AOL Goal/ CO	Leader ship	Innovatio n	Critical Analytica l Thinking	Communication Skills	Global Perspective	Role of Self in the Organiza tion & in Society
IT Vertical - I	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1			3	3	3	
CO2	2		3	3	3	2
CO3		3	3	3	2	3
CO4			2	3	2	2
CO5	2	2	2	3	2	3

Detailed Session Plan:

Session No.	Topic and Subtopics to be Covered	CO(s) Mapped to the Topic
1	IT Industry Perspectives Understand the big picture about the IT industry, the scope, size, segments, key players, business models and business dynamics	CO1
2	IT Industry Perspectives Understand the big picture about the IT industry, the scope, size, segments, key players, business models and business dynamics	CO2
3	Business Analysis – an Overview What is business analysis, the emerging role of a business analysts, tasks and responsibilities of a BA, Skills and competencies required of a BA	CO2
4	Business Analysis – IIBA framework and the knowledge areas	CO3
4	Business Analysis – Study of a Business Process – Overview of Multiple perspectives	CO2,CO3, CO4

5	Business Analysis – Study of a Business Process – Information and Flow Perspective	CO2,CO3, CO4
6	Business Analysis – Study of a Business process – Decision and Business Rules Perspective	CO2,CO3,CO4
7	Business Analysis – Study of Business Processes – Dynamic aspects and User perspective	CO2,CO3,CO4
8	Business Analysis –Writing User Stories and Documenting business requitements	CO4
9	Business Analysis – Industry practices	CO2,CO3,CO4
10	Business Analysis - Industry Practices in contemporary areas such as Analytics etc	CO2,CO3,CO4
11	Domain Specific Aspects - Pre-Sales, Bidding, B2B Consultative sales	CO5
12	Domain Specific Aspects - Pre-Sales, Bidding, B2B Consultative sales	CO5
13	Domain Specific Aspects – Digital Product Management	
14	Domain Specific Aspects - Digital Product Management	
15	Group Presentations	

Reference Texts/Books/Websites/etc:
The APA format can be used to list out the texts/books/readings/etc
Textbooks:

1. Business Analysis , Pradeep Hari Pendse, PHI learning (P) ltd, 2/e 2015 (core text)
2. BABok published by International Institute of Business Analysis, ver 2.0 or above.

Recommended Reading:

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	40 %
End Term Evaluation	60 %

QTA 401 : ADVANCED BUSINESS ANALYTICS – I

Title of the subject	Advanced Business Analytics - I
Subject Code	QTA 401
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	
Trimester	IV

Description of the subject:

The course deals with drawing the insights based on basic charts and graphs. It also gives an exposure about creating interactive dashboards and storytelling based on the insights drawn through exploratory data analysis. At the end of the course, it gives knowledge on preparing the business intelligence reports. The course also deals with drawing the business insights using google analytics.

Course Learning Objectives (CLO)

1	Study basic data preparation, dashboard preparation, animation and storytelling
2	methods.
3	Learn to apply forecasting techniques based on Time Series Data, to accomplish the Target / Goal identified for the Business /Purpose.
4	Develop competency in dashboard preparation, designing and management.
5	Interpret and Analyze variety of data simultaneously using dashboards.

Course Outcomes (CO)

Course Outcome Number	Course Outcome
QTA401.01	Demonstrate the process of importing data files, creating pivot tables and blending data using Tableau software.
QTA401.02	Discuss data visualizations using charts and graphs and by calculating calculated fields using Tableau.
QTA401.03	Use interactive dashboards and animations to solve business problem.
QTA401.04	Justify business decisions by analysing dashboard.
QTA401.05	Apply the concepts of Text and web analytics to take business decisions.

Mapping of Learning Outcomes (LO) to the AOL goals (3-2-1 , where 3 is the highest and 1 is the lowest.)

AOL Goal/ LO	Leadership	Innovation	Critical Analytical & Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society
Advanced Business Analytics - I	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	-	-	3	-	-	-
CO2	-	-	3	-	-	-
CO3	-	-	3	2	-	-
CO4	-	1	3	-	-	-
CO5	-	1	3	2	-	-

Detailed Contents

Sr. No.	Content	Mapped to Course Outcome
1	**Introduction to Tableau/Power BI** a. Understanding the Power BI Environment b. Importing Excel, CSV files in to Power BI c. Components of Power BI	**CO1**
2	**Visualization using Tableau/Power BI** a. Building and analysis of Box plot b. Pivot and Splitting of the data c. Creation of Trend lines d. Geospatial maps e. Scatter plots f. Dual Axis charts g. Tree map h. Trend lines, Forecasting	**CO1**
3	**Table Calculations** a. Creating multiple joins in Power BI b. Creating our own measures	**CO2**
4	**Creating Dashboards** a. Naming the dashboard b. Dashboard Layout c. Giving Labels d. Creating interactive dashboards.	**CO3**
5	**Creating a Story** Creation of Story board and adding highlighters	**CO3, CO4**
6	**Animations in Tableau/Power BI** Adding animations	**CO3, CO4**

7	**Web analytics & Web Mining** Analysis of Web analytics dashboard	**CO4, CO5**

Text Books / Reference Books (APA format)

1. Introducing Microsoft Power BI by Alberto Ferrari and Marco Russo, Microsoft Press, 2016.
2. Microsoft Power BI Quick Start Guide by Devin Knight, Brian Knight, Mitchell Pearson and Manuel Quintana, Packt Publishing, 2018.

Recommended Reading:

1. https://powerbi.microsoft.com/en-us/learning/

Assessment Method:

Evaluation	**Weightage (%)**
Continuous Evaluation	40
End Term	60

BFSI 201 : FUNDAMENTALS OF BANKING

Title of the subject	**Fundamentals of Banking**
Subject Code	BFSI 201
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	
Trimester/Semester	Trimester IV

Description of the subject:

Banks are at the centre stage of the financial system and play a vital role in mobilizing savings, lending funds and allocating resources amongst different segments of the economy. Fundamentals of Banking is designed to give an understanding about the broad functions of the commercial banks. This course aims to equip students with various concepts of Banking. The course would also cover the broad areas of the risks in the banking system and determine capital requirement.

Course Learning Objectives (CLO):

The course is meant to expose students to:

1	the role of banks in the economy and basics of commercial banking;

2	retail and corporate banking concepts;
3	various risks in banks' operations;
4	banking regulations and the role of regulator;
5	credit appraisal; foreign exchange basics; third party products.

Course Outcomes (CO):
Students should be able to :

BFSI201.01	Explain functions of Commercial banks and their role in economic growth
BFSI201.02	Identify major Retail and Corporate banking products
BFSI201.03	Identify components of risks in banking using methods prescribed by Reserve Bank of India
BFSI201.04	Calculate term loan and working capital needs under current methods in force
BFSI201.05	Solve problems relating to premium/discount/swap/cross rates in foreign exchange

Mapping of Course Outcomes (CO) to the AOL goals (3-2-1 , where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	**Leadership**	**Innovation**	**Critical, Analytical & Integrative Thinking**	**Communication Skills**	**Global Perspective**	**Role of Self in the organization & in society**
Fundamentals of Banking	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1			2	1	2	
CO2			2	1		
CO3			2	1		
CO4			2	1		
CO5			2	1		

Detailed Contents:

Sr. No.	Content	**CO(s) Mapped to the Topic**
1	Banking System and the Economy , Role of Banks in the	CO1

	economic growth, Basics of Banking Operations- Sources & Uses of funds	
2	Credit Various credit schemes, financing start ups and risks involved - Important terminologies, Principles of lending, Various categories of borrowers and loans	CO2, CO4
3	Credit Appraisal & Case study for Working Capital, Various methodologies practised by Banks in appraising working capital quantum.	CO4
4	Priority Sector Advances, Financial Inclusion, Microfinance - Definition, Important schemes under various sectors.	CO1, CO2
5	Credit Monitoring - Objectives, precautions, Early warning signals	CO3
6	Digital Banking, e-Commerce, Payment system, Growing importance of technology in product development, latest developments & future outlook	CO2, CO3
7	Trade Finance- UCPDC 600, Importance, Mode of Finance, Letter of Credit, Mechanism & types of Guarantees.	CO1, CO2, CO3, CO4
8	Important Banking Laws - B.R. Act, N. I. Act, SARFAESI, DRT, IBC.	CO1, CO3
9	Business Development for Banks - Role of a Relationship manager	CO1, CO2
10	Central Banking- various tools and instruments- changing role of regulators post crisis, significance of Monetary Policy	CO1
11	Risk Management- Credit Risk and Operational risk - Definition, Significances, Methodologies in force for calculating capital charge	CO3
12	Foreign Exchange - Basics, Buying/Selling rate, Spot/Premium, Cross Currency, Practical Examples.	CO2, CO3, CO5
13	Foreign Exchange - Basics, Buying/Selling rate, Spot/Premium, Cross Currency, Practical Examples.	CO2, CO3, CO5
14	Caselets - Solving various real life issues covering banking problems	CO2, CO3, CO4
15	Recent trends in the Banking sector	CO1, CO2, CO3, CO4

Reference Texts/Books/Websites/etc:

1	Pathak, B.V., 2018, *The Indian Financial System,* 5th Edition, Pearson Education India.
2	Bhattacharyya, B.B., 2014, *Basics of Banking for Freshers*, Himalaya Publishing.

3	Dash, S.K., 2019, *Tit bits of Advances to Priority*, Bank House Publication
4	Dash, S.K., 2019, *Titbits of General Advances*, Bank House Publication
5	IIBF, 2010, *Bank Financial Management*, Macmillan India Ltd
6	Muraleedharan D., 2014, *Modern Banking - Theory & Practice*, PHI Learning.
7	Popli G.S. & Jain Anuradha, 2016, *Principles & Systems of Banking*, PHI Learning.
8	IIBF, 2016, *Digital Banking*, Taxman Publication
9	Skinner Chris, 2017, *Digital bank - Strategies to launch or become a digital bank*, Mumbai Embassy Books

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	40%
End Term Evaluation	60%

ELECTIVES OFFERED UNDER THE FINANCE SPECIALIZATION

FIN 403 : FINANCIAL RISK MANAGEMENT

Title of the subject	Financial Risk Management
Subject Code	FIN 403
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	First year subjects of, 1. Basics of BFSI. 2. Fundamentals of Financial Management.
Trimester/Semester	IV

Description of the Subject:

This is a study of different financial risk which can be quantified and managed by corporates and financial institutions which covers 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 Outcomes (CO's):

CO	Course Outcome Statement
FIN403.01	Analyse element of risk in financial instruments and transactions.
FIN403.02	Propose appropriate hedging instruments like futures, options, swaps.
FIN403.03	Determine pricing of an option instrument using Black-Scholes, Binomial pricing models.
FIN403.04	Assume knowledge of risk management models to identify and manage financial risk.
FIN403.05	Formulate trade in derivatives in the financial organization trading in securities.

Mapping of Course Outcomes (CO) to the AOL goals (3-2-1 , where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	Leadership	Innovation	Critical, Analytical & Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society
Financial Risk Management	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	-	-	3	-	2	-
CO2	-	2	3	-	2	-
CO3	-	-	3	-	2	-
CO4	-		3	-	2	-
CO5	2	-	3	-	2	-

Detailed Contents:

Sr.No	**Content**	**CO's Mapped 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.	CO 1
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.	CO2
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,	CO2
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.	CO3
5	**Interest Rate Futures:** a) Treasury Bonds Futures, b) Eurodollar Futures, c) Duration, d) Duration based Hedging using futures.	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.	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.	CO3
8	**Basic Option Strategies:** a) Single Option and a Stock, b) Spreads, c) Combinations.	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.	CO3
10	**Risk Management :** a) Protective put, b) Covered Call	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.	CO4
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	CO4,5

	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).	
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.	CO4,5
14	**Interest Rate Options :** a) Bond Option, b) Interest Rate Caps and Floors, c) European Swaption, d) Hedging Interest Rate Derivative	CO4,5
15	**Indian Rupee Dollar OTC Options:** a) Call Spreads, b) Range Forwards, c) Sea-Gull Structure, d) Call Options.	CO4,5
16	**Exotic Derivatives**	CO4,5

Reference Texts/Books/Websites/etc:

1	Options, Future & Other Derivatives, 10e by John C Hull &ShankarshanBasu. Pearson; Tenth edition (30 May 2018)
2	Fundamentals of Futures and Options Market, 9e Pearson, 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 SS 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 - SundaramJanakiramanan - Pearson Publications 1st edition (27 January 2011)

Recommended Case(s) to be used in the Subject: -----

Assessment Method:

Evaluation	% of Marks Assigned
Internal	40%
Semester end	60%

FIN 404 : WEALTH MANAGEMENT

Title of the subject	Wealth Management
Subject Code	FIN 404
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	First year Finance subjects
Trimester/Semester	IV

Description of the Subject:

Wealth management encompasses entire gamut of financial advisory services for a person's or a family's financial as well as non-financial assets. The advisor or relationship manager provides services such as financial planning, tax planning and estate planning, along with investment advisory services.

Course Learning Objectives(CLO):

1	To introduce students to "wealth" concept, its relevance in a global context, client education, goals and concerns, asset classes and wealth management strategies.
2	To understand the fundamentals of the Mutual Fund industry, the products, the features& to understand the Insurance fundamentals of the industry, the products, the features and analysis of Insurance - Life and General.
3	To equip students with skill sets required for managing wealth of high net worth individuals and mass affluent and to familiarize them with vital aspects of wealth management – wealth accumulation, wealth preservation and wealth transfer.

Course Outcomes (CO's):

CO	Course Outcome Statement
FIN404.01	Analyse the Wealth Management Industry perspective.
FIN404.02	Analyse a global perspective while learning Wealth Management.
FIN404.03	Utilise world class reports like Knight & Frank Wealth Report 2018 for making presentations.
FIN404.04	Analyse the importance of Corporate Governance and Ethics in today's financial world. Students will be sensitized toward this important aspect via video case study.
FIN404.05	Analyse performance of an investment portfolio critically by gathering the total cost of the investments and the average historical return, and the time period for which you want to calculate your returns.

Mapping of Course Outcomes (CO) to the AOL goals (3-2-1 , where 3 is the highest and 1 is the lowest.)

CO AOL Goals	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Individual In Org And Society
Wealth Management	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	2	-	3	2	3	-
CO2	2	-	3	2	3	-
CO3	2	-	3	2	3	-
CO4	2	-	3	2	3	-
CO5	2	-	3	2	3	-

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic

1	Introduction to Wealth Management: Meaning, need, wealth management products. Functions of investment advisor, independent advisors and wire house wealth managers, custodians offering white labeled solutions to advisors, software solutions for advisors Wealth management client categories - mass affluent, high net worth, ultra high net worth, unified households.	CO1,2
2	Wealth Management an Industry Perspective, Client on boarding - profiling, financial planning, suitabilityassessment - aggressive, moderate etc., client preferences,restrictions, return expectations versus risk appetite ,Structure the cash flow forecasting and define the goals, milestones, liabilities etc.	CO1,2
3	Types of wealth management account structures - separately managed accounts, unified managed accounts, overlay portfolio management, sleeves and open architecture wealth management, portfolio manager models, pooled funds, Technology absorption in wealth management - use of social media in wealth management, mobility solutions and advantages to investment advisors.	CO1,2
4	Investment options: Investment in Real Estate: Introduction to Real Estate Funds, Real Estate Investment Trust (REIT).	CO5
5	Investment Options: Investment in Mutual Funds: Meaning, products.	CO5
6	Investment options: Investment in Art- Types, pros and cons, buying and selling	CO5
7	Investment Options: Introduction to Hedge Funds and Pension Funds: Meaning, risk, returns.	CO5
8	Investment Options :Insurance as a tool for risk management and investment: Meaning, need, products, returns etc	CO5
9	Asset allocation, active passive investment styles - advantages, correlation in security returns and risk diversification, standard deviation of each asset class and security Portfolio modeling using multiple asset classes, monitoring tolerances and rebalancing, substitution rules, Portfolio performance measurement, attribution and reporting.	CO5
10	Performance Evaluation of Investment Portfolios: Components of portfolio, evaluation of a portfolio.	CO5
11	Introduction to Financial Planning: Meaning, various aspects of financial planning.	CO5
12	Ethical aspects of Wealth Management: Ethical issues in wealth management, code of ethics for wealth managers.	CO4
13	Measuring Risk Averseness of Customer: Meaning of financial	CO5

	risk aversion, aspects of behavioural finance.	
14	Philosophy of Investment gurus (Warren Buffet, Peter Lynch, George Soros & Others)	CO3

Reference Texts/Books/Websites/etc:

1	Evensky, H. R. (1996). Wealth Management: The Financial Advisor's Guide to Investing and Managing Your Client's Assets (Vol. 1). USA: IAFP.
2	Bhatt, S. N. (2011.). Value Investing and Behavioral Finance (Vol. 1). Shroff Publishers.
3	Bhatt, S. N. (2012.). Wealth Management (Vol. 1). Excel Books.
4	Dun & Bradstreet Co. (2017). Wealth Management (Vol. 1). India, Tata Mc-Graw Hill.

Recommended Case(s) to be used in the Subject: --------------

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation	40%
End Term Evaluation	60%

FIN 405 : CAPITAL MARKETS FUNDAMENTALS

Title of the subject	Capital Markets Fundamentals
Subject Code	FIN 405
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	1ST Year Finance Courses
Trimester/Semester	IV

Description of the Subject:

Capital market fundamentals give an overview of functioning of capital market. It helps to learn about fundamental and technical analysis of a stock to arrive at its fair value.

Course Learning Objectives:

1	To understand about capital markets.
2	To equip students with the knowledge of understanding the business of the company which will enable them to analyze a company in detail to find out the intrinsic worth of a company through fundamental and technical analysis.

Course Outcomes (CO's):

CO	Course Outcome Statement
FIN405.01	Analyse capital markets.
FIN405.02	Analyse the relationship between Macroeconomic fundamentals and markets.
FIN405.03	Evaluate pricing and valuation of equity.
FIN405.04	Assess why equities are preferred for investments by doing Economic and Technical Analysis.
FIN405.05	Apply Fundamental analysis that they can use to arrive at the fair value of equity
FIN405.06	Construct Financial projections for a company.

Mapping of Course Outcomes (CO) to the AOL goals (3-2-1 , where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	Leadership	Innovation	Critical, Analytical & Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society
Capital Markets Fundamentals	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	-	-	3	2	-	-
CO2	-	-	3	2	-	-
CO3	-	-	3	2	-	-
CO4	-	-	3	2	-	-
CO5	-	-	3	2	-	-
CO6	-	-	3	2	-	-

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Introduction to Capital Markets- Definition, types, regulatory aspects etc.	CO1
2	Privatization and globalization and its relevance to the Indian Capital Markets: pre and post era, its effects on Indian Capital Markets.	CO2
3	Match between Investor needs and Investment avenues: Investor preferences, various investment avenues, matching of both.	CO2
4	Industry Analysis and Company Analysis: Importance of doing industry analysis for company analysis. Competitive advantage of a company vis-à-vis its peers in the same industry. How to analyze a company depending on the industry.	CO3
5	Economic Analysis: Macro economic factors affecting industry and company.	CO3
6	Technical Analysis: Meaning, types of charts- line chart, bar chart, point and figure chart and candlestick chart, introduction to patterns and types.	CO3
7	Fundamental Analysis: Parameters, use, financial statement	CO4

	analysis, finding intrinsic value of a stock, arriving at conclusion	
8	Company presentation: economic, technical and fundamental analysis.	CO5,6

Reference Texts/Books/Websites/etc:

1	Benjamin Graham-'Intelligent Investor' Revised Edition –Harper Business Essentials- An imprint of Harper Collins Publishers.
2	Benjamin Graham and David Dodd-(July 2017)-'Security Analysis'- 6th Edition-McGraw Hill Publication
3	Aswath Damodaran-'Valuation'- 2nd Edition-Wiley
4	Chetan Parikh- (2005)-'India's Money Monarchs'- Variety Book depot.
5	Peter Lynch – (2000)-'One Up the Wall Street'- Published by Simon Schuster

Recommended Case(s) to be used in the Subject: ---------------

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	40%
End Term Evaluation	60%

FIN 406 : ANALYSIS OF FINANCIAL STATEMENTS

Title of the subject	Analysis of Financial Statements
Subject Code	FIN 406
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	First year Finance Subjects
Trimester/Semester	IV

Description of the Subject:

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

Course Learning Objectives:

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.

Course Outcomes (CO's)

CO	Course Outcome Statement
FIN406.01	Understand the Economy-Industry-Company connect.
FIN406.02	Analyse financial statements from the perspective of different users and decision makers.
FIN406.03	Evaluate the financial performance of different companies by ratios
FIN406.04	Understand Free Cash Flows to Equity/Firm.
FIN406.05	Understand valuation techniques.
FIN406.06	Understand advanced accounting concepts.

Mapping of Course Outcomes (CO) to the AOL goals (3-2-1 , where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	Leadership	Innovation	Critical, Analytical & Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society
Analysis of Financial	PO1	PO2	PO3	PO4	PO5	PO6

State ments						
CO1	-	-	3	2	-	-
CO2	-	-	3	2	-	-
CO3	-	-	3	2	-	-
CO4	-	-	3	2	-	-
CO5	-	-	3	2	-	-
CO6	-	-	3	2	-	-

Detailed Contents:

Sr. No.	**Content**	**CO(s) Mapped 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.	CO 1
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).	CO2
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 divided policy and over retention of profits).	CO2
4	Industry Specific Ratios : Analysis of Performance of a FMGG Company, Analysis of Performance of an IT Company, Analysis of Performance of a Banks under CAMEL framework.	CO3
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	CO4

	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.	
6	Forecasting Free Cash Flow to Equity (FCFE) and Free Cash Flow to Firm (FCFF) and Security Valuation.	CO4
7	Valuation of a Company: Discounted cash flows, Terminal value, Equity value multiples.	CO5
8	Valuation in Practice: Valuation of a company in manufacturing sector, Valuation of a company in service sector, valuation of a start-up company, Valuation of e-commerce company, Valuation of a conglomerate company.	CO5
9	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	CO6

Reference Texts/Books/Websites/etc:

1	Fundamentals of Financial Management by Brigham &Housten - (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)

Recommended Case(s) to be used in the Subject: ----------------

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation	40%
End Term Evaluation	60%

TEC 401 : IT VERTICAL

Title of the Subject	IT Vertical - I
Subject Code	TEC 401
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	None
Trimester/Semester	IV

Description of the Subject:

The IT Vertical is a cross functional course offered with a view to enable students from the PGDM programs , to prepare themselves for a management oriented roles in the IT industry

In trim IV the focus is primarily on developing an overall perspective on the IT industry , understanding the Business Analysis role, tools and practices – In addition the course enables students to learn specific aspects of the industry depending on their learning goals.

Course Learning Objectives (CLO) :

1	To provide a broad understanding about the IT industry – its breadth , scope, size, growth, key players and business dynamics , Business models and geographical differences
2	Develop basic skills of a Business Analyst
3	Acquire specific knowledge about IT business, IT applications in a given domain such as Banking, Financial Services, Manufacturing or horizontal domains such as Infrastructure, Security etc

Course Outcomes (CO):

Course Outcome Number	**Course Outcome**
TEC401.01	Understand the Competitive Landscape of the IT Industry

TEC401.02	Apply Tools and Frameworks to conduct a Business Analysis
TEC401.03	Imagine and Build innovative processes and technology based solutions
TEC401.04	Create formal Requirements Documents
TEC401.05	Outline domain specific concepts pertaining to their preferred role in IT

Mapping of Course Outcomes (CO) to the AOL goals
(To be mapped as 3 or 2 or 1 where 3 is the highest and 1 is the lowest level of co-relation. A cell can also be left blank)

AOL Goal/ CO	Leadership	Innovation	Critical Analytical Thinking	Communication Skills	Global Perspective	Role of Self in the Organization & in Society
IT Vertical - I	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1			3	3	3	
CO2	2		3	3	3	2
CO3		3	3	3	2	3
CO4			2	3	2	2
CO5	2	2	2	3	2	3

Detailed Session Plan:

Session No.	Topic and Subtopics to be Covered	CO(s) Mapped to the Topic
1	IT Industry Perspectives Understand the big picture about the IT industry, the scope, size, segments, key players, business models and business dynamics	CO1
2	IT Industry Perspectives Understand the big picture about the IT industry, the scope, size, segments, key players, business models and business dynamics	CO2
3	Business Analysis – an Overview What is business analysis, the emerging role of a business analysts, tasks and responsibilities of a BA, Skills and competencies required of a BA	CO2

4	Business Analysis – IIBA framework and the knowledge areas	CO3
4	Business Analysis – Study of a Business Process – Overview of Multiple perspectives	CO2,CO3, CO4
5	Business Analysis – Study of a Business Process – Information and Flow Perspective	CO2,CO3, CO4
6	Business Analysis – Study of a Business process – Decision and Business Rules Perspective	CO2,CO3,CO4
7	Business Analysis – Study of Business Processes – Dynamic aspects and User perspective	CO2,CO3,CO4
8	Business Analysis –Writing User Stories and Documenting business requitements	CO4
9	Business Analysis – Industry practices	CO2,CO3,CO4
10	Business Analysis - Industry Practices in contemporary areas such as Analytics etc	CO2,CO3,CO4
11	Domain Specific Aspects - Pre-Sales, Bidding, B2B Consultative sales	CO5
12	Domain Specific Aspects - Pre-Sales, Bidding, B2B Consultative sales	CO5
13	Domain Specific Aspects – Digital Product Management	
14	Domain Specific Aspects - Digital Product Management	
15	Group Presentations	

Reference Texts/Books/Websites/etc:
The APA format can be used to list out the texts/books/readings/etc
Textbooks:

1. Business Analysis , Pradeep Hari Pendse, PHI learning (P) ltd, 2/e 2015 (core text)
2. BABok published by International Institute of Business Analysis, ver 2.0 or above.

Recommended Reading:

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	40 %
End Term Evaluation	60 %

QTA 401 : ADVANCED BUSINESS ANALYTICS – I

Title of the subject	**Advanced Business Analytics I**
Subject Code	QTA 401
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	
Trimester	IV

Description of the subject:

The course deals with drawing the insights based on basic charts and graphs. It also gives an exposure about creating interactive dashboards and storytelling based on the insights drawn through exploratory data analysis. At the end of the course, it gives knowledge on preparing the business intelligence reports. The course also deals with drawing the business insights using google analytics.

Course Learning Objectives (CLO) :

1	Study basic data preparation, dashboard preparation, animation and storytelling methods.
2	Learn to apply forecasting techniques based on Time Series Data, to accomplish the Target / Goal identified for the Business /Purpose.
3	Develop competency in dashboard preparation, designing and management.
4	Interpret and Analyze variety of data simultaneously using dashboards.
5	Evaluate and combine high performance and ease of use to let anybody get data-driven answers to their deeper questions using animation and storytelling.

Course Outcomes (CO)

Course Outcome Number	**Course Outcome**
QTA401.01	Demonstrate the process of importing data files, creating pivot tables and blending data using Tableau software.
QTA401.02	Discuss data visualizations using charts and graphs and by calculating calculated fields using Tableau.
QTA401.03	Use interactive dashboards and animations to solve business problem.

QTA401.04	Justify business decisions by analysing dashboard.
QTA401.05	Apply the concepts of Text and web analytics to take business decisions.

Mapping of Course Outcomes (CO) to the AOL goals (3-2-1 , where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	Leadership	Innovation	Critical Analytical & Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society
Advanced Business Analytics I	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	-	-	3	-	-	-
CO2	-	-	3	-	-	-
CO3	-	-	3	2	-	-
CO4	-	1	3	-	-	-
CO5	-	1	3	2	-	-

Detailed Contents :

Session No.	Topic and Subtopics to be Covered	CO(s) Mapped to the Topic
1	**Introduction to Tableau/Power BI** a. Understanding the Power BI Environment b. Importing Excel, CSV files in to Power BI c. Components of Power BI	**CO1**
2	**Visualization using Tableau/Power BI** a. Building and analysis of Box plot b. Pivot and Splitting of the data c. Creation of Trend lines d. Geospatial maps e. Scatter plots f. Dual Axis charts g. Tree map h. Trend lines, Forecasting	**CO1**
3	**Table Calculations** a. Creating multiple joins in Power BI	**CO2**

	b. Creating our own measures	
4	**Creating Dashboards** a. Naming the dashboard b. Dashboard Layout c. Giving Labels d. Creating interactive dashboards.	**CO3**
5	**Creating a Story** Creation of Story board and adding highlighters	**CO3, CO4**
6	**Animations in Tableau/Power BI** Adding animations	**CO3, CO4**
7	**Web analytics & Web Mining** Analysis of Web analytics dashboard	**CO4, CO5**

Reference Texts/Books/Websites/etc:
The APA format can be used to list out the texts/books/readings/etc
Textbooks:

3. Introducing Microsoft Power BI by Alberto Ferrari and Marco Russo, Microsoft Press, 2016.
4. Microsoft Power BI Quick Start Guide by Devin Knight, Brian Knight, Mitchell Pearson and Manuel Quintana, Packt Publishing, 2018.

Recommended Reading:

2. https://powerbi.microsoft.com/en-us/learning/

Assessment Method:
(Continuous Evaluation can include Quiz, Test, Case Study, Project(s), Presentation(s), Caselet(s), Class Participation, etc)

1	Internal	40%
2	End Term Exam	60%

MKT 406 : BRAND MANAGEMENT - I

Title of the Subject	**Brand Management I**
Subject Code	MKT 406
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	Marketing Management Basics
Trimester/Semester	IV

Description of the Subject:

Brand Management is the study of the process of branding and managing the business driven by the brand. It is a specialized elective that follows The Marketing Management courses and is run simultaneously along with a full credit course in Product and Brand Management in the second year of PGDM courses. It is a must do course, especially for students looking for a career in FMCG or Consumer Marketing.

Course Learning Objectives (CLO):

1	To provide an overview of how firms develop brand management strategies to build, sustain and leverage their brands.
2	The course enables students to understand how to create, promote and manage a brand for sustained growth in dynamic markets
3	To develop understanding of brands from the customer's perspective, building brand equity and managing brands over time.
4	Enable the students to understand commodity branding, private label branding, personal branding, and B2B branding.
5	To make the student recognize the importance of design thinking and digital branding, and brand activation.

Course Outcomes (CO):

CO Code	Course Outcome statement
MKT406.01	Analyze the relevance and importance of the fundamentals and concepts of Branding viz. Consumer culture, Audiences, Market uncertainties, Positioning, Marketing Mix, Brand extensions, Influencer marketing using CBBE Model
MKT406.02	Design brand creation process and strategize creatively
MKT406.03	Identify trends in branding, especially digital marketing

	via social media and mobile marketing under specific market opportunities and threats
MKT406.04	Formulate brand strategies to meet contemporary needs
MKT406.05	Recommend strategies for branding types with design thinking

Mapping of Course Outcomes (CO) to the AOL goals

AOL Goal/ CO	**Leadership**	**Innovation**	**Critical Analytical Thinking**	**Communication Skills**	**Global Perspective**	**Role of Self in the Organization & in Society**
Brand Management I	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	**2**		**3**	**3**		
CO2		**3**	**3**	**3**		
CO3	**2**	**2**		**2**	**2**	**2**
CO4		**3**	**3**	**3**	**2**	
CO5		**3**	**3**	**3**	**2**	

Course Contents:

No.	**Topic and Subtopics to be Covered**	**CO(s) Mapped to the Topic**
1	Introduction to brand & brand management – it's role, relevance, importance, scope	CO1
2	Brand Resonance & association – what is Brand Resonance, it's importance. Brand Resonance Pyramid, how is it measured, how can it be improved Brand Association – it's meaning and concept, Building of Brand Association, Brand Association Map, Understanding Brand Elements, how to measure Brand Associations	CO1
3	Brand identity & Brand image – Importance of Brand Identity, Difference between Brand Identity & Brand Image, Key elements of Brand Design & Developing of Brand Identity Brand Image – Importance, concept of Brand Image, Brand Image Building & measuring of Brand Image	CO1
4	Building Brand Equity – Defining Brand Equity, Importance of	CO2 & CO3

	Brand Equity, Components of Brand Equity, Various models to measure Brand equity – Y&R Brand Asset Valuator, Keller's CBBE model vs Aaker's Brand equity model, Millward Brown model, Interbrand model,	
5	Strategies for growing & maintaining brands – understanding of brand strategies, Brand Value Communication, Igor Ansoff matrix,	CO2 & CO3
6	Managing brands over time – understanding Brand Management, Challenges in managing Brands Brand Relevance, Brand Revitalise – Re-branding, Re-positioning, Brand Communication Consistency – relevance & importance	CO4 & CO5
7	Managing brands over geographical boundaries – understanding brands vs geographical boundaries, Advantages & Disadvantages of Global Brands, Brand Consistency, Opportunities & Limitations of Global Marketing program, Understanding Standardisation vs Customisation,	CO4 & CO5
8	Brand transition strategy – understanding the reasons for Brand transition – acquisition, rebranding, repositioning, revitalising etc; transition - old to new Brand identity,	CO1 & CO2
9	Brand positioning – understanding the concept & four components of positioning – Product Class, Consumer Segmentation, Consumer Perception, & Brand Attributes & benefits, relevance & importance STDP, Perceptual Mapping, Pitfalls of Brand Positioning	CO1 & CO2
10	Challenges in brand management in emerging markets – understanding the role of Consumer Decision Journey – a) The initial Brand Consideration set, b) Word of Mouth, c) The In-Store experience in Emerging markets; Understanding Local Markets, Local culture, changing boundaries in emerging markets,	CO3
11	Brand Audit – Importance of Brand Audit, understanding Brand Audit vs Marketing Audit, key steps in a Brand Audit,	CO1 & CO2
12	Select areas of brand manage: Commodity branding – identifying commodity, steps in branding commodity, challenges in branding commodity, role of being meaningful, different & salient B2B branding – importance of B2B branding, difference between B2B & B2C branding, challenges in B2B Branding	CO1 & CO2
13	Private label branding – understanding Private label vs National brand, it's role & importance, opportunities and challenges, Personal branding role & importance of personal branding,	CO3 & CO4

	benefits of Personal branding, Steps in Personal Brand Building	
14	Digital branding – understanding Digital Branding, Importance of Digital Branding, Steps in Digital Brand Building, Challenges in Digital Branding Global branding – Role & Importance of Global Branding, challenges, building Global Brands, components of Global branding (Insights, Global Brand Plan, Brand Management structure, consistent Brand strategies)	CO5
15	Brand Activation – importance of Brand activation, brand awareness building, Types of Brand Activation, develop Brand Activation plan	CO3 & CO4

Reference Texts/Books/Websites/etc:

The APA format can be used to list out the texts/books/readings/etc

Textbooks:

6. Kapferer, J.-N. (2000). *Strategic brand management: new approaches to creating & evaluating brand equity*. Place of publication not identified: Diane Pub. Co.
7. Keller, K. L. (2004). *Strategic brand management: building, measuring, and managing brand equity*. Harlow: Pearson Prentice Hall.
8. Keller, K. L. (2008). *Best practice cases in branding lessons from the world's strongest brands*. Upper Saddle River, NJ: Prentice-Hall.
9. Aaker, D. A., & Joachimsthaler, E. (2011). *Brand leadership*. New York: Free Press.
10. Reading material: Harvard Business School cases, articles and background notes

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	40%
End Term Evaluation	60%

ELECTIVES OFFERED UNDER THE HUMAN RESOURCES SPECIALIZATION

HR 404 : HR LAB

Title of the subject	**HR Lab**
Subject Code	**HR404**
No. of Credits	**1.5**
No. of Hours	**16**
No. of Sessions	**8**
Marks	**50**
Pre-requisite Subject(s), if any	**Nil**
Trimester/Semester	**IV**

Description of the subject:

In today's competitive landscape, an evolved approach to Human Resources is a competitive advantage. HR Lab course is designed to incorporate the evolving role of HR by providing the opportunity to students in solving current business challenges in critical areas of HR.

Course Learning Objectives (CLO):

1	To provide hands- on learning on actual business challenges.
2	To be able apply some of the HR concepts learned at the workplace

Course Outcomes (CO):

Course Outcome Number	Course Outcome
HR404.01	Develop solutions to real-world business problems
HR404.02	Use specialized HR tools to accelerate organizational performance.
HR404.03	Construct HR models to enhance organizational effectiveness
HR404.04	Solve current business challenges in critical areas of HR.
HR404.05	Integrate HR theory and application from global perspective

Mapping of Course Outcomes (CO) to the AOL goals (3-2-1, where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	Leadership	Innovation	Critical and Analytical Thinking	Communication	Global Perspective	Role of individual org and society
HR Lab	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	2	2	3	2	3	
CO2	1	2	3	2	3	
CO3	2	3	3	2	2	
CO4	2	2	3	3	2	1
CO5	2	2	3	2	3	2

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Practices on Drafting HR Policy documents	CO1, CO3
2	Manpower Planning and & forecasting	CO1, CO2
3	Creating job description/ specification for a variety of positions	CO1, CO5
4	Resume screening practices	CO1, CO4
5	Sourcing candidates by using open platforms	CO1, CO5
6	Using balance scorecard approach	CO1, CO4
7	Best fit Hiring	CO1, CO2
8	Job offer strategies	CO1, CO3

Reference Texts/Books/Websites/etc.:

- Gillen, T (2007). Performance Management & Appraisal. CIPD Toolkit. Chartered Institute of Personnel and Development. Second Edition.
- N.A. (2012) Handbook of Good Human Resource Practices in the Teaching Profession. International Labor Office, Geneva. Retrieved from http://www.ilo.org/wcmsp5/groups/public/---ed_dialogue/---sector/documents/publication/wcms_187793.pdf

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	100
End Term Evaluation	-

HR 405 : TALENT MANAGEMENT

Title of the subject	Talent Management
Subject Code	HR405
No. of Credits	1.5
No. of Hours	16
No. of Sessions	8
Marks	50
Pre-requisite Subject(s), if any	Nil
Trimester/Semester	IV

Description of the subject:

Talent Management encompasses the full scope of HR concept and process understanding right from Talent Planning, Talent Acquisition & On boarding, Talent Engagement, Career and Succession Management, Talent Development and retain high-performing employees etc. The course aims not only to impress upon learners the significance of Talent Management in offering Competitive advantage to an organization but also arm learners with the requisite knowledge and skill sets to make 'ordinary employees' into 'extra-ordinary performers'. Talent Management is that discipline of HR Management through which the organization uses strategic human resource planning to improve business value at the same time making it possible to reach its goals. Besides it anticipates needed & usable talents that its employees need in order to meet the organization's objectives and strategic goals

Course Learning Objectives (CLO):

1	To Understand the concept and philosophy of Talent Management
2	To learn the broad approaches and strategies to manage Talent in different industries.

Course Outcomes (CO):

Course Outcome Number	Course Outcome
HR405.01	Understand the Talent Management process in the organization
HR405.02	Construct contemporary strategies.
HR405.03	Create an impact in the organizations by effective Talent Management

HR405.04	Analyze emerging trends in critical areas of Talent Management.
HR405.05	Recommend best practices in Talent Management

Mapping of Course Outcomes (CO) to the AOL goals (3-2-1, where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	Leader ship	Innovatio n	Critical and Analytical Thinking	Communic ation	Global Perspectiv e	Role of individual org and society
Talent Management	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	2	2	3	2	3	
CO2	3	2	3	2	3	
CO3	3	1	2	2	3	
CO4	2	1	3	2	3	
CO5	3	3	3	2	3	1

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	**Introduction to Talent Management**: Introduction, Talent Management – Overview, Talent Management – History, the Scope of Talent Management, Need of Talent Management, Key Processes of Talent Management, Talent vs knowledge people, Source of Talent Management, Consequences of Failure in Managing Talent, Tools for Managing Talent	CO1
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, Mapping Business Strategies and Talent Management Strategies.	CO1, CO4
3	**Talent Management System**: Introduction, Talent Management System, Critical Success Factors to Create Talent Management System, Some other critical success factors of best practice Talent Management System, Factors of unique talent management approach, Key Elements of Talent Management System	CO1, CO2
4	**Life Cycle of Talent Management**: Introduction, Linkage between Talent Management Process and Workforce,	CO1

	Importance of Talent Management Process, Important Steps to Assess Talent Management Process, Stages of Talent Management, Essentials of Talent Management Process	
5	**Talent Planning**: Objectives of Talent Planning, Steps in Strategic Talent Planning, Succession Planning Program, Innovative talent planning, Current Industry Practices for Strategic Talent Planning, Career track planning, Ensuring Leadership, Risk Management Talent Development- Coaching, Mentoring, Training, Education, Learning , High Stretch roles etc., Talent Planning and Succession Planning	CO2 ,CO5
6	**Talent Management and Organisational Environment**: Introduction, Talent Management and Organisational Environment-An Overview, Shaping Talent Planning and Developing Values, Promoting Ethical Behaviour	CO3 & CO5
7	**Global Talent Management**:- Surplus, Deficits, Economic and GeoPolitics: Issues, Challenges & Responses	CO3, CO4
8	**Leadership for Talent Management**-Structures, Processes, Governance, Talent Management and Employability: Talent Management and making 'ordinary employees' into 'extraordinary performers'.	CO2, CO3

Reference Texts/Books/Websites/etc:

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; 2 edition
2. Conaty, B. & Charan, R. (2010). *The Talent Masters: Why Smart Leaders Put People Before Number*, Crown Business.
3. Sims, D. & Gay, M. (2007). *Building Tomorrow's Talent: A Practitioner's Guide to Talent Management and Succession Planning*. Authorhouse; 1st edition
4. Goldsmith, M. & Carter, and L. (2009) *Best Practices in Talent Management: How the World's Leading Corporations Manage, Develop, and Retain Top Talent.* Pfeiffer; 1 edition.
5. Wilcox, M. (2016). *Effective Talent Management: Aligning Strategy, People and Performance.* Routledge; 1 edition.
6. Cheese, P., Thomas, R. & Craig, E. (2007). *The Talent Powered Organization: Strategies for Globalization, Talent Management and High Performance*. Kogan Page; Reprint edition

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	40
End Term Evaluation	60

HR 406 : TALENT ACQUISITION

Title of the subject	**Talent Acquisition**
Subject Code	**HR406**
No. of Credits	**1.5**
No. of Hours	**16**
No. of Sessions	**8**
Marks	**50**
Pre-requisite Subject(s), if any	**Nil**
Trimester/Semester	**IV**

Description of the subject:

The workforce is changing and talent acquisition is evolving day by day. Talent Acquisition course unpacks process, design, methods and techniques of recruitment and selection. It also discusses the best practices for designing, implementing, and evaluating strategies for hiring the right people. It is designed to teach students how to assess candidates in an accurate, legal, and ethical manner. This course will benefit students who need to hit the ground running to successfully manage workforce needs and activities in myriad professional settings

Course Learning Objectives (CLO):

1	To learn the concepts and processes of talent acquisition
2	To understand the issues, challenges and way forward for across the board Talent Acquisition approaches for specific industries/ sectors/ geographies
3	To appreciate the evolving nature and emerging trends of talent acquisition

Course Outcomes (CO):

Course Outcome Number	**Course Outcome**
HR406.01	Assimilate the Talent Acquisition Process end to end.
HR406.02	Evaluate the efficiency and effectiveness of the Talent Acquisition process in an organization.
HR406.03	Apply the tools, techniques, methods and processes associated with Talent

	Acquisition
HR406.04	Compile tangible and intangible data to build a business case for effective Talent Acquisition
HR406.05	Examine the Talent acquisition process in relation to an organization’s overall profitability.

Mapping of Course Outcomes (CO) to the AOL goals (3-2-1, where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	**Leadership**	**Innovation**	**Critical and Analytical Thinking**	**Communication**	**Global Perspective**	**Role of individual org and society**
Talent Acquisition	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	1	2	2	1	1	1
CO2	3	2	3	2	2	1
CO3	2	2	2	2	2	2
CO4	2	1	3	2	1	1
CO5	3	1	3	2	3	1

Detailed Contents:

Sr. No.	**Content**	**CO(s) Mapped to the Topic**
1	**Introduction** - -Meaning, Objectives, Scope & Definition, Importance and relevance of TA. Recruitment & Selection in context of Talent Acquisition & Management	CO1 & CO5
2	**Job Analysis & Job Design- -**Concept, Specifications, Description, Process And Methods, Uses of Job Analysis, Introduction to Job design, Definition, Modern Techniques, Factors affecting Job Design, Contemporary Issues in Job Designing.	CO1 & CO4
3	**Internal Recruitment Methods**- Internal Job Portals, Internal Job Postings, Promotion, Job Rotation, Transfers, Employee Referral and others Internal Recruitment Methods	CO1 & CO5
4	**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, Advertisements and its types, Social media, Consultants, Head hunters, Employment exchanges, Professional or Trade associations, Alumni associations etc.	CO1 & CO5

5	**Designing the Process :** Recruitment Costs, Budgeting, Effectiveness, including metrics, Selection-Application forms (soft, hard copy, video resume), Screening of Resumes-criteria , graphology, integrity testing, Drug Testing, Medical Check-up, Reference checks, criminal record etc. Legal issues	CO1& CO2
6	**Techniques of Selection** - Group Discussions, Case Analysis, Presentations, Interviews, Testing- Intelligence, Testing , EQ/SQ, Ability Tests, Physical ability tests, Assessment, Benchmarks etc.,	CO1, CO3
7	**Managing TA in digital age**- Digital resume databases, Internet based recruitment, Video CVs, Applicant screening tools, social networking websites in screening, Digital interviewing & voice profiling, simulation & gamification, technology in Employee Recruitment & Selection, Niche Recruitments, Website and Job, Search Engine, Social Recruiting and Candidate Paid Recruiters Issues & challenges in Talent Acquisition	CO1 & CO2
8	Job offers, negotiation, on-boarding, appointment letters, early to Productivity etc., -State of art Processes and emerging vistas in TA, Outsourcing	CO1 & CO3

Reference Texts/Books/Websites/etc.

1. O'Meara, B. & Petzall, S. (2013) *The Handbook of Strategic Recruitment and Selection: A Systems Approach*. Emerald Group Publishing Limited.
2. Cushway, (1998) *Recruitment and Selection Handbook.* Gee Publishing Ltd
3. Headworth, A. (2011). *Smart Social Media Recruitment Strategies*. Ark Group
4. Meade, J. (2012). *The Human Resources Software Handbook: Evaluating Technology Solutions for Your Organization.* Pfeiffer; 1 edition
5. Hoevemeyer, V. (2005). *High-Impact Interview Questions: 701 Behavior-Based Questions to Find the Right Person for Every Job*. AMACOM; 1 edition
6. Nesbo, J. (2015). *Headhunters*, Vintage

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	40
End Term Evaluation	60

HR 407 : LEARNING, TRAINING & DEVELOPMENT

Title of the subject	**Learning Training & Development**
Subject Code	**HR407**
No. of Credits	**1.5**
No. of Hours	**16**
No. of Sessions	**8**
Marks	**50**
Pre-requisite Subject(s), if any	**Nil**
Trimester/Semester	**IV**

Description of the subject:

The Learning, Training & Development course is designed to blend strong conceptual understanding of organizational L&D architecture with insights on contemporary best practices and latest trends in the field of Learning & Development. It is designed to facilitate an appreciation of the role of L&D in performance improvement contexts of individuals and teams. It is also designed to enable an understanding of the linkage of the L&D strategy to the overall business strategy and business context of the organization.

Course Learning Objectives (CLO):

1	To understand the role of Learning, Training and Development in the performance improvement contexts of the Individual, Teams and the Organisation
2	To understand what constitutes a Learning Organisation and related challenges
3	To understand various strategies, tools, techniques & platforms involved in architecting and executing a Learning, Training and Development approach.

Course Outcomes (CO):

Course Outcome Number	Course Outcome
HR407.01	Examine the link between Learning, Training and Development approaches and Business Strategy.
HR407.02	Analyze the latest content, pedagogy, delivery and other components of Learning, Training and Development strategy.
HR407.03	Execute training modules in the organization

HR407.04	Construct the Learning Cycle in organization
HR407.05	Depict training and development as an important differentiator for an organization..

Mapping of Course Outcomes (CO) to the AOL goals (3-2-1, where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	Leader ship	Innovatio n	Critical and Analytical Thinking	Communic ation	Global Perspectiv e	Role of individual org and society
Learning Training & Development	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	2	3	3	3	1
CO2	3	3	3	3	2	
CO3	2	3	2	2	2	1
CO4	2	2	3	2	1	2
CO5	3	2	3	3	2	1

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	**Introduction-** The Human Resource Development approach - Concept & Rationale of Learning, Training & Development, Overview of Learning, Training and Development System.	CO2
2	**Linkages to Business Strategy**- Evolution of the role of T&D, External / environmental forces influencing workplace learning, Strategic T&D process, Models for organizing training as per business needs (Corporate University / Business-embedded, matrix, customer, faculty models)	CO1, CO4
3	**Principles and theories of Adult Learning:** Principles & theories of Adult-Learning (Reinforcement theory, Social-learning theory), Self-directed learning, , Learning styles, Application of theories & principles in design and delivery of training programs	CO2
4	**Training Need Analysis**: Sources of Training needs and methods of identification of needs	CO1
5	**Designing Training & Development Programs-** Designing	CO2 & CO3

	and implementing training, competencies of L&D professionals / trainers.	
6	**Training Methodologies:** Traditional (Presentation, Hands-on methods, Group building methods) Contemporary(Action-learning, Rural immersion programs Music & Theatre in training), Technology in learning /E-learning (LMS, MOOCs, Blended-learning, Webinars, Teleconference, Distance-Learning, Satellite programs,)	CO2 & CO3
7	**Training Impact Evaluation:** Reasons for evaluating Training & Development programs, Problems in Evaluation, Kirkpatrick, CIRO & Phillips models of Training evaluation	CO5
8	**Training Initiatives-** Training / Leadership / Management Development initiatives/ best practices of few organizations	CO5

Reference Texts/Books/Websites/etc.:

1. Noe, R & Deo Kodwani A. (2017) *Employee Training and Development*. McGraw Hill Education; 5 edition
2. Biech, E (2014) *ASTD Handbook: The Definitive Reference for Training and Development* ASTD Press; 2nd Revised Edition.
3. Craig, R (1996). The ASTD Training and Development Handbook: A Guide to Human Resource Development. McGraw-Hill; 4 edition
4. Landale Anthony (1999). *The Gower Handbook of Training and Development*. Gower Publishing Ltd; 2nd Ed edition.
5. Piskurich, G; Beckschi, P. & Hall, B. (1999). *The ASTD Handbook of Training Design and Delivery*. McGraw-Hill; 2nd edition.

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	40
End Term Evaluation	60

HR 408 : HR ANALYTICS

Title of the subject	**HR Analytics**
Subject Code	**HR408**
No. of Credits	**1.5**
No. of Hours	**16**
No. of Sessions	**8**
Marks	**50**
Pre-requisite Subject(s), if any	**Nil**
Trimester/Semester	**IV**

Description of the subject:

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 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 (CLO):

1	To Acquire knowledge and practical insights of steps in the HR analytics process cycle
2	To Learn the most effective way to visualize and present data and translate outcomes into actionable insights
3	To Know where to extract (HR) data, common data formats and how to work with data
4	To Have sufficient knowledge of statistics and data mining processes in order to direct data analysts/scientists

Course Outcomes (CO):

Course Outcome Number	Course Outcome
HR408.01	Analyze appropriate internal and external human resource metrics, benchmarks, and indicators
HR408.02	Operate relational databases regarding the appropriate HRIS to meet organization’s human resource needs
HR408.03	Apply quantitative and qualitative statistical analysis to human resource data.

HR408.04	Devise HR analytical tools to facilitate business strategies.
HR408.05	Justify the application of analytics in tracking the impact of HR interventions

Mapping of Course Outcomes (CO) to the AOL goals (3-2-1, where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	Leader ship	Innovatio n	Critical and Analytical Thinking	Communi cation	Global Perspectiv e	Role of individual org and society
HR Anal ytics	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1		2	3	1	1	
CO2	1	2	3	2		
CO3		2	3	1		
CO4		2	3	1	1	
CO5	1	1	3	1	1	

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	**Introduction to HR Analytics** ➢ Need for Analytics ➢ Use of Analytics in business ➢ Evolution of Analytics ➢ Introduction to HR Analytics ➢ HR Analytics and people strategy ➢ Language of Metrics and Analytics ➢ Predictors, prediction and predictive modelling	CO1, CO5
2	**Analysis Strategies** ➢ From descriptive reports to predictive analytics ➢ Statistical Significance ➢ Types of data ➢ Types of statistical tests ➢ Factor Analysis and reliability analysis	CO1, CO4
3	**Recruitment and Selection Analytics**: ➢ Reliability and validity of selection process ➢ Human bias in recruitment and selection ➢ Predicting candidate rejection or shortlisting using Logistic Regression	CO3, CO4
4	**Employee Engagement and Interventions**	CO3

	➢ Measuring Employee Engagement – Factor Analysis, Reliability, Independent samples t-test ➢ Tracking the impact of various HR interventions – Paired samples t-test, repeated measures ANOVA	
5	**Predicting Employee Performance** ➢ Indicators of performance ➢ Methods for measuring performance - Multiple Linear Regression ➢ Ethical considerations in Performance Data analysis	CO2, CO3
6	**Predicting Employee Turnover** ➢ Descriptive Turnover Analysis ➢ Measuring and exploring differences between turnover at an individual or team level using one-way independent ANOVA, Logistic regression, Multiple Linear Regression	CO2, CO3
7	**Diversity Analytics** ➢ Equality, diversity and inclusion ➢ Approaches to measuring and managing Diversity and Inclusion – Multiple Linear Regression	CO1
8	**Usage, Ethics and Limitations** ➢ Institutionalized Metric Oriented Behaviour (IMOB) ➢ Ethical Standards for HR Analytics team	CO5

Reference Texts/Books/Websites/etc.:

1) Edwards M & Edwards K. (2016). Predictive HR Analytics: Mastering the HR Metric. Kogan Page; 1 edition
2) Bhattacharyya, D. K. (2017) *HR Analytics: Understanding Theories and Applications* Sage Publications, 1 edition.
3) Soundararajan, R & Singh, K. (2016) *Winning on HR Analytics: Leveraging Data for Competitive Advantage* .Sage Publication.
4) Fitz-Enz, J (2010) *The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments: Predicting the Economic Value of Your Company's Human Capital Investments*. AMACOM

Assessment Method

Evaluation	**% of Marks Assigned**
Continuous Evaluation	40
End Term Evaluation	60

TEC 401 : IT VERTICAL

Title of the Subject	IT Vertical - I
Subject Code	TEC 401
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	None
Name of the Program/Division	PGDM and PGDM BD
Trimester/Semester	IV

Description of the Subject:

The IT Vertical is a cross functional course offered with a view to enable students from the PGDM programs , to prepare themselves for a management oriented roles in the IT industry

In trim IV the focus is primarily on developing an overall perspective on the IT industry , understanding the Business Analysis role, tools and practices – In addition the course enables students to learn specific aspects of the industry depending on their learning goals.

Course Learning Objectives (CLO):

1	To provide a broad understanding about the IT industry – its breadth , scope, size, growth, key players and business dynamics , Business models and geographical differences
2	Develop basic skills of a Business Analyst
3	Acquire specific knowledge about IT business, IT applications in a given domain such as Banking, Financial Services, Manufacturing or horizontal domains such as Infrastructure, Security etc

Course Outcomes (CO):

Course Outcome Number	Course Outcome
TEC401.01	Understand the Competitive Landscape of the IT Industry
TEC401.02	Apply Tools and Frameworks to conduct a Business Analysis
TEC401.03	Imagine and Build innovative processes and technology based solutions
TEC401.04	Create formal Requirements Documents
TEC401.05	Outline domain specific concepts pertaining to their preferred role in IT

Mapping of Course Outcomes (CO) to the AOL goals
(To be mapped as 3 or 2 or 1 where 3 is the highest and 1 is the lowest level of co-relation. A cell can also be left blank)

AOL Goal/ CO	Leadership	Innovation	Critical Analytical Thinking	Communication Skills	Global Perspective	Role of Self in the Organization & in Society
IT Vertical - I	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1			3	3	3	
CO2	2		3	3	3	2
CO3		3	3	3	2	3
CO4			2	3	2	2
CO5	2	2	2	3	2	3

Detailed Session Plan:

Session No.	Topic and Subtopics to be Covered	CO(s) Mapped to the Topic
1	IT Industry Perspectives Understand the big picture about the IT industry, the scope, size, segments, key players, business models and business dynamics	CO1
2	IT Industry Perspectives	CO2

	Understand the big picture about the IT industry, the scope, size, segments, key players, business models and business dynamics	
3	Business Analysis – an Overview What is business analysis, the emerging role of a business analysts, tasks and responsibilities of a BA, Skills and competencies required of a BA	CO2
4	Business Analysis – IIBA framework and the knowledge areas	CO3
4	Business Analysis – Study of a Business Process – Overview of Multiple perspectives	CO2,CO3, CO4
5	Business Analysis – Study of a Business Process – Information and Flow Perspective	CO2,CO3, CO4
6	Business Analysis – Study of a Business process – Decision and Business Rules Perspective	CO2,CO3,CO4
7	Business Analysis – Study of Business Processes – Dynamic aspects and User perspective	CO2,CO3,CO4
8	Business Analysis –Writing User Stories and Documenting business requitements	CO4
9	Business Analysis – Industry practices	CO2,CO3,CO4
10	Business Analysis - Industry Practices in contemporary areas such as Analytics etc	CO2,CO3,CO4
11	Domain Specific Aspects - Pre-Sales, Bidding, B2B Consultative sales	CO5
12	Domain Specific Aspects - Pre-Sales, Bidding, B2B Consultative sales	CO5
13	Domain Specific Aspects – Digital Product Management	
14	Domain Specific Aspects - Digital Product Management	
15	Group Presentations	

Reference Texts/Books/Websites/etc:
The APA format can be used to list out the texts/books/readings/etc
Textbooks:

1. Business Analysis , Pradeep Hari Pendse, PHI learning (P) ltd, 2/e 2015 (core text)
2. BABok published by International Institute of Business Analysis, ver 2.0 or above.

Recommended Reading:

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation	40 %
End Term Evaluation	60 %

QTA 401 : ADVANCED BUSINESS ANALYTICS – I

Title of the subject	Advanced Business Analytics - I
Subject Code	QTA 401
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	
Trimester	IV

Description of the subject:

The course deals with drawing the insights based on basic charts and graphs. It also gives an exposure about creating interactive dashboards and storytelling based on the insights drawn through exploratory data analysis. At the end of the course, it gives knowledge on preparing the business intelligence reports. The course also deals with drawing the business insights using google analytics.

Course Learning Objectives (CLO)

1	Study basic data preparation, dashboard preparation, animation and storytelling
2	methods.
3	Learn to apply forecasting techniques based on Time Series Data, to accomplish the Target / Goal identified for the Business /Purpose.
4	Develop competency in dashboard preparation, designing and management.
5	Interpret and Analyze variety of data simultaneously using dashboards.

Course Outcomes (CO)

QTA401.01	Demonstrate the process of importing data files, creating pivot tables and blending data using Tableau software.
QTA401.02	Discuss data visualizations using charts and graphs and by calculating calculated fields using Tableau.
QTA401.03	Use interactive dashboards and animations to solve business problem.
QTA401.04	Justify business decisions by analysing dashboard.

QTA401.05	Apply the concepts of Text and web analytics to take business decisions.

Mapping of Learning Outcomes (LO) to the AOL goals (3-2-1 , where 3 is the highest and 1 is the lowest.)

AOL Goal/ LO	**Leadership**	**Innovation**	**Critical Analytical & Integrative Thinking**	**Communication Skills**	**Global Perspective**	**Role of Self in the organization & in society**
Advanced Business Analytics - I	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	-	-	3	-	-	-
CO2	-	-	3	-	-	-
CO3	-	-	3	2	-	-
CO4	-	1	3	-	-	-
CO5	-	1	3	2	-	-

Detailed Contents

Sr. No.	Content	Mapped to Learning Outcome
1	**Introduction to Tableau/Power BI** a. Understanding the Power BI Environment b. Importing Excel, CSV files in to Power BI c. Components of Power BI	**CO1**
2	**Visualization using Tableau/Power BI** a. Building and analysis of Box plot b. Pivot and Splitting of the data c. Creation of Trend lines d. Geospatial maps e. Scatter plots f. Dual Axis charts g. Tree map h. Trend lines, Forecasting	**CO1**
3	**Table Calculations** a. Creating multiple joins in Power BI b. Creating our own measures	**CO2**
4	**Creating Dashboards** a. Naming the dashboard b. Dashboard Layout c. Giving Labels	**CO3**

	d. Creating interactive dashboards.	
5	**Creating a Story** Creation of Story board and adding highlighters	**CO3, CO4**
6	**Animations in Tableau/Power BI** Adding animations	**CO3, CO4**
7	**Web analytics & Web Mining** Analysis of Web analytics dashboard	**CO4, CO5**

Text Books / Reference Books (APA format)

5. Introducing Microsoft Power BI by Alberto Ferrari and Marco Russo, Microsoft Press, 2016.
6. Microsoft Power BI Quick Start Guide by Devin Knight, Brian Knight, Mitchell Pearson and Manuel Quintana, Packt Publishing, 2018.

Recommended Reading:

3. https://powerbi.microsoft.com/en-us/learning/
1.

Assessment Method:

Evaluation	**Weightage (%)**
Continuous Evaluation	40
End Term	60

MKT 406 : BRAND MANAGEMENT - I

Title of the Subject	Brand Management I
Subject Code	MKT 406
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	Marketing Management Basics
Trimester/Semester	IV

Description of the Subject:

Brand Management is the study of the process of branding and managing the business driven by the brand. It is a specialized elective that follows The Marketing Management courses and is run simultaneously along with a full credit course in Product and Brand Management in the second year of PGDM courses. It is a must do course, especially for students looking for a career in FMCG or Consumer Marketing.

Course Learning Objectives (CLO):

1	To provide an overview of how firms develop brand management strategies to build, sustain and leverage their brands.
2	The course enables students to understand how to create, promote and manage a brand for sustained growth in dynamic markets
3	To develop understanding of brands from the customer's perspective, building brand equity and managing brands over time.
4	Enable the students to understand commodity branding, private label branding, personal branding, and B2B branding.
5	To make the student recognize the importance of design thinking and digital branding, and brand activation.

Course Outcomes (CO):

CO Code	Course Outcome statement
MKT406.01	Analyze the relevance and importance of the fundamentals and concepts of Branding viz. Consumer culture, Audiences, Market uncertainties, Positioning, Marketing Mix, Brand extensions, Influencer marketing using CBBE Model
MKT406.02	Design brand creation process and strategize creatively
MKT406.03	Identify trends in branding, especially digital marketing via social media and mobile marketing under specific

	market opportunities and threats
MKT406.04	Formulate brand strategies to meet contemporary needs
MKT406.05	Recommend strategies for branding types with design thinking

Mapping of Course Outcomes (CO) to the AOL goals

AOL Goal/ CO	**Leadership**	**Innovation**	**Critical Analytical Thinking**	**Communication Skills**	**Global Perspective**	**Role of Self in the Organization & in Society**
Brand Management I	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	**2**		**3**	**3**		
CO2		**3**	**3**	**3**		
CO3	**2**	**2**		**2**	**2**	**2**
CO4		**3**	**3**	**3**	**2**	
CO5		**3**	**3**	**3**	**2**	

Course Contents:

No.	**Topic and Subtopics to be Covered**	**CO(s) Mapped to the Topic**
1	Introduction to brand & brand management – it's role, relevance, importance, scope	CO1
2	Brand Resonance & association – what is Brand Resonance, it's importance. Brand Resonance Pyramid, how is it measured, how can it be improved Brand Association – it's meaning and concept, Building of Brand Association, Brand Association Map, Understanding Brand Elements, how to measure Brand Associations	CO1
3	Brand identity & Brand image – Importance of Brand Identity, Difference between Brand Identity & Brand Image, Key elements of Brand Design & Developing of Brand Identity Brand Image – Importance, concept of Brand Image, Brand Image Building & measuring of Brand Image	CO1

4	Building Brand Equity – Defining Brand Equity, Importance of Brand Equity, Components of Brand Equity, Various models to measure Brand equity – Y&R Brand Asset Valuator, Keller's CBBE model vs Aaker's Brand equity model, Millward Brown model, Interbrand model,	CO2 & CO3
5	Strategies for growing & maintaining brands – understanding of brand strategies, Brand Value Communication, Igor Ansoff matrix,	CO2 & CO3
6	Managing brands over time – understanding Brand Management, Challenges in managing Brands Brand Relevance, Brand Revitalise – Re-branding, Re-positioning, Brand Communication Consistency – relevance & importance	CO4 & CO5
7	Managing brands over geographical boundaries – understanding brands vs geographical boundaries, Advantages & Disadvantages of Global Brands, Brand Consistency, Opportunities & Limitations of Global Marketing program, Understanding Standardisation vs Customisation,	CO4 & CO5
8	Brand transition strategy – understanding the reasons for Brand transition – acquisition, rebranding, repositioning, revitalising etc; transition - old to new Brand identity,	CO1 & CO2
9	Brand positioning – understanding the concept & four components of positioning – Product Class, Consumer Segmentation, Consumer Perception, & Brand Attributes & benefits, relevance & importance STDP, Perceptual Mapping, Pitfalls of Brand Positioning	CO1 & CO2
10	Challenges in brand management in emerging markets – understanding the role of Consumer Decision Journey – a) The initial Brand Consideration set, b) Word of Mouth, c) The In-Store experience in Emerging markets; Understanding Local Markets, Local culture, changing boundaries in emerging markets,	CO3
11	Brand Audit – Importance of Brand Audit, understanding Brand Audit vs Marketing Audit, key steps in a Brand Audit,	CO1 & CO2
12	Select areas of brand manage: Commodity branding – identifying commodity, steps in branding commodity, challenges in branding commodity, role of being meaningful, different & salient B2B branding – importance of B2B branding, difference	CO1 & CO2

	between B2B & B2C branding, challenges in B2B Branding	
13	Private label branding – understanding Private label vs National brand, it's role & importance, opportunities and challenges, Personal branding role & importance of personal branding, benefits of Personal branding, Steps in Personal Brand Building	CO3 & CO4
14	Digital branding – understanding Digital Branding, Importance of Digital Branding, Steps in Digital Brand Building, Challenges in Digital Branding Global branding – Role & Importance of Global Branding, challenges, building Global Brands, components of Global branding (Insights, Global Brand Plan, Brand Management structure, consistent Brand strategies)	CO5
15	Brand Activation – importance of Brand activation, brand awareness building, Types of Brand Activation, develop Brand Activation plan	CO3 & CO4

Reference Texts/Books/Websites/etc:

The APA format can be used to list out the texts/books/readings/etc

Textbooks:

11. Kapferer, J.-N. (2000). *Strategic brand management: new approaches to creating & evaluating brand equity*. Place of publication not identified: Diane Pub. Co.
12. Keller, K. L. (2004). *Strategic brand management: building, measuring, and managing brand equity*. Harlow: Pearson Prentice Hall.
13. Keller, K. L. (2008). *Best practice cases in branding lessons from the world's strongest brands*. Upper Saddle River, NJ: Prentice-Hall.
14. Aaker, D. A., & Joachimsthaler, E. (2011). *Brand leadership*. New York: Free Press.
15. Reading material: Harvard Business School cases, articles and background notes

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	40%
End Term Evaluation	60%

ELECTIVES OFFERED UNDER THE OPERATIONS SPECIALIZATION

OPN 406 : QUANTITATIVE TECHNIQUES IN OPERATIONS

Title of the subject	**Quantitative Techniques for Operations**
Subject Code	OPN 406
No. of Credits	3
No. of Hours	30
No. of Sessions	15 sessions @ 2 hours
Marks	100
Pre-requisite Subject(s), if any	Numerical Ability & quantitative Aptitude
Trimester/Semester	Trim IV

Description of the subject:

Quantitative Techniques for Operations 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 (CLO):

1	To learn to convert the business problems into various optimizing techniques.
2	To explain the process of enhancing business value through Quantitative 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.
5	To prepare students on impact of various inventory models on business operations.
6	To prepare students for replacement & maintenance models

Course Outcomes (CO):

OPN406.01	Explain the scientific approach to decision making for solving business problems.

OPN406.02	Identify the source of a quantifiable problem
OPN406.03	Apply the Quantitative technique constructively for decision making.
OPN406.04	Evaluate mathematical techniques to a given problem by considering objectives and constraints.
OPN406.05	Create a mathematical model of business problems to generate the solution.

Mapping of Learning Outcomes (LO) to the AOL goals (3-2-1, where 3 is the highest and 1 is the lowest)

AOL Goal/ CO	Leadership	Innovation	Critical, Analytical& Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society
Quantitative Techniques for Operations	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1			3	1		
CO2			3	1		
CO3			3	1		
CO4			3	1		
CO5			3	1		

Detailed Contents:

Session	Topics to be Covered	COs to be mapped
1	Integer Programming Problem (IPP): Pure and Mixed IPP, Methods for solving IPP: Branch and Bound Method, Applications of IPP, Programming: applications, enumeration algorithm.	CO1
2	Goal Programming: Basics of Goal programming, Weighted and pre-emptive goal programming, Formulation of Goal programming problem. Graphical solution.	CO2,
3	Dynamic Programming: Multistage decision processes, Recursive nature of computations, Forward and Backward recursion, Bellman's principle of optimality, Selective dynamic programming applications involving additive and multiplicative separable returns for objective as well as constraint functions, Problem of dimensionality.	CO1, CO2

4	Decision making environment under certainty, uncertainty and risk, Decision trees and its applications.	CO1,CO2,CO3
5	Decision making environment under certainty, uncertainty and risk, Decision trees and its applications.	CO1, CO2,CO3,
6	Application of tools Excel solver/ Frontline solver, and SPSS /MINITAB for Optimization	CO1, CO2, CO3, CO4
7	Queuing (Waiting- line) Models: Concepts- Types of Queuing Models, Problem Solving pertaining to queuing models.	CO1, CO5
8	Queuing (Waiting- line) Models: Concepts- Types of Queuing Models, Problem Solving pertaining to queuing models.	CO1, CO5
9	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.	CO1, CO4
10	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.	CO1, CO4
11	Replacement & Maintenance Models: Replacement of Items Subject to Dete rioration and Items Subject Random Total Failure – Group vs. Individual Replacement Policies.	CO6
12	Simulation: Monte Carlo Simulation, its Application and Problem Solving.	CO1, ,CO5
13	Simulation: Monte Carlo Simulation, its Application and Problem Solving.	CO1, CO5
14	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.	CO4, CO5, CO6
15	Just time Inventory Inventory Control Process Introduction to the tools and techniques of Inventory Management Performance metrics and calculations The hidden costs of Inventory Management	CO5

Recommended Readings / Books / Websites / Videos:

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., 195

Assessment Method:

Evaluation	% of Marks Assigned
Project Evaluation	40%
End Term Evaluation	60%

OPN 407 : ENTERPRISE RESOURCE PLANNING PACKAGES FOR OPERATIONS

Title of the subject	**Enterprise Resource Planning Packages for Operations**
Subject Code	OPN 407
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	
Trimester/Semester	TRIMESTER IV

Description of the subject:

This course will introduce students to various enterprise systems and show how organizations use enterprise systems to run their operations more efficiently and effectively. You will learn about the critical success factors and implementation strategies that lead to enterprise system success.

Course Learning Objectives (CLO):

1	Understanding the ERP concepts and its evolution, Apply the techniques used in ERP Best Practices Management, Analyzing ERP Packages & Vendors including Agile Methodology, Sprints Management, Business Case Preparation
2	Understanding Technological & Business Aspects of ERP

3	Analyzing ERP Packages & Vendors including Agile Methodology, Sprints Management, Business Case Preparation

Course Outcomes (CO):

CO Code	Course Outcome Statement
OPN407.01	Understand the ERP modules for design, production, sales, finance, procurement functions within an organization.
OPN407.02	Make use of Enterprise software, and its role in integrating business functions.
OPN407.03	Analyze the strategic options for ERP identification and adoption by value analysis.
OPN407.04	Design the ERP implementation strategies.
OPN407.05	Create reengineered business processes for successful ERP implementation.

Mapping of Learning Outcomes (LO) to the AOL goals (3-2-1 , where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Individual In Org And Society
ERP PACKAGES FOR OPERATIONS	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	2	3	2	2		
CO2	3	3	2	2		
CO3	2	3	2	2		
CO4	3	3	2	2		
CO5	2	3	2	2		

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	ERP: Introduction, Evolution, ConceptualModel	CO1, CO3
2	ERP: Technology Overview, Structure, Architecture	CO1, CO2, CO3
3	Theory of ERP: Global Best Practices.	CO1, CO3
4	Functional Modules of ERP: Manufacturing, Distribution, Financials etc.	CO1, CO2, CO3
5	ERP Market and Vendors	CO1, CO2, CO3
6	BPR and ERP Value Analysis	CO1, CO2, CO3, CO4, CO5
7	ERP Implementation Methodology	CO1, CO2, CO3, CO4, CO5
8	ERP Case Studies	CO1, CO2, CO3, CO4, CO5

Reference Texts/Books/Websites/etc:(Recommended APA style of referencing)

1. Rahul V Altekar (2014),'Enterprise wide Resource Planning: Concepts and Cases' Prentice Hall

2. Carol Ptak (2004), 'ERP: Tools, Techniques and Applications for Integrating the Supply Chain – SAP Handbook'

Recommended Reading:

1. SAP Handbook

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation	40%

End Term Evaluation	60%

MKT 404 : SERVICES MARKETING AND MANAGEMENT

Title of the Subject	Services Marketing and Management
Subject Code	MKT 404
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	Marketing Management – Basics, Marketing Applications and Practices, Consumer Behaviour
Trimester/Semester	IV

Description of the Subject:

Much of the world economy is dominated by services. This course is designed for 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 (CLO):

1	The purpose of this course is to help prepare you to function as an effective executive in a services economy.
2	You will become more knowledgeable about: (1) the nature and characteristics of services; (2) the marketing implications of product intangibility; (3) the improvement of service quality; and (4) the drivers of sustainable success in service businesses.
3	You will develop an integrative view of services marketing.
4	Enable the students on the different aspects of employee appraisal.
5	Enable the students to evaluate on the key issues faced by service industry.

Course Outcomes (CO):

CO Code	**Course Outcome Statement**
MKT404.01	Identify the unique challenges involved in marketing and managing services towards effective CRM.

MKT404.02	Identify competitive advantage arising out of differences between marketing in service versus manufacturing organizations.
MKT404.03	Analyse the various components of the "services marketing mix" (three additional P's) as well as key issues required in managing service quality.
MKT404.04	Evaluate the role of employees (and often customers) in service delivery, customer satisfaction, and service recovery with the help of GAP Analysis Model.
MKT404.05	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.

Mapping of Course Outcomes (CO) to the AOL goals
(To be mapped as 3 or 2 or 1 where 3 is the highest and 1 is the lowest level of co-relation. A cell can also be left blank)

AOL Goal/ CO	**Leadership**	**Innovation**	**Critical Analytical Thinking**	**Communication Skills**	**Global Perspective**	**Role of Self in the Organization & in Society**
Services Marketing and Management	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1			**3**	**3**		
CO2			**3**	**3**		
CO3			**3**	**3**		
CO4			**3**	**3**		
CO5		**3**	**3**	**3**		

Detailed Session Plan:

Session No.	**Topic and Subtopics to be Covered**	**CO(s) Mapped to the Topic**
1	Introduction to Services Marketing	CO1, CO2
2	Sustainable Service Models	CO3, CO4, CO5
3	Conceptual Framework: The GAP Model of Service Quality	CO3
4	Consumer Expectations of Service	CO4
5	Consumer Perceptions of Service	CO4

6	Managing Relationships and Building Loyalty	CO5
7	Service Recovery	CO4
8	The Physical Evidence of Service	CO1, CO2, CO3
9	Designing Service Processes	CO3, CO4, CO5
10	Managing Demand and Capacity	CO1, CO2
11	Employee Roles in Service Delivery	CO4
12	Customer Roles in Service Delivery	CO4
13	Pricing of Services	CO1, CO2, CO3
14	Integrated Services Marketing Communications	CO1, CO2, CO3
15	The Financial and Economic Impact of Service	CO1, CO2, CO3, CO5

Reference Texts/Books/Websites/etc:
The APA format can be used to list out the texts/books/readings/etc
Textbooks:

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

Recommended Reading:

1. Commerce Bank – HBS Case
2. Zipcar: Influencing Customer Behaviour – HBS Case
3. Comfort Class Transport: Does Customer Service Need an Overhaul? – HBS Case

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	40%
End Term Evaluation	60%

TEC 401 : IT VERTICAL

Title of the Subject	IT Vertical - I
Subject Code	TEC 401
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	None
Name of the Program/Division	PGDM and PGDM BD
Trimester/Semester	IV

Description of the Subject:

The IT Vertical is a cross functional course offered with a view to enable students from the PGDM programs , to prepare themselves for a management oriented roles in the IT industry

In trim IV the focus is primarily on developing an overall perspective on the IT industry , understanding the Business Analysis role, tools and practices – In addition the course enables students to learn specific aspects of the industry depending on their learning goals.

Course Learning Objectives (CLO):

1	To provide a broad understanding about the IT industry – its breadth , scope, size, growth, key players and business dynamics , Business models and geographical differences
2	Develop basic skills of a Business Analyst
3	Acquire specific knowledge about IT business, IT applications in a given domain such as Banking, Financial Services, Manufacturing or horizontal domains such as Infrastructure, Security etc

Course Outcomes (CO):

Course Outcome Number	Course Outcome
TEC401.01	Understand the Competitive Landscape of the IT Industry
TEC401.02	Apply Tools and Frameworks to conduct a Business Analysis
TEC401.03	Imagine and Build innovative processes and technology based solutions
TEC401.04	Create formal Requirements Documents
TEC401.05	Outline domain specific concepts pertaining to their preferred role in IT

Mapping of Course Outcomes (CO) to the AOL goals
(To be mapped as 3 or 2 or 1 where 3 is the highest and 1 is the lowest level of co-relation. A cell can also be left blank)

AOL Goal/ CO	Leadership	Innovation	Critical Analytical Thinking	Communication Skills	Global Perspective	Role of Self in the Organization & in Society
IT Vertical - I	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1			3	3	3	
CO2	2		3	3	3	2
CO3		3	3	3	2	3
CO4			2	3	2	2
CO5	2	2	2	3	2	3

Detailed Session Plan:

Session No.	Topic and Subtopics to be Covered	CO(s) Mapped to the Topic
1	IT Industry Perspectives Understand the big picture about the IT industry, the	CO1

	scope, size, segments, key players, business models and business dynamics	
2	IT Industry Perspectives Understand the big picture about the IT industry, the scope, size, segments, key players, business models and business dynamics	CO2
3	Business Analysis – an Overview What is business analysis, the emerging role of a business analysts, tasks and responsibilities of a BA, Skills and competencies required of a BA	CO2
4	Business Analysis – IIBA framework and the knowledge areas	CO3
4	Business Analysis – Study of a Business Process – Overview of Multiple perspectives	CO2,CO3, CO4
5	Business Analysis – Study of a Business Process – Information and Flow Perspective	CO2,CO3, CO4
6	Business Analysis – Study of a Business process – Decision and Business Rules Perspective	CO2,CO3,CO4
7	Business Analysis – Study of Business Processes – Dynamic aspects and User perspective	CO2,CO3,CO4
8	Business Analysis –Writing User Stories and Documenting business requitements	CO4
9	Business Analysis – Industry practices	CO2,CO3,CO4
10	Business Analysis - Industry Practices in contemporary areas such as Analytics etc	CO2,CO3,CO4
11	Domain Specific Aspects - Pre-Sales, Bidding, B2B Consultative sales	CO5
12	Domain Specific Aspects - Pre-Sales, Bidding, B2B Consultative sales	CO5
13	Domain Specific Aspects – Digital Product Management	
14	Domain Specific Aspects - Digital Product Management	
15	Group Presentations	

Reference Texts/Books/Websites/etc:
The APA format can be used to list out the texts/books/readings/etc
Textbooks:

1. Business Analysis , Pradeep Hari Pendse, PHI learning (P) ltd, 2/e 2015 (core text)
2. BABok published by International Institute of Business Analysis, ver 2.0 or above.

Recommended Reading:

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation	40 %
End Term Evaluation	60 %

QTA 401 : ADVANCED BUSINESS ANALYTICS – I

Title of the subject	Advanced Business Analytics - I
Subject Code	QTA 401
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	
Trimester	IV

Description of the subject:

The course deals with drawing the insights based on basic charts and graphs. It also gives an exposure about creating interactive dashboards and storytelling based on the insights drawn through exploratory data analysis. At the end of the course, it gives knowledge on preparing the business intelligence reports. The course also deals with drawing the business insights using google analytics.

Course Learning Objectives (CLO)

1	Study basic data preparation, dashboard preparation, animation and storytelling
2	methods.
3	Learn to apply forecasting techniques based on Time Series Data, to accomplish the Target / Goal identified for the Business /Purpose.
4	Develop competency in dashboard preparation, designing and management.
5	Interpret and Analyze variety of data simultaneously using dashboards.

Course Outcomes (CO)

QTA401.01	Demonstrate the process of importing data files, creating pivot tables and blending data using Tableau software.
QTA401.02	Discuss data visualizations using charts and graphs and by calculating

	calculated fields using Tableau.
QTA401.03	Use interactive dashboards and animations to solve business problem.
QTA401.04	Justify business decisions by analysing dashboard.
QTA401.05	Apply the concepts of Text and web analytics to take business decisions.

Mapping of Learning Outcomes (LO) to the AOL goals (3-2-1 , where 3 is the highest and 1 is the lowest.)

AOL Goal/ LO	Leadership	Innovation	Critical Analytical & Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society
Advanced Business Analytics - I	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	-	-	3	-	-	-
CO2	-	-	3	-	-	-
CO3	-	-	3	2	-	-
CO4	-	1	3	-	-	-
CO5	-	1	3	2	-	-

Detailed Contents

Sr. No.	Content	Mapped to Learning Outcome
1	**Introduction to Tableau/Power BI** a. Understanding the Power BI Environment b. Importing Excel, CSV files in to Power BI c. Components of Power BI	**CO1**
2	**Visualization using Tableau/Power BI** a. Building and analysis of Box plot b. Pivot and Splitting of the data c. Creation of Trend lines d. Geospatial maps e. Scatter plots f. Dual Axis charts g. Tree map h. Trend lines, Forecasting	**CO1**
3	**Table Calculations** a. Creating multiple joins in Power BI b. Creating our own measures	**CO2**

4	**Creating Dashboards** a. Naming the dashboard b. Dashboard Layout c. Giving Labels d. Creating interactive dashboards.	**CO3**
5	**Creating a Story** Creation of Story board and adding highlighters	**CO3, CO4**
6	**Animations in Tableau/Power BI** Adding animations	**CO3, CO4**
7	**Web analytics & Web Mining** Analysis of Web analytics dashboard	**CO4, CO5**

Text Books / Reference Books (APA format)

7. Introducing Microsoft Power BI by Alberto Ferrari and Marco Russo, Microsoft Press, 2016.
8. Microsoft Power BI Quick Start Guide by Devin Knight, Brian Knight, Mitchell Pearson and Manuel Quintana, Packt Publishing, 2018.

Recommended Reading:

4. https://powerbi.microsoft.com/en-us/learning/
2.

Assessment Method:

Evaluation	**Weightage (%)**
Continuous Evaluation	40
End Term	60

MKT 405 : B2B MARKETING

Title of the Subject	**B2B Marketing**
Subject Code	MKT 405
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	Marketing Management - Basics

Trimester/Semester	IV

Description of the Subject:

Globalization has made the markets highly competitive. The market is a buyer's market- It is significant to understand and apply the relevant knowledge of the scope, characteristics and opportunities of B2B marketing to gain competitive advantage. The subject will assist aspiring management graduates to achieve this understanding

Course Learning Objectives (CLO):

1	To understand the concept, context and importance. Students should be able to understand the differences between B2B & B2C marketing
2	To understand the processes, tools, techniques and framework. Key among these is the notion of the ―demand chain, which comprises of market intelligence, product or solution development, positioning for value and go-to-market tactics: distribution channels, demand generation, sales force management, account penetration and customer relationship management.
3	Enable the students to understand the different challenges faced in B2B marketing
4	Enable the students to understand the importance of different aspects before developing strategies.
5	Discuss on the new evolving internet marketing and analyse its pros and cons

Course Outcomes (CO):

Course Outcome Number	Course Outcome
MKT405.01	Apply the B2B marketing concepts to business environment.
MKT405.02	Analyse the similarities & differences between B2B & B2C marketing with the help of competitive analysis.
MKT405.03	Analyses marketing communication challenges in Indian context & marketing strategies based on the same.
MKT405.04	Build knowledge with respect to the marketing communication challenges in general and India in particular.
MKT405.05	Use B2B customer knowledge for industry Go-to-Market strategies.

Mapping of Course Outcomes (CO) to the AOL goals

AOL Goal/ CO	Leadership	Innovation	Critical Analytical Thinking	Communication Skills	Global Perspective	Role of Self in the Organization & in Society
B2B Marketing	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1		**2**				
CO2			**3**	**3**		
CO3			**3**	**3**		
CO4		**2**	**3**	**3**		
CO5		**2**	**3**	**3**		

Course Contents:

No.	Topics	CO(s) Mapped to the Topic
1	Introduction to Industrial Marketing	CO1
2	Differences between Industrial & Consumer Marketing	CO1
3	Industrial Marketing Environment, Types of Customers	CO2
4	Customer Segmentation	CO2
5	Customer Segmentation	CO2, CO3
6	Derived demand concepts	CO2, CO3
7	Industrial Buyer Behaviour	CO2, CO3
8	Industrial Marketing Research Writing a research brief	CO2, CO3
9	Branding of Industrial, High Technology & Commodities	CO2, CO3
10	Industrial Advertising & Promotions	CO4, CO3
11	B2B Product Decisions, New Product Development	CO2, CO5
12	Industrial Pricing Decisions	CO4
13	Role of Services in Industrial Marketing	CO4
14	Industrial Distribution	CO4
15	Internet Marketing	CO4, CO5

Reference Texts/Books/Websites/etc:

The APA format can be used to list out the texts/books/readings/etc

Textbooks:

1. Reeder, Robert R., Brierty, Edward G. & Reeder, Betty H. (1991), Industrial marketing: analysis, planning, and control, 2nd edn., Prentice-Hall International
2. Michael D. Hutt , Thomas W. Speh ,Industrial Marketing Management: A Strategic View of Organizational Markets Published by Holt Sarenders
3. Krishna K. Havaldar Industrial Marketing: Text and Cases by Tata McGraw Hill

Recommended Reading:

1. Precision Steel Tubes Ltd
2. Saragam Aluminium Ltd
3. Hindustan Engineering & Automotive Products Ltd

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	40%
End Term Evaluation	60%

MKT 406 : BRAND MANAGEMENT - I

Title of the Subject	**Brand Management I**
Subject Code	MKT 406
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	Marketing Management Basics
Trimester/Semester	IV

Description of the Subject:

Brand Management is the study of the process of branding and managing the business driven by the brand. It is a specialized elective that follows The Marketing Management courses and is run simultaneously along with a full credit course in Product and Brand Management in the second year of PGDM courses. It is a must do course, especially for students looking for a career in FMCG or Consumer Marketing.

Course Learning Objectives (CLO):

1	To provide an overview of how firms develop brand management strategies to build, sustain and leverage their brands.
2	The course enables students to understand how to create, promote and manage a brand for sustained growth in dynamic markets
3	To develop understanding of brands from the customer's perspective, building brand equity and managing brands over time.
4	Enable the students to understand commodity branding, private label branding, personal branding, and B2B branding.
5	To make the student recognize the importance of design thinking and digital branding, and brand activation.

Course Outcomes (CO):

CO Code	Course Outcome statement
MKT406.01	Analyze the relevance and importance of the fundamentals and concepts of Branding viz. Consumer culture, Audiences, Market uncertainties, Positioning, Marketing Mix, Brand extensions, Influencer marketing using CBBE Model
MKT406.02	Design brand creation process and strategize creatively
MKT406.03	Identify trends in branding, especially digital marketing via social media and mobile marketing under specific market opportunities and threats
MKT406.04	Formulate brand strategies to meet contemporary needs
MKT406.05	Recommend strategies for branding types with design thinking

Mapping of Course Outcomes (CO) to the AOL goals

AOL Goal/ CO	Leadership	Innovation	Critical Analytical Thinking	Communication Skills	Global Perspective	Role of Self in the Organization & in Society
Brand Management I	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	**2**		**3**	**3**		
CO2		**3**	**3**	**3**		
CO3	**2**	**2**		**2**	**2**	**2**
CO4		**3**	**3**	**3**	**2**	
CO5		**3**	**3**	**3**	**2**	

Course Contents:

No.	Topic and Subtopics to be Covered	CO(s) Mapped to the Topic
1	Introduction to brand & brand management – it's role, relevance, importance, scope	CO1
2	Brand Resonance & association – what is Brand Resonance, it's importance. Brand Resonance Pyramid, how is it measured, how can it be improved Brand Association – it's meaning and concept, Building of Brand Association, Brand Association Map, Understanding Brand Elements, how to measure Brand Associations	CO1
3	Brand identity & Brand image – Importance of Brand Identity, Difference between Brand Identity & Brand Image, Key elements of Brand Design & Developing of Brand Identity Brand Image – Importance, concept of Brand Image, Brand Image Building & measuring of Brand Image	CO1
4	Building Brand Equity – Defining Brand Equity, Importance of Brand Equity, Components of Brand Equity, Various models to measure Brand equity – Y&R Brand Asset Valuator, Keller's CBBE model vs Aaker's Brand equity model, Millward Brown model, Interbrand model,	CO2 & CO3

5	Strategies for growing & maintaining brands – understanding of brand strategies, Brand Value Communication, Igor Ansoff matrix,	CO2 & CO3
6	Managing brands over time – understanding Brand Management, Challenges in managing Brands Brand Relevance, Brand Revitalise – Re-branding, Re-positioning, Brand Communication Consistency – relevance & importance	CO4 & CO5
7	Managing brands over geographical boundaries – understanding brands vs geographical boundaries, Advantages & Disadvantages of Global Brands, Brand Consistency, Opportunities & Limitations of Global Marketing program, Understanding Standardisation vs Customisation,	CO4 & CO5
8	Brand transition strategy – understanding the reasons for Brand transition – acquisition, rebranding, repositioning, revitalising etc; transition - old to new Brand identity,	CO1 & CO2
9	Brand positioning – understanding the concept & four components of positioning – Product Class, Consumer Segmentation, Consumer Perception, & Brand Attributes & benefits, relevance & importance STDP, Perceptual Mapping, Pitfalls of Brand Positioning	CO1 & CO2
10	Challenges in brand management in emerging markets – understanding the role of Consumer Decision Journey – a) The initial Brand Consideration set, b) Word of Mouth, c) The In-Store experience in Emerging markets; Understanding Local Markets, Local culture, changing boundaries in emerging markets,	CO3
11	Brand Audit – Importance of Brand Audit, understanding Brand Audit vs Marketing Audit, key steps in a Brand Audit,	CO1 & CO2
12	Select areas of brand manage: Commodity branding – identifying commodity, steps in branding commodity, challenges in branding commodity, role of being meaningful, different & salient B2B branding – importance of B2B branding, difference between B2B & B2C branding, challenges in B2B Branding	CO1 & CO2
13	Private label branding – understanding Private label vs National brand, it's role & importance, opportunities and challenges, Personal branding role & importance of personal branding,	CO3 & CO4

	benefits of Personal branding, Steps in Personal Brand Building	
14	Digital branding – understanding Digital Branding, Importance of Digital Branding, Steps in Digital Brand Building, Challenges in Digital Branding Global branding – Role & Importance of Global Branding, challenges, building Global Brands, components of Global branding (Insights, Global Brand Plan, Brand Management structure, consistent Brand strategies)	CO5
15	Brand Activation – importance of Brand activation, brand awareness building, Types of Brand Activation, develop Brand Activation plan	CO3 & CO4

Reference Texts/Books/Websites/etc:

The APA format can be used to list out the texts/books/readings/etc

Textbooks:

16. Kapferer, J.-N. (2000). *Strategic brand management: new approaches to creating & evaluating brand equity*. Place of publication not identified: Diane Pub. Co.
17. Keller, K. L. (2004). *Strategic brand management: building, measuring, and managing brand equity*. Harlow: Pearson Prentice Hall.
18. Keller, K. L. (2008). *Best practice cases in branding lessons from the world's strongest brands*. Upper Saddle River, NJ: Prentice-Hall.
19. Aaker, D. A., & Joachimsthaler, E. (2011). *Brand leadership*. New York: Free Press.
20. Reading material: Harvard Business School cases, articles and background notes

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	40%
End Term Evaluation	60%

YEAR II: TRIMESTER V: COURSE STRUCTURE

DETAILS OF CORE AND MAJOR SUBJECTS:

Core subjects – two subjects – one full credit and one half credit = 4.5 credits

Core subjects are common for all specializations and subjects focus on areas like business policy, economics and general management

Functional majors – three subjects = 9 credits (in case of a half credit included, number of subjects may increase , however credits remain at 9)

Students opting for individual specializations are required to complete all majors listed under respective heads.

Electives adding up to 6 credits

Students have a choice of ***selecting subjects adding up to six credits***, from a basket of electives assigned for their specialization. Some of the electives are common across specializations, which enables the students to pick up electives across other specializations as well and choose courses fitting to industry verticals they would like to focus on in their future career. A minimum batch size requirement for offering an elective is 11.

The details of the Core and Major courses is indicated below :

Subject Title				**Nature of the subject**
GM 501 : Integrative Manager II				**Core**
GM 502 : Sustainability in Business*				**Core**
Marketing	**Finance**	**Human Resources**	**Operations**	**Choice of Specialisation**
MKT 501: Distribution & Supply Chain Management *	FIN 501: Corporate Laws *	HR 501: Organizational Development & Change Management	OPN 501 : Excellence in Manufacturing & Sustainability	**Major**
MKT 502: Marketing Finance *	FIN 502: Strategic Cost Management *	HR 502: Global & Strategic HRM	OPN 502 : Supply Chain Risk & Performance Management	**Major**
MKT 503: Sales	FIN 503:	HR 503:	OPN 503 :	**Major**

Management & Sales Promotion	Corporate Tax Planning & Fiscal Policy *	Managerial Counseling & Process Facilitation	Design & New Product Development *	
MKT 504: Direct Marketing & CRM	FIN 504: Security Analysis and Portfolio Management		OPN 504 : Complex Problem Solving and Six Sigma *	**Major**
	FIN 505: International Finance *			
Core + Major + 2 Electives	**Core + Major + 2 Electives**	**Core + Major + 2 Electives**	**Core + Major + 2 Electives**	
Total Credits : 19.5	**Total Credits : 19.5**	**Total Credits : 19.5**	**Total Credits : 19.5**	

LIST OF ELECTIVE SUBJECTS – SPECIALIZATION WISE FOR TRIMESTER V

Area	Subject Title
Marketing	MKT 505: Rural Marketing *
	MKT 506: Rural Agri Marketing Management *
	MKT 507: Retail Management
	MKT 508 : Brand Management – II
	MKT 509: Digital Marketing
	TEC 501 : IT Vertical- II
	QTA 501 : Advanced Business Analytics - II
Finance	FIN 506: Capital Markets - II
	FIN 507: Fixed Income Securities
	BFSI 301: Advanced Banking
	FIN 508 : Financial Modeling and Econometrics for Finance
	MKT 508 : Brand Management – II
	QTA 501 : Advanced Business Analytics - II
	TEC 501 : IT Vertical - II
Human Resources	HR 504: Global & National Workplace Planning & HR Audit*
	HR 505: Employer Branding *
	HR 506: HR Issues in Mergers & Acquisitions *
	HR 507: Advanced Employee Relations , Industrial Relations & Labour laws *
	HR 508: Diversity & Inclusion *
	MKT 508: Brand Management – II
	TEC 501: IT Vertical - II
	QTA 501: Advanced Business Analytics - II
Operations	OPN 506: Operations Analytics & IOT
	OPN 505: Quality & Reliability Management
	TEC 501: IT Vertical – II
	QTA 501 : Advanced Business Analytics - II
	MKT 508: Brand Management – II

Legend :

- **Indicates a half credit = 16 hours.**

CORE SUBJECTS

GM 501 : INTEGRATIVE MANAGER - II

Title of the subject	Integrative Manager – II
Subject Code	GM 501
No. of Credits	3
No. of Hours	30
No. of Sessions	10
Marks	100
Pre-requisite Subject(s), if any	Integrative Manager I
Trimester/Semester	V

Description of the subject:

This course is designed to provide students with an integrated, real life perspective of strategic business functions. It is a case-based course.

Course Learning Objectives (CLO):

1	This course is designed to provide students with an integrated, real life perspective of strategic business functions.
2	The focus is on three theoretical learning areas: Strategic Management, High Performance Leadership and Managerial Process skills.
3	The lectures are designed to create a model based strategic framework and will be followed by cases in the following subject which are applications of these principles.

Course Outcomes (CO):

Course Outcome Number	Course Outcome
GM501.01	Analyze real life situations which involve decisions at a top management level by using models and frameworks like Porter’s Five Forces Model, PESTLE, SWOT analysis, McKinsey 7S Framework, Mintzberg 5Ps
GM501.02	Discover interlinkages using knowledge and skills from functional areas like finance, marketing, operations and human resources
GM501.03	Examine situations from a holistic perspective by using models and frameworks like Porter’s Five Forces Model, PESTLE, SWOT analysis, McKinsey 7S Framework, Mintzberg 5Ps
GM501.04	Evaluate alternate courses of actions for business scenarios
GM501.05	Choose the optimal solution among alternatives

Mapping of Course Outcomes (CO) to the AOL goals (3-2-1 , where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	Leadership	Innovation	Critical Analytical & Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society
Integrative Manager – II	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	**2**			**3**		**2**
CO2	**2**			**3**		**2**
CO3	**2**	**2**	**3**	**3**	**3**	**2**
CO4	**2**	**2**	**3**	**3**	**3**	**2**
CO5	**2**	**2**	**3**	**3**	**3**	**2**

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Vision, Mission, Goals, Objectives – how to build a road map of goals and how to achieve them: HBS / Other Case	CO1,2,3,4,5
2	Business Model: HBS / Other Case	CO1,2,3,4,5
3	Sales and Marketing: HBS / Other Case	CO1,2,3,4,5
4	Technology / Innovation HBS / Other Case	CO1,2,3,4,5
5	Operational Strategy / Entrepreneurship HBS / Other Case	CO1,2,3,4,5
6	Analytics: HBS / Other Case	CO1,2,3,4,5
7	Financial Strategy : HBS / Other Case	CO1,2,3,4,5
8	Leadership & Crisis Management: HBS / Other Case	CO1,2,3,4,5
9	Ethics and Corporate Governance: HBS / Other Case	CO1,2,3,4,5
10	Sustainability: HBS / Other Case	CO1,2,3,4,5

Reference Texts/Books/Websites/etc: (Recommended APA style of referencing)

1. Martin, R., Austen, H., The Art of Integrative Thinking Retrieved from:https://rogerlmartin.com/docs/default-source/Articles/integrative-thinking/the-art-of-integrative-thinking
2. Thomson, A.A., Peteraf, M. A., Gamble, J. E., Strickland III, A. J., Jain, A. K. (2014) Crafting and Executing Strategy: The Quest for Competitive Advantage 19th edition Authors: Tata McGraw Hill Education Private Limited (TPGSJ)
3. Porter, M. E., (2010) Competitive Strategy - Techniques for Analyzing Industries and Competitors.Simon
4. Porter, M. E., (1996) What is Strategy? (HBR article)
5. Porter, M. E., Understanding Industry Structure (HBS note)
6. Ghemawat, P., Rikvin, J.W.(1998)Creating Competitive Advantage (HBS note)
7. Jick, T. D.,(1989) The Vision Thing (HBS Note)
8. Winston, A., (2018) Why Mining - Yes, Mining- Cares About Sustainability – Article
9. Cases from Harvard Business School

Recommended Case(s) to be used in the Subject:

1.
2.

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation	40%
End Term Evaluation	60%

Recommended Case(s) to be used in the Subject:
As indicated above

GM 502 : SUSTAINABILITY IN BUSINESS

Title of the subject	Sustainability in Business
Subject Code	GM 502
No. of Credits	1.5
No. of Hours	16 hours
No. of Sessions	8 sessions
Marks	50
Pre-requisite Subject(s), if any	
Trimester/Semester	V

Description of the subject:

Sustainability and sensitivity to the impact of business on the planet is the need of the hour. This course introduces the key concepts of sustainability and explores how it can be incorporated in business practices. It focuses on building a theoretical foundation to sustainability in business while exploring contemporary examples of sustainable practices in business adopted across the world.

Course Learning Objectives (CLO):

1	Understand key business opportunities and challenges in sustainability and appreciate the complexity of interactions between economic and social activity and the environment
2	Learn how an organization can manage its way to better environmental and social performance using systems thinking and stakeholder management
3	To better understand our individual and organizational impact on the world

Course Outcomes (CO):

GM502.01	Explain opportunities and challenges related to sustainability in business.
GM502.02	Understand concepts and best practices related to sustainability in business -Global and Indian.
GM502.03	Apply the understanding of sustainability at three levels: individual, organization, and society.
GM502.04	Interpret the importance of sustainable development as an important value driver for organizations.

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

AOL Goal/ CO	Leadership	Innovation	Critical Analytical Thinking	Communication Skills	Global Perspective	Role of Self in the Organization & in Society
Sustainability in Business	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	2				3	2
CO2			3		3	3
CO3	2	3			3	
CO4	2	3			3	

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Introduction to Sustainability, Principles and Pillars of sustainable business; Why sustainability, Why now? Sustainability concepts – Triple bottom line of People, Planet and Profit	CO 1,2
2	Global Action for Sustainability - Overview of SDGs, Global commitments so far; Indian policies on sustainability	CO1,2
3	Business Strategy for Sustainability - Design thinking and innovation in Sustainability, sustainability as a value proposition to consumers and value chains	CO2,3
4	Sustainability in Finance, Operations, Marketing and Technology	CO2,3

5	Balancing stakeholder interests for sustainable business, challenges in sustainability	CO1,2,3
6	Sustainability guidelines and standards, sustainability reporting	CO1
7	Contemporary practices for sustainable business, Indian business outlook on sustainability, way forward	CO4

Reference Texts/Books/Websites/etc: (Recommended APA style of referencing)

1. Gittell, R., Magnusson, M., Merenda, M. (2012). The Sustainable Business Case Book. Boston, MA: FlatWorld
2. Jacobsen, J. J. (2011). Sustainable business and industry. Milwaukee, WI: ASQ Quality Pr.
3. Kassel, K. (2014). The thinking executive's guide to sustainability. New York: Business Expert Press.
4. Moratis, L., Melissen, F., & Idowu, S. O. (2018). Sustainable Business Models: Principles, promise, and practice. Cham: Springer International Publishing.
5. Ottman, J. (2017). The New Rules of Green Marketing: Strategies, Tools, and Inspiration for Sustainable Branding. Routledge.
6. Wells, G. (2013). Sustainable business: Theory and practice of business under sustainability principles. Northampton, MA: E. Elgar Pub.

Recommended Case(s) to be used in the Subject:

- At discretion of the faculty

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation	40%
End Term Evaluation	60%

MARKETING SPECIALIZATION – MAJOR SUBJECTS

MKT 501 : DISTRIBUTION & SUPPLY CHAIN MANAGEMNT

Title of the Subject	Distribution & Supply Chain Management
Subject Code	MKT 501
No. of Credits	1.5
No. of Hours	16
No. of Sessions	8
Marks	50
Pre-requisite Subject(s), if any	Marketing Management-Basics
Trimester/Semester	V

Description of the Subject:

Distribution, Logistics & SCM for marketing students covers in details the aspects of "Place" component of Marketing Mix. The importance & criticality of channel management is covered

In addition to developing the knowledge and understanding of distribution functions, this course also aims to develop skills required to manage logistics & supply chain related issues. The students should be enabled to appreciate, & analyse, distribution problems, solve them, by working collaboratively within groups, using and working with numerical information, negotiating, resolving conflicts and taking, reporting and evaluating distribution decisions.

Course Learning Objectives (CLO):

1	Develop the knowledge and understanding of distribution functions
2	Develop skills required to manage logistics & supply chain related issues
3	Students should be enabled to appreciate, & analyse, distribution problems, solve them, by working collaboratively within groups
4	To enable students to Evaluate & Prioritize channel partners
5	Enable students to design and formulate strategies on Transportation & Inventory management.

Course Outcomes (CO):

CO Code	Course Outcome Statement
MKT501.01	Interpret distribution & supply chain management-based issues, specific to market conditions
MKT501.02	Apply transportation models as a concept of Distribution & Supply Chain in cross functional areas viz, sales, Marketing & Distribution channels
MKT501.03	Examine forecasting techniques and functions to reduce conflicts between different departments of organization viz Sales, Production, & Finance
MKT501.04	Prioritize channel partners to the best advantage of the organization based on the performance of the channel partners'
MKT501.05	Formulate strategies on Transportation & Inventory management issues to drive efficiency in the organization

Mapping of Course Outcomes (CO) to the AOL goals

AOL Goal/ CO	**Leadership**	**Innovation**	**Critical Analytical Thinking**	**Communication Skills**	**Global Perspective**	**Role of Self in the Organization & in Society**
Distribution & Supply Chain Management	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1		**2**	**3**	**3**		
CO2			**3**	**3**	**2**	
CO3			**3**	**3**		
CO4		**2**	**3**	**3**		
CO5		**2**	**3**	**3**		

Course Contents:

No.	Topic and Subtopics to be Covered	Course Outcome Mapped
1	The roles of distribution function in the marketing mix and the meaning of distribution, logistics, and supply chain management.	CO1
2	SCM – issues, opportunities, and strategies. Value chain	CO1, CO2
3	Forecasting and managing supplies across the supply chain.	CO1, CO2
4	Channel design and management for consumer, industrial products, rural markets and services. Managing channel members, selection, training, development, motivation and performance appraisal of channel members. Handling & resolving channel conflicts	CO3, CO4
5	Financial dimensions of channel management.	CO5
6	Techniques of modern physical distribution management, Logistics Mgt and use of technology	CO2, CO3
7	Concept of Inventory & stock Management	CO3, CO4
8	Alternate modes of transportation – Road, air, rail and sea	CO4, CO5

Reference Texts/Books/Websites/etc:
The APA format can be used to list out the texts/books/readings/etc
Textbooks:

1. Donald J Bowersox (2000), Indian Edition, *Logistical Management*, McGraw-Hill Education
2. Martin Christopher (1992), *Logistics & Supply Chain Management*, Pearson Education
3. Bowersox & Closs (2009), *Supply Chain Logistics Management*, McGraw-Hill Education
4. Dr. K.K. Khanna (2006), *Physical Distribution Management-Logistical Approach*, Himalayan Books
5. Chopra & Meindl (2011), *Supply Chain Management*, Pearson Education

Recommended Reading:

e-Book:
Mentzer John T (2004), *Fundamentals of SCM*, Sage Publications EBSCO

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation	40
End Term Evaluation	60

MKT 502 : MARKETING FINANCE

Title of the Subject	**Marketing Finance**
Subject Code	MKT 502
No. of Credits	1.5
No. of Hours	16
No. of Sessions	8
Marks	50
Pre-requisite Subject(s), if any	Marketing Management Basics, Financial Accounting, Financial Mgt.
Trimester/Semester	V

Description of the Subject:

The subject is about Financial Aspects in case of Marketing Finance. During the sessions the students are supposed to learn financial aspects and its importance while discharging the marketing functions. The various element of marketing functions shall be effectively performed if financial aspects are considered for evaluation and choosing appropriate strategy so that both the time and cost wise each function shall be discharged effectively.

Course Learning Objectives (CLO):

1	To enable the students to understand & evaluate various marketing functions.
2	To study each activities of marketing functions from financial aspects.
3	To sensitize the students to the aim of marketing decisions on the organizations bottom line.
4	Enable the students to understand & propose a budget as per the resources of the organization.
5	To study on appraisal of brand valuation.

Course Outcomes (CO):

Course Code	Course Outcome Statement
MKT502.01	Analyze sales revenue – investment framework and its challenges with help of ROI and Break-even Analysis.
MKT502.02	Analyze Management of accounts, receivables, inventories - credit decisions, policy wrt the return on marketing investment on new products
MKT502.03	Measure the Economic aspects of pricing appropriate to customer life-time value
MKT502.04	Propose a budget for the Sales force, Warehousing and Distribution aspect in alignment to marketing objectives.
MKT502.05	Interpret Brand Valuation with the help of Brand Asset Valuator Model

Mapping of Course Outcomes (CO) to the AOL goals

AOL Goal/ CO	Leadership	Innovation	Critical Analytical Thinking	Communication Skills	Global Perspective	Role of Self in the Organization & in Society
Marketing Finance	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1			**2**			
CO2		**2**	**3**	**3**		
CO3			**3**	**3**		
CO4		**2**	**3**			
CO5			**3**			

Course Contents:

No.	Topic and Subtopics to be Covered	CO(s) Mapped to the Topic
1	Sales revenue analysis, revenue – investment framework – ROI management. Analysis of revenue by products, territories, channel, customers' orders etc.	CO1 & CO2
2	Sales revenue analysis, revenue – investment framework	CO1, CO2 & CO3

	– Analysis of marketing costs in terms of controllable, uncontrollable costs, Capacity (fixed) costs and marginal costs, managed costs - Classification of marketing costs by function - marketing cost allocations and its limitations for managerial decisions.	
3	Marketing investments: Management of accounts receivables and inventories - credit decisions and credit policy - special promotion and marketing research. Marketing investments and their evaluation using the probability theory and decisions trees - Evaluating return on marketing investment - Developing and launching new products and the concept of investment in life cycle of product - Application of dcf techniques to evaluations of investment in product development marketing product mix	CO1, CO2 & CO3
4	Pricing. Economic aspects of pricing. Pricing based on marketing and cost considerations.	CO1 & CO3
5	Pricing of new products under ROI concept Applications of dcf technique. Export pricing and finance - Financial incentives, export costs and export credit - tax concessions.	CO1 & CO2
6	Marketing budgets - developing sub-budgets by marketing segments - Advertising budget - Budgeting sales force efforts - optimum level and allocation of selling efforts among dealers.	CO3 & CO4
7	Developing plans for Sales Force. Warehousing decisions - Transportation Decision - Delivery Route Decisions - Cost Analysis for Distribution alternatives Financial Analysis for switching over from sole selling agency to direct selling to trade channels.	CO3 & CO4
8	Brand Valuation.	CO5

Reference Texts/Books/Websites/etc:
The APA format can be used to list out the texts/books/readings/etc
Textbooks:

1. Chatterjee, B. K. (2002). Marketing management: a finance emphasis. Mumbai: Jaico Pub. House.
2. Chandra, P. (2010). Finance sense: finance for non-finance executives. New Delhi: Tata McGraw-Hill.
3. Lilien, G. L., Kotler, P., & Moorthy, K. S. (2009). Marketing models. Victoria, BC: Trafford.

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation	40
End Term Evaluation	60

MKT 503 : SALES MANAGEMENT & SALES PROMOTION

Title of the Subject	**Sales Management & Sales Promotion**
Subject Code	MKT 503
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	Marketing Management - Basics
Trimester/Semester	V

Description of the Subject:

Through this subject our endeavor is to sensitize the students to the challenges faced by leading sales organizations in today's highly competitive economy. The students will also be taught the basics and theoretical fundamentals on how sales organizations are set and managed by integrating current technology, research and strategic thinking.

Course Learning Objectives (CLO):

1	Enable students examine the elements of an effective sales force as a key component of the organization's total marketing effort
2	Extend student understanding of marketing's reach and the potential impact in achieving organizational goals.
3	Sensitize students to understand sales process, relationship between sales and marketing, sales force structure, customer relationship management (CRM), use of technology to improve sales force effectiveness, issues in recruiting, selecting, training, motivating, compensating and retaining salespeople.
4.	Enable the students to identify attributes and build sales personnel's motivation and make them design a compensation plan.

5.	Enable the students to understand & propose a budget as per the resources of the organization.

Course Outcomes (CO):

Course Code	**Course Outcome Statement**	**Cognition Word with Taxonomy Level**
MKT503.01	Develop a sound understanding of sales principles, essentials of sales management wrt product category – Target Market	Applying BT level 3
MKT503.02	Design the elements of an effective sales force in furthering total marketing effort/reach to achieve organizational goals.	Creating BT level 6
MKT503.03	Evaluate Sales quotas & sales territory allocation in a given market by category.	Evaluating BT Level 5
MKT503.04	Design a proper compensation plan for motivate sales force and optimize sales effectiveness	Creating BT level 6
MKT503.05	Propose a budget in alignment with marketing objectives based on costs, past trends and future estimates.	Creating BT level 6

Mapping of Course Outcomes (CO) to the AOL goals

AOL Goal/ CO	Leadership	Innovation	Critical Analytical Thinking	Communication Skills	Global Perspective	Role of Self in the Organization & in Society
Sales Management & Sales Promotion	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1			**3**	**3**		
CO2			**3**	**3**		**2**
CO3		**2**	**3**	**3**		**2**
CO4			**3**	**3**		
CO5			**3**			

Course Contents:

No.	Topic and Subtopics to be Covered	Course Outcome Mapped to Topic
1	Sales Organization and its evaluation - Job and role of Sales Management in Organizations	CO1
2	6 Steps in selling & presentation skills / contents	CO1
3	Sales Management Planning	CO2
4	Sales Management Information Systems, Sales Forecasting	CO2,CO3
5	Sales Budgeting and Planning quotas	CO2,CO3,CO5
6	Manpower Planning for the sales organization for and development of sales organization.	CO1, CO2,CO3
7	Recruitment, selection, training, and development of sales Personnel	CO2
8	Time and Territory Management – Territory Planning, establishing and revising territories, bases of territory design, methods of territory design including computer models, assigning sales people to territories route planning and territory coverage	CO2,CO3
9	Sales incentives and sales compensation	CO2, CO3, CO4, CO5
10	Sales and Inter Departmental Functioning / Relationship	CO1

11	Sales Force Performance evaluation and control	CO3,CO4
12	Identify the roles of consumer and trade promotion activities in terms of differences, characteristics and application	CO2,CO3
13	Sales promotion strategies to integrate below the line promotion into the communication mix.	CO1,CO2,CO3
14	Process of researching, planning and setting goals	CO2, CO3, CO4,CO5
15	Measure and test the effectiveness of sales promotion mix	CO1, CO2, CO3

Reference Texts/Books/Websites/etc:
Textbooks:

1. Futrell, C. M. (2003). *Sales management: Team work, leadership, and technology (6th ed.)*.Australia:South-Western.
2. Gupta, S. L. *(1999). Sales and distribution management(2nd ed.)* Excel Books, New Delhi, India.
3. Norman A. P. Govoni, Edward W. Cundiff, Sandeep Puri, Richard R. Still. *(2017) Sales and Distribution Management(6th ed)*: Pearson
4. Rolph E. Anderson, Joseph F. Hair, Alan J. Bush *(1988). Professional Sales Management,(3rd ed)* McGraw-Hill Inc.,US.
   Rosann Spiro , William Stanton ,Gregory Rich *(2003). Management of a sales force(11th ed)*: McGraw Hill Education
5. Still, R. R., Cundiff, E. W., & Govoni, N. A. *(1976). Sales management: Decisions, policies and cases*. Englewood Cliffs: Prentice-Hall.

e-Book:

Sales Forecasting Management – Mentzer, John T., Moon, Mark A.,(2005), Sage Publications, EBSCO

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	40
End Term Evaluation	60

MKT 504: DIRECT MARKETING & CRM

Title of the Subject	**Direct Marketing & CRM**
Subject Code	MKT 504
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Trimester/Semester	V

Part A – Direct Marketing

Description of the Subject:

Direct & Database Marketing is a specialized form of Marketing where companies make extensive use of their databases to formulate marketing strategies so that they can get a direct response. In recent years, Direct & Database Marketing has emerged as the fastest growing and most effective forms of Marketing. Its increasing popularity is being driven by advances in database technology as well as explosion of new forms of marketing media (such as social media, mobile phones, video games and so on).
In addition, this course will cover concepts related to conducting Marketing Research in the International context. With the increase in globalization of businesses, firms have to be well-versed with the nuances of different countries and markets and that knowledge must be incorporated in marketing research practices.

Course Learning Objectives (CLO):

1	Students are introduced to the principles, concepts and strategies associated with direct marketing also termed as one to one marketing and database marketing
2	The course explores 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	Empower students with the right tools to implement marketing research in the international marketplace.
4	Provide students with knowledge of how to generate, manage and use information within and between countries.
5	Concepts related to conducting Marketing Research in the International context. It will also examine industry issues and trends.

Course Outcomes (CO):

CO Code	Course Outcome Statement
MKT504.01	Identify with real-life direct marketing initiatives and specific challenges thereon
MKT504.02	Assess state-of-the-art direct marketing tools and techniques appropriate to target market
MKT504.03	Design specific digital and social media content to aid Direct Marketing
MKT504.04	Measure Direct Marketing effectiveness with the help of direct marketing metrics
MKT504.05	Examine the relationship & effectiveness of different direct marketing initiatives

Mapping of Course Outcomes (CO) to the AOL goals
(To be mapped as 3 or 2 or 1 where 3 is the highest and 1 is the lowest level of co-relation. A cell can also be left blank)

AOL Goal/ CO	Leadership	Innovation	Critical Analytical Thinking	Communication Skills	Global Perspective	Role of Self in the Organization & in Society
Direct Marketing	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1			**3**	**3**	**2**	
CO2			**3**	**3**	**2**	
CO3		**2**	**3**	**3**		
CO4		**2**	**3**			
CO5			**3**	**3**		

Course Contents:

No.	Topic and Subtopics to be Covered	CO(s) Mapped to the Topic
1	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	CO1 & CO2
3	Cornerstone 2 – differentiate customers – overview of	CO1 & CO2

	segmentation and customer profile review at various periods	
4	Direct marketing strategies for different value segments introduction to analytical techniques – RFM	CO3
5	Cornerstone 3 – Interacting with customers – Loyalty marketing - Direct Marketing & Sales Incentives.	CO3 & CO4
6	Offers and incentives and Direct marketing methods (Mail, phone, email and Web) Review of Transformative Technologies (Artificial Intelligence/Machine Learning, Blockchain and Augmented Reality)•Testing & Market Research	CO3 & CO4
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?	CO5
8	Cornerstone 4 – Customize - mass customization of products / communications, Relationships marketing. Review of popular tools and techniques for International Marketing Research, Text mining, Sentiment analyses and Neuroscience for conducting marketing research. Using AI for Market Research	CO5

Reference Texts/Books/Websites/etc:
Textbooks:

1.Hughes, A. M. (1994). *Strategic Database Marketing: The Master plan for Starting and Managing a Profitable Customer-Based Marketing Program* (2nd ed.). Thrift books.
2.Peppers, D., & Rogers, M. (1999). *The one to one manager: real world lessons in customer relationship management*. Oxford: Capstone.

Recommended cases / readings to be used in the subject :

1.Diamonds in the Data mine
2.When, Why, & How to fire that customer?
3.On the Web's Cutting Edge: Anonymity in Name Only
4.Web Morphing
5.BogusWeb Traffic

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	40%
End Term Evaluation	60%

Part B (CRM) –
Description of the Subject:

The course explores 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. The course will also examine industry issues and trends.

Course Learning Objectives (CLO):

1	Understand the fundamentals of Relationship Marketing Strategy.
2	Understand the metrics used in CRM, especially customer value.
3	Evaluate the phenomenon of customer loyalty- is it always desirable?
4	Understand the tools used for efficient allocation of marketing resources to maximize customer value.
5	Develop an understanding of CRM implementation issues.

Course Outcomes (CO)

CO Code	**Course Outcome Statement**
MKT504.01	Analyze the fundamentals of Relationship Marketing Strategy using CRM Models
MKT504.02	Evaluate appropriate metrics used in CRM, especially customer life-time value
MKT504.03	Assess customer loyalty with the help of CLTV models & its business worth
MKT504.04	Design tools available for efficient allocation of marketing resources
MKT504.05	Design solution for Mass Customization with help of appropriate CRM tools

Mapping of Course Outcomes (CO) to the AOL goals (3-2-1 , where 3 is the highest and 1 is the lowest.)

AOL Goal / CO	**Leade r-ship**	**Innovat ion**	**Critical & Analytical Thinking**	**Communication S kills**	**Global Persp ective**	**Role of self in society**
CRM	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO 1			**3**	**3**		
CO 2		**2**	**3**	**3**	2	
CO 3			**3**	**3**		
CO 4		**2**		**3**	**2**	
CO5	**3**	**2**	**2**	**2**		

Course Contents :

No.	**Content**	**Cos Mapped to Course Outcome**
1	**Introduction to CRM & Metrics for CRM** a) What is CRM? c) The Customer Lifecycle d) The Concept of Customer Loyalty e) Metrics for Evaluating Customers	CO1
2	CRM in Marketing and Sales Force Automation **Customer Loyalty and CLV**	CO1

3	Concept & context of CRM: CRM as an integral business strategy Customer knowledge: The Individualized customer proposition	CO2
4	Measuring and Maximizing Customer Lifetime Value a) Customer Selection b) Managing Loyalty and Profitability Simultaneously c) Optimal Resource Allocation d) Assessing Return on Marketing Investment	CO2
5	Measuring and Maximizing Customer Lifetime Value a) Introduction to Customer Engagement b) Understanding Referral Marketing (CRV) c) Understanding Customer Knowledge Value (CKV)	CO2, CO3
6	Managing Customers a) Word of Mouth about Brands b) Understanding Customer Influence Value (CIV)	CO3
7	Brand and Customer Engagement	CO4, CO5
8	Data analysis & Data mining	CO4, CO5

Reference Texts / Books (APA format)

1. "The Perils of Social Coupon Campaigns", V. Kumar and Bharath Rajan (2012), Sloan
2. Management Review, Vol. 53 (4), pp. 15 – 16.
3. "Why Service Stinks," Business Week, October 23, 2000.
4. 3."The Mismanagement of Customer Loyalty," W. Reinartz and V Kumar, Harvard Business Review, July 2002.
5. "Building and sustaining profitable customer loyalty for the 21st century," V. Kumar, and D. Shah, Journal of Retailing, 2004.
6. Knowing What to Sell, When, and to Whom; V. Kumar, R. Venkatesan, and W. Reinartz, Harvard Business Review, March 2006.
7. "What drives Customer Equity"; Lemon, Rust and Zeithaml, Marketing Management, Spring 2001.
8. "The Dark Side of Cross-Selling." Shah, Denish, and V. Kumar. "The Dark Side of Cross- Selling." (2012): 21-23.
9. "How Valuable Is Word of Mouth?" V Kumar, J. Andrew Petersen, Robert P. Leone, Harvard Business Review, 2007
10. "Getting the Most Out of All Your Customers," J. Thomas, W. Reinartz, and V Kumar,
    Harvard Business Review, Vol 82, Issue 11, July/August 2004.
11. "Increasing The ROI of Social Media Marketing. "Kumar, V., and Rohan Mirchandani. MIT Sloan Management Review 54.1 (2012): 54-61.
12. "Competing on Analytics," Thomas H. Davenport, Harvard Business Review, Jan 1, 2006
13. "Can Marketing Lift Stock Prices?" V Kumar and Denish Shah, Sloan Management Review, Vol. 52 (4), 2011.
14. "Measuring the benefits of employee engagement", V. Kumar and Anita Pansari, MIT Sloan Management Review, Vol. 56 (4), 2015.

Reference Texts:

1. Kumar, V. (2013). *"Profitable customer engagement: concept, metrics, and strategies"*, Sage Publications, India.
2. Kumar, V. (2008). *Managing customers for profit: strategies to increase profits and build loyalty*. Upper Saddle River, NJ: Pearson Education.
3. Kumar, V., & Reinartz, W. (2019). *Customer Relationship Management Concept, Strategy, and Tools*. Berlin: Springer Berlin.
4. Petersen, J. A., & Kumar, V. (2012). *Statistical Methods in Customer Relationship Management*. Wiley.
5. Shainesh, G., & Sheth, J. N. (2006). *Customer relationship management: a strategic perspective*. Delhi: Macmillan.
6. Sheth, J. N., Parvatiyar, A., & Shainesh, G. (2001). *Customer relationship management: emerging concepts, tools, and applications*. New Delhi: Tata McGraw-Hill Pub. Co.
7. Gosney, J. W., & Boehm, T. P. (2000). *Customer relationship management essentials*. Roseville (California): Prima Tech.

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	40%
End Term Evaluation	60%

FINANCE SPECIALIZATION – MAJOR SUBJECTS

FIN 501 : CORPORATE LAWS

Title of the subject	Corporate Laws
Subject Code	FIN 501
No. of Credits	1.5
No. of Hours	16
No. of Sessions	8
Marks	50
Pre-requisite Subject(s), if any	First year subject-Legal Aspects of Business
Trimester/Semester	V

Description 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.

Course Learning Objectives:

1	To familarise 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 affect 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 Outcomes (CO's):

CO	Course Outcome Statement
FIN501.01	Examine the legal rules and principles for an effective management of the company.
FIN501.02	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.

FIN501.03	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.
FIN501.04	Examine the ethical issues involved in non-adherence to the laws.
FIN501.05	Examine reforms in the bankruptcy and insolvency regimes are critical for improving the business environment and alleviating distressed credit markets.

Mapping of Course Outcomes (CO) to the AOL goals (3-2-1 , where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	Leadership	Innovation	Critical, Analytical & Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society
Corporate Laws	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	-	-	2	-	-	2
CO2	-	-	2	-	-	2
CO3	-	-	2	-	-	2
CO4	-	-	2	-	-	2
CO5	-	-	2	-	-	2

Detailed Contents:

Sr No	Content	CO's Mapped to the topic
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.	CO1,2,4,5
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.	CO1,2,4,5

3	Overview of FEMA 1999 – Salient Features.	CO1,2,4,5
4	Overview of Foreign Exchange Management (Current Account Transaction) Rules, 2000)- Salient features.	CO3,4.5
5	Overview of Prevention of Money Laundering Act, 2002: Salient Features.	C03,4,5
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).	CO3,4,5
7	Overview of law relating to NBFC (S/45 (I) of RBI Act 1934): Salient features	CO3,4,5
8	Overview of Insolvency & Bankruptcy Code (IBC) of 2016: Salient features	CO3,4,5

Reference Texts/Books/Websites/etc:

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. *The modern corporation and private property*. Routledge. 2nd edition
3	Iyer, V.L., 2001. *Taxmann's SEBI Practice Manual*. Taxmann Allied Services.
4	Agarwala, S.N.L., 2003. *Assessment of Business Profits*. 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.

Recommended Case(s) to be used in the Subject: --------------------

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation	40%
End Term Evaluation	60%

FIN 502 : STRATEGIC COST MANAGEMNT

Title of the subject	Strategic Cost Management
Subject Code	FIN 502
No. of Credits	1.5
No. of Hours	16
No. of Sessions	8
Marks	50
Pre-requisite Subject(s), if any	First year Finance Subjects
Trimester/Semester	V

Description 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, which helps in long term profit maximisation.

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 for long term competitive advantage, which are cost effective and yield adequate financial returns.

Course Outcomes (CO’s):

CO	**Course Outcome Statement**
FIN502.01	Examine the important ‘Strategic Cost ‘management tools and techniques to make long term strategic business decisions.
FIN502.02	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.
FIN502.03	Apply the ‘Activity based costing’ tool to avoid under/over costing of overheads and to measure total cost accurately.
FIN502.04	Evaluate the importance of ‘Value chain’ in measurement of cost by

	doing value chain analysis.
FIN502.05	Apply the concept of 'Target costing' in the competitive market to decide the selling price.
FIN502.06	Apply the 'Balance score card' concept in the overall performance (financial and nonfinancial) of an organization.

Mapping of CourseOutcomes (CO) to the AOL goals (3-2-1 , where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	Leadership	Innovation	Critical, Analytical & Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in 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	-

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Introduction to Strategic Cost Management: Definition, importance	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	Product Life Cycle Costing, Target Costing, Business Process Engineering- Theory of constraints.	CO5

5	Objective Based Costing, Cost Reduction and Strategy based Responsibility Accounting System, Transfer Pricing.	CO2
6	Balance Score card - concept prospective and limitations, establishing objectives and performance measures in different perspectives of balance score card.	CO6

Reference Texts/Books/Websites/etc:

1	CharlesHorngren,SrikantDatar, MadhavRajan-(February 4, 2017)-Cost Accounting- A Managerial Emphasis-16th edition Pearson.
2	Blocher, Chen Cokins & Lin- (2004)-Cost Management- A Strategic Emphasis- Tata McGraw Hill Publication- 3rd/4th edition
3	John Shank & Vijay Govindrajan- (2008)-Strategic Cost management- The New Tool for competitive advantage- Free Press.
4	Robert Kaplan & Anthony Atkinson- (1998)-Advance Management Accounting- Prentice Hall Publication-3rd edition.
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.

Recommended Case(s) to be used in the Subject: ------------------

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation	40%
End Term Evaluation	60%

FIN 503 : CORPORATE TAX PLANNING AND FISCAL POLICY

Title of the subject	Corporate Tax Planning and Fiscal Policy
Subject Code	FIN 503
No. of Credits	1.5
No. of Hours	16
No. of Sessions	8
Marks	50
Pre-requisite Subject(s), if any	1st year Business Taxation subject
Trimester/Semester	V

Description of the Subject:

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

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 Outcomes (CO's):

CO	Course Outcome Statement
FIN503.01	Examine the meaning of Corporate tax planning.
FIN503.02	Examine how fiscal policy influences corporate tax planning.
FIN503.03	Examine components of Corporate Taxation.
FIN503.04	Analyse factual situations and recognize tax implications.
FIN503.05	Construct the legally permissible Tax Planning avenues of Corporate Taxation.

Mapping of Course Outcomes (CO) to the AOL goals (3-2-1 , where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	Leadership	Innovation	Critical, Analytical & Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society
Corporate Tax Planning and Fiscal Policy	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	-	-	3	-	-	2
CO2	-	-	3	-		2
CO3	-	-	3	-		2
CO4	-	-	3	--		2
CO5	-	2	3		2	2

Detailed Contents:

Sr No	Content	CO's mapped to the topic
1	Company as Taxable Entity - Distinguishing Features, when compared with other Taxable Entities.	CO1
2	Study of Sections Specific to Companies : For example : 2(8); 115B; 72A; 73; 79, etc (To be updated with Annual Finance Act)	CO3
3	Tax Planning for Companies - Under the heads Capital Gains & Business.	CO3
4	Taxation of Foreign Company (Brief Overview), international taxation transfer pricing etc.	CO4
5	Important Case Law on Tax Planning vis Tax Evasion and other relevant Cases related to Companies.	CO5
6	Tax Planning through Strategic Exercises like Amalgamation and Mergers.	CO5
7	Introduction to GST & Fiscal Policy and Planning & GST (Annual Union Budget)	CO2
8	Trends of Fiscal Planning in India - Meaning, Objectives and Impacts on the Economy.	CO2

9	Tax Laws/ Union Budget: Direct & Indirect tax: Brief overview	CO2
10	Overview of Public Debt, Deficit Financing: Reasons, methods adopted by Govt.	CO2

Reference Texts/Books/Websites/etc:

1	Income Tax Act 1961- As amended by Finance Act.
2	Dr. Vinod K Singhania&Dr.MonicaSinghania-Corporate Tax Planning and Business Tax procedures with case studies.- Taxxman Publications-21st Edition
3	T. N. Manoharan- (February 2020)- Direct Tax laws and International taxation-Snow White Publications-25th edition

Recommended Case(s) to be used in the Subject: -------------------

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation	40%
End Term Evaluation	60%

FIN 504 : SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Title of the subject	Security Analysis and Portfolio Management
Subject Code	FIN 504
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	1st year Finance Subjects
Trimester/Semester	V

Description of the Subject:

Security analysis is the analysis of tradable financial instruments called securities. Portfolio Analysis is the process of reviewing or assessing the elements of the entire portfolio of securities or products in a business. The review is done for careful analysis of risk and return.

Course Learning Objectives:

1	To define security analysis and portfolio management.
2	To identify risk and return relationship and make a portfolio which explains the risk return relationship.
3	To measure portfolio performance and use it for selection of optimal portfolio.

Course Outcomes (CO's):

CO	Course Outcome Statement
FIN504.01	Examine alternatives available for investment.
FIN504.02	Analyse the equities and bonds by correlation coefficient, expected return and variance of return.
FIN504.03	Assess to measure risk and return for single and multi-asset portfolio using fundamental analysis, technical analysis, investor behaviour analysis etc.
FIN504.04	Analyse portfolio performance measures like sharpe index, Treynor index, Jensen's measure etc.
FIN504.05	Assess strategies followed by investment practitioners.

Mapping of CourseOutcomes (CO) to the AOL goals (3-2-1, where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	Leadership	Innovation	Critical, Analytical & Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society
Security Analysis and Portfolio Management	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**

CO1	-	3	3	2	2	
CO2	-	-	3	2	-	-
CO3	-	3	3	2	-	-
CO4	-	-	3	2	-	-
CO5	-	3	3	2	-	-

Detailed Contents:

Sr. No	Content	CO's mapped 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.	CO1,3
3	Security Market Indicators – Index- market breadth, market sentiments.	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.	CO2
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.	CO2,3
7	Efficient Market Hypothesis (EMH) : - Random walk	CO2,3

	theory, - Weak, Semi-Strong and Strong form, - Empirical Evidence of EMH, Anomalies in the markets: Firm Size Effect, January Effect, Monday Effect.	
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/Books/Websites/etc:

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.

Recommended Case(s) to be used in the Subject: ----------------

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation	40%
End Term Evaluation	60%

FIN 505 : INTERNATIONAL FINANCE

Title of the subject	International Finance
Subject Code	FIN 505
No. of Credits	1.5
No. of Hours	16

No. of Sessions	8
Marks	50
Pre-requisite Subject(s), if any	1st year Finance and Economics Subjects.
Trimester/Semester	V

Description of the Subject:

This is the study of monetary interactions between two or more countries, focusing on areas such as foreign direct investment, balance of payments currency exchange rates etc.

Course Learning Objectives:

1	To learn the concepts, terminology and regulatory framework related to international finance.
2	To learn the dynamics underlying the global economic environment, trade policies and barriers, cross-border flows of capital.

Course Outcomes (CO's):

CO	Course Outcome Statement
FIN505.01	Examine Balance of Payment position of countries & issue of Capital Account.
FIN505.02	Examine meaning of Convertibility in case of India and other developing countries.
FIN505.03	Construct real exchange rate, real effective exchange rate, price of foreign currency in relation to domestic currency.
FIN505.04	Examine working in Syndication desk of banks and financial organizations including dealing with Euro-dollar transactions, also work in teams raising funds from abroad.
FIN505.05	Examine the impact of economic/currency crisis on the health of the economy.
FIN505.06	Examine knowledge in handling international trade transactions like Letter of Credit, Factoring, etc

Mapping of Course Outcomes (CO) to the AOL goals (3-2-1 , where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	Leadership	Innovation	Critical, Analytical	Communication Skills	Global Perspective	Role of Self in the

			& Integrative Thinking			organization & in society
International Finance	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	-	-	2	-	3	-
CO2	-	-	2	-	3	-
CO3	-	-	2	-	3	-
CO4	-	-	2	-	3	-
CO5	-	-	2	-	3	-
CO6	-	-	2	-	3	-

Detailed Contents:

Sr. No.	**Content**	**CO(s) Mapped to the Topic**
1	Introduction to International Finance - International Monetary System - Prior to 1945, 1946-1971 and post 1971,International Flow of funds.	CO1
2	Balance of Payments - Concepts, Terminologies, Surplus, and Deficits - Impact on the economy.	CO2
3	3Parity theories: Purchasing Power Parity Theory, International Fisher Effect.	CO1,2
4	Foreign Exchange Markets, Exchange Rate Determination, Currency Derivatives and Risk Management.	CO3
5	Euro-Currency, Euro-Dollar Market, Syndication Emergence of the market, LIBOR Calculation, Euro CDs/CPs, Currency Crisis and Implication for Forex Market.	CO3,4
6	International Trade Finance -Methods of payment, Letter of Credit and Guarantee, Buyers Credit and Suppliers Credit.	CO3
7	Export Finance - Insurance, Pre and Post Shipment finance, Forfeiting/Factoring, Difference between the two, Export factoring, Import factoring.	CO6
8	Economic Perspectives of various financial crises, Turkish Lira Problems , Rupee Depreciation , Weakening of UK pound due to BREXIT	CO5

9	Country Risk Estimation- Political, economic, cultural.	CO5

Reference Texts/Books/Websites/etc:

1	Shapiro, A.C., Multinational financial management. Published by : John Wiley & Sons - 10th Edition November 2013).
2	Vij, M., 2005. The determinants of country risk analysis: an empirical approach. Journal of Management Research, 5(1), p.20.
3	Apte, P.G., International financial management. (Published by : McGraw Hill Education; 6th Edition (25 July 2011)
4	Chandra, P., 2011. Financial management. Published by : Tata McGraw-Hill Education. (8 Edition (4 May 2011)
5	Clark, E., 2002. International finance. 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).

Recommended Case(s) to be used in the Subject: ---------------------

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation	40%
End Term Evaluation	60%

HUMAN RESOURCES SPECIALIZATION – MAJOR SUBJECTS

HR 501 : ORGANIZATIONAL DEVELOPMENT AND CHANGE MANAGEMENT

Title of the subject	**Organizational Development and Change Management**
Subject Code	**HR501**
No. of Credits	**3**
No. of Hours	**30**
No. of Sessions	**15**
Marks	**100**
Pre-requisite Subject(s), if any	**Nil**
Trimester/Semester	**V**

Description of the subject:

This course is for understanding the discipline of Organizational Development , in enhancing organizational performance and effectiveness Students would learn what it takes to be an OD practitioner(challenges of problem identification, diagnostics, interventions etc.) that are deployed during initiating, implementing and sustaining major change .Students will learn how OD is different from other change management approaches. Employee well-being as an outcome, is as important as the hard business results. Students will learn the foundational values/beliefs/attitudes (at personal level and in the organisation as well), that are vital for initiating and sustaining OD based change management.

Course Learning Objectives(CLO):

1	To Understand the role of Organizational Development in enhancing Organizational Performance and Effectiveness
2	To comprehend the challenges, techniques, burdens and successes associated with initiating, implementing and sustaining major changes in Organizations , using OD & other change management approaches

Course Outcomes (CO):

Course Outcome Number	**Course Outcome**
HR501.01	Facilitate decision- making in areas of organizational development and change management for organizational effectiveness

HR501.02	Assess the role of OD practitioner with respect to internal and external client partners, while engaged in an OD process and intervention
HR501.03	Articulate the value of change management to peers and leaders for building a business case
HR501.04	Evaluate the effectiveness of change management practices
HR501.05	Appraise the values underlying the OD process.

Mapping of Course Outcomes (CO) to the AOL goals (3-2-1, where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	Leader ship	Innovatio n	Critical and Analytical Thinking	Communic ation	Global Perspect ive	Role of individual org and society
Organizational Development and Change Management	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	2	3	2	2	2
CO2	3	3	3	3	2	1
CO3	3	2	3	3	2	1
CO4		1	3	1	3	
CO5	2	1	3	3	2	3

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	**Introduction of OD**- Definition, History of OD, Values, assumptions and beliefs in OD. Overview of OD, Change and the field of Organizational Development	CO1
2	**Foundations of OD**, Models and theories – Systems theory participation and Empowerment, Teams and team work, Parallel learning structures, Theories of Planned Change, Change Models.	CO1
3	**Organisational Change, Renewal, and Development**: Planned change; Organisational growth and its implication for change; Kurt Lewin's model of change; Force field analysis; Change cycles- Power and participative types; Organisational renewal and re – energising; Institution building; Creativity and innovation.	CO1

4	**Organisational Diagnosis:** Techniques of organisational diagnosis- Questionnaires, interviews, workshops, task - forces and other methods; Collecting and analysing diagnostic information; feeding back diagnostic information.	CO2, CO5
5	**Key issues to consider in the diagnostic stage**: Data collection methods and communication of the results	CO3
6	**The role of the OD practitioner**- Role, Sills and Dilemmas, Management of initial steps in the OD process	CO2
7	**OD Interventions**: Change agents- Role, skills and styles of change agents; Relation with the client system; Designing interventions; Evaluating and institutionalizing interventions; Action research, history and varieties of action research.	CO2
8	**Structural interventions**- Work redesign, work modules, Quality of work life (QWL), Quality circles(QC)	CO2
9	**Behavioural interventions**- Management by objectives (MBO), Sensitivity training, Transactional analysis; Career planning; Inter-group interventions- team building, survey feedback, Grid OD	CO2
10	**Techno-structural interventions**- Restructuring organizations, Employee involvement, Work Design & Structuring	CO2
11	***S*trategic Interventions** – Organization and Environment relationships / Organization Transformation, Future Search, LSIP, Systems Thinking	CO2
12	**Implementation and Assessment of OD-** Implementation conditions for failure and success in OD efforts, Assessment of OD and change in organizational performance	CO2, CO4
13	**The impact of OD Structure interventions and applicability of OD**, Training experiences, T-groups, Behavioural modelling, Life and career planning, Coaching and mentoring, Instrumental training	CO2, CO4
14	**Power, Politics and OD** – Research on OD, Future and OD, Some key considerations and issues in OD, Issues in consultant – client relationship, Mechanistic & Organic systems and contingency approach; The failure of OD.	CO3
15	**Trends in Organization Development**- OD & HRD interface; OD in global settings; OD in Social/Not for Profit Sector, OD research and practice in perspective; Challenges and future of OD.	CO3

Reference Texts/Books/Websites/etc.:

1. Cummings, T. G & Worley, C. G. (2014) *Organizational Development and Change*, South-Western College Pub; 10 Edition.
2. French, W.L. and Bell, C.H., (1998)*Organization Development: Behavioral Science Interventions for Organization Improvement*, Pearson, 6th Edition.

3. Brown, D.R. (2010) *An experimental Approach to Organization Development*, Pearson, 8th Edition.
4. Anderson, D. L. (2011), Organization Development: The Process of Leading Organizational Change. SAGE publications, Second Edition.
5. Traeger, J. & Warwick, R. (2018). *Organisation Development: A Bold Explorer's Guide.* Libri Publishing.
6. Organization Development and Transformation- Managing Effective Change- Wendell French , Cecil Bell, Robert Zawacki

Websites

- www.isabs.org
- www.astd.org
- www.ntl.org
- www.shrm.org

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	40
End Term Evaluation	60

HR 502: GLOBAL AND STRATEGIC HUMAN RESOURCE MANAGEMENT

Title of the subject	**Global and Strategic HRM**
Subject Code	**HR502**
No. of Credits	**3**
No. of Hours	**30**
No. of Sessions	**15**
Marks	**100**
Pre-requisite Subject(s), if any	**Nil**
Trimester/Semester	**V**

Description of the subject:

This course is designed for understanding the concept and the range of Systems, Processes and Practices (encompassing Organisational, 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 (CLO):

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 (CO):

Course Outcome Number	**Course Outcome**
HR502.01	Understand global and local HRM strategies.
HR502.02	Evaluate strategic and executional architecture of the HRM strategy and processes
HR502.03	Formulate the competency requirements for a HRM professional.
HR502.04	Interpret aspects of continuity and change embedded in the strategic HRM paradigm
HR502.05	Analyze different ways in which HRM can be strategically pursued within organizations.

Mapping of Course Outcomes (CO) to the AOL goals (3-2-1, where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	**Leader ship**	**Innovatio n**	**Critical and Analytical Thinking**	**Communic ation**	**Global Perspectiv e**	**Role of individual org and society**
Glob al and Strat egic HRM	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	2	3	3	3	1
CO2	3	2	3	3	3	
CO3	3	2	3	3	3	2

CO4	2	2	3	2	3	2
CO5	3	2	3	2	3	1

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
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 - Competitive Strategy "Ambitions beyond the resources": The Concept of Strategic Intent	CO1
2	**The Strategic Management Process & Strategic Decision Making** -Strategic Fit, Leverage and Stretch -Strategic flexibility and Learning organization -Alignment of Business Strategy with HR Strategy, - Role of Board of Directors, Top Management, Senior Management, Strategy Office in Strategic Management	CO2, CO5
3	**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	CO1
4	**Human Resource as Resource** - The 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
5	**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 – Michael Porters' Competitive Strategies and Cooperative Strategies Evaluation of Strategic Alternatives – Product Portfolio Models - BCG Matrix, GE Matrix,	CO2, CO5

	- Blue Ocean- Red Ocean Strategy, - Net Promoter Score - The Miles and Snow typology of Organization	
6	**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,	CO4, CO5
7	**HRM and the Environment** - The transformations in HR from a strategy perspective - Different stages of Globalisation- Forces for and against - Versions of HRM **-The idea of Fit or Congruence** - Theoretical perspectives for HRM - The models of SHRM: High Commitment, High Performance and High Involvement- Motivation for Performance- Michigan Model, Dave Ulrich Model, SHRM Model, NHRDN Model, CIPD Model, -	CO1, CO5
8	**Developing an outside in and inside out view- Strategic HRM** **-Managing Global Human Resources/Capital** - Leadership of Global organisations/Talent - Ethnocentricity, Regio-centricity and Geo-centricity -Change and Diversity -Global Mobility of Talent - Virtuality - Leadership - Understanding National Cultures, Occupational Culture , Firm Culture **Situation Specific Strategies** **- C**ompeting in emerging industries, maturing or declining industries - Competing in industries being impacted by Technology disruptions, fragmentation, , hyper –competitiveness and turbulence - For industry leaders, runner -up firms and weak businesses	CO1 & CO2
9	**Strategic HRM challenges and issues, Pros and cons of organic and inorganic growth** -Organisation Structure and Design (Charles Handy's Shamrock) -Creating Team based Organisations - Embedding BPR, TQM & Flexible work arrangement - Future of work – integration- AI, Machine Learning, Deep Learning	CO2
10	**Strategic Approach to Talent Acquisition, including Metrics** - Talent Acquisition –Make vs Buy Trade offs - Role Design/Job Description/Person Specifications	CO3

	- Newer/Innovative ways- acquire talent - Importance of Culture Fit, E- Recruitment, Pros & Cons of Culture Fit - Global Talent pool- International Assignments, International Cadre, - Access and Partnerships- ‘Factories of Talent’.	
11	**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	CO3
12	**Strategic Approach to Total Rewards Management** -Discretionary effort -Variable Pay - ESOP’s	CO3
13	**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)	CO4 & CO5
14	**Strategic ER & IR:** -Specific challenges in IR – Global (US, Germany, Japan, China) and India -Unions, Collective Bargaining and Negotiation	CO4 & CO5
15	**Emerging and Future challenges for Strategic HRM response** - Ethics, CSR, Inclusion & Diversity management, Occupational Health and Safety, Accelerated Change Management	CO2 & CO4

Reference Texts/Books/Websites/etc.:

1. Briscoe, D. & Randall, S (2004). *International Human Resource Management: Policy* and Practice for the Global Enterprise. Psychology Press. Volume 5 of Global HRM Series.
2. Schuler, R.S. & Jackson, S. E. (2008). Strategic Human Resource Management. Wiley-Blackwell, 2nd edition.
3. Harzing, A & Pinnington, A.H. (2014) International Human Resource Management. Sage Publications, Fourth Edition.
4. Perlmutter, Howard V.(2017) The tortuous evolution of the MNC (E Book) , London: Routledge
5. Mello, Jeffrey A. (2015). Strategic Management of Human Resources, 3/e; New Delhi: Cengage Learning

6. Greer, Charles, R. (2012). Strategic Human Resource Management, 2/e; New Delhi: Pearson Education
7. Boselie, Paul (2011). Strategic Human Resource Management, 1/e; New Delhi: McGraw Hill Education
8. Armstrong, Michael (2006) Strategic Human Resource Management: A Guide to Action,(3 edition) Kogan Page Publishers.
9. Porter, M. (1996). "What is strategy? " Harvard Business Review 74(6) 61–78. © Harvard Business School Publishing.
10. Hamel, Gary& Prahalad, C.K (1993) Strategy as Stretch and Leverage. Harvard Business Review
11. Hamel, Gary& Prahalad, C.K. (1989) Strategic Intent. Harvard Business Review,

Website:

Website of world at work, ILO, www.shrm.org: www.cipd.org: www.atd.org

Videos:

1. https://www.youtube.com/watch?v=mYF2_FBCvXw : The Five Competitive Forces That Shape Strategy Michael Porter
2. Communicating Strategy with the Balanced Scorecard: https://www.youtube.com/watch?v=QM9SLX4icu0 Robert S Kaplan
3. Change Management vs. Change Leadership — What's the Difference? https://www.youtube.com/watch?v=2ssUnbrhf_U Dr John Kotte

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	40
End Term Evaluation	60

HR 503: MANAGERIAL COUNSELLING & PROCESS FACILITATION

Title of the subject	**Managerial Counselling & Process Facilitation**
Subject Code	**HR503**
No. of Credits	**3**
No. of Hours	**30**
No. of Sessions	**15**
Marks	**100**
Pre-requisite Subject(s), if any	**Nil**
Trimester/Semester	**V**

Description of the subject:

Managerial Counselling- Managerial Counselling is an effective people management strategy for organizations to help employees to manage stress, personal and behavioural issues or work related problems. This course gives an overview of various counselling approaches used in the industry and its effective application.
Process Facilitation- Process Facilitation course provides first-hand experience on facilitation in action. It unfolds the importance and effectiveness of HR's role in facilitation of individual and team learning processes

Course Learning Objectives(CLO):

Managerial Counselling	1	To provide an introduction of various counselling approaches used in the industry
	2	To provide an insight into handling behavioural issues at work place by developing counselling skills
Process Facilitation	3	To appreciate how value is added through facilitation
	4	To enhance one’s own effectiveness as a leader and Manager with influence

Course Outcomes (CO):

Course Outcome Number	**Course Outcome**
HR503.01	Understand the basic counselling concepts and applications which help them to become an effective manager
HR503.02	Facilitate interactions and hence generate better outcomes in organizations
HR503.03	Conduct ‘Train the Trainer’ workshop

HR503.04	Evaluate different counselling approaches which help in developing suitable procedures for testing the derived propositions of employees.
HR503.05	Assess behavioural issues at work place by developing facilitation skills

Mapping of Course Outcomes (CO) to the AOL goals (3-2-1, where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	Leadership	Innovation	Critical and Analytical Thinking	Communication	Global Perspective	Role of individual org and society
Managerial Counselling & Process Facilitation	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	2	2	2	3		3
CO2	3	2	2	3		3
CO3	3	3	3	3	1	2
CO4	2	2	3	3	1	3
CO5	3	3	2	3		3

Detailed Contents

Sr. No.	Content	CO(s) Mapped to the Topic
Managerial Counselling		
1	**Introduction to counseling-** Need for workplace counseling, HR's role in counseling, Organizational applications of counseling, Definition & historical development, Distinction between psychotherapy & counseling, Counselling process, Basic counseling skills	CO1
2	**Psychoanalytic Approach-** Sigmund Freud, Structure of personality, Conscious & Unconscious, Ego-defense mechanism, Psychosexual stages of personality development, Counselling methods.	CO1
3	**Behaviouristic Approach-** Classical conditioning, Operant conditioning, Schedules of reinforcement, Shaping- a managerial tool, Social learning theory, Counselling methods	CO1
4	**Humanistic Approach** -Carl Rogers, Humanistic development, Fully functioning person, Key counseling concepts	CO1

5	**Transactional Analysis**- Ego states, Transactions & types, Life positions, Games, Strokes	CO1
6	1. **Cognitive-Behavioural Approach-** Rational Emotive Behavior Therapy, Theory of personality disturbance, Rational & Irrational Beliefs, Counselling techniques, Other cognitive approaches	2. CO1
7	3. **Performance Management Counselling-** Counselling in Human Resource planning, Counselling in appraisal, Performance Counselling,	4. CO1, CO2
8	**5.** Counselling in pre-disciplinary actions, Counselling in grievance interview	6. CO4 & CO5
Process Facilitation		
9	Facilitation process & skills, Effective Communication skills for Facilitators-Body Language and facilitation, Benefits of Facilitation	CO2 **&** CO5
10	What is training? How Facilitation differs from Training and Presenting, Introduction to Components of Training Module, Needs Analysis, Indexing (Session-wise),	CO5
11	Components of PowerPoint Presentation, Ice Breaking, Expectation mapping, Norm setting, basic content flow, visual element of PPT, Challenges	CO3
12	Group Process Technique- Introduction to Trainer Notes, Elements of Trainer Notes, Challenges in making Trainer Notes	CO3
13	How to Make Fast-Track Notes, Workshop Architecture	CO3
14	Brainstorming & Presentation by Student Groups	CO3, CO4
15	Brainstorming & Presentation by Student Groups	CO3, CO4

Reference Texts/Books/Websites/etc.

Managerial Counselling

1. Singh Kavita (2015). Counselling Skills for Managers, PHI Leraning Private Ltd, New Delhi. Second Edition.
2. Gerald Corey (2013) Theory and practice of Counseling and psychotherapy. 9th edition, Cengage Learing.
3. Richard Nelson- Jones (2012). Basic Counseling skills, Sage South Asia edition. Third Edition.
4. Kapoor Previr (2011). Counseling and negotiation skills for managers, Biztantra Publication

Process Facilitation

1. Bee, F & Bee, R. (1998). *Facilitation Skills (Training essentials)* Chartered Institute of Personnel & Development

2. Kinlaw, D. (1996) *Facilitation Skills: The ASTD Trainer's Sourcebook*. McGraw-Hill; 1st edition

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	100
End Term Evaluation	-

OPERATIONS SPECIALIZATION – MAJOR SUBJECTS

OPN 501 : EXCELLENCE IN MANUFACTURING AND SUSTAINABILITY

Title of the subject	**Excellence in Manufacturing and Sustainability**
Subject Code	OPN 501
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	
Trimester/Semester	TRIMESTER V

Description of the subject:

Many Organizations are implementing operational excellence initiatives to be competitive in the industry. The initial results are very encouraging but subsequently, it was difficult for many organizations to sustain the initial success. The purpose of this subject is to understand how to implement a sustainable operational excellence initiative in the organization. The subject explains a model for sustainability of operational excellence which considers the social, economic and environmental aspect of operational excellence. In addition, organizational culture and agility are found to contribute a major role in sustainable organizational excellence.

Course **Learning Objectives (CLO):**

1	To make student understand sustainability, sustainability leadership, and the sustainable enterprise as it relates to stakeholder value that requires performance on multiple dimensions
2	To enable students to apply sustainability values using a variety of frameworks for engaging in meaningful manufacturing sustainability practices.
3	To enable students select leadership actions that support the natural rhythms of change when engaging with others in continuous process of social change

Course **Outcomes (CO):**

CO Code	Course Outcome Statement
OPN501.01	Apply the sustainability principles - Reduce Waste, Recycle, Reuse in the real world business scenarios.
OPN501.02	Choose the options in the manufacturing system to address technical and process challenges.
OPN501.03	Assess manufacturing challenges in today's competitive and dynamic environment by PESTLE method.
OPN501.04	Create an environment of 3R's for manufacturing excellence which will be sustainable.
OPN501.05	Develop innovative methods of using alternative materials, smart factory using natural resources of energy for improving the whole factory process and production considering existing manufacturing methods

Mapping of Course Outcomes (CO) to the AOL goals (3-2-1 , where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Individual In Org And Society
EXCELLENCE IN MANUFACTURING & SUSTAINABILITY	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	2		2	2	
CO2	3	1		2	2	
CO3	3	1		1	1	
CO4	3	1		1	1	
CO5	2	3		2	2	

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Lean Manufacturing - Toyota Production System	CO1
2	Identification of 7 waste - Muda, Mura & Muri	CO1, CO2
3	Elements of Lean manufacturing	CO1, CO2 CO3
4	Value Stream Mapping	CO1, CO2
5	Theory of Constraints - Core Concepts	CO1, CO2
6	TOC - Basics of TOC – 5 Focusing steps - Application	CO1, CO2
7	Introduction to Environment issues	CO3 CO4 CO5
8	Environment Resources & its problems.	CO3 CO5

Reference Texts/Books/Websites/etc: (Recommended APA style of referencing)

1. Shingo, Shigeo. (1985). ‘SMED: A Revolution in Manufacturing’, CRC Press
2. Liker, Jeffrey. (2004). ‘The Toyota Way’, McGraw Hill
3. Womack, John and Jones, Daniel (1990). ‘The Machine that changed the world’. Free Press
4. Goldratt, Eliyahu. (2014). 'The Goal’. Northriverpress
5. Senge, Peter. (2008).’The Necessary Revolution - Working Together to Create a Sustainable World. Crown Publishing
6. YouTube Channel with short videos explaining the concepts – channel name: “Shrinivas Gondhalekar”.

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation	40%
End Term Evaluation	60%

OPN 502: SUPPLY CHAIN RISK AND PERFORMANCE MANAGEMENT

Title of the subject	**Supply Chain Risk and Performance Management**
Subject Code	OPN 502
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	
Trimester/Semester	TRIMESTER V

Description of the subject:

With Growing Integration countries in terms of commerce technology , supply chain of different countries which is not static – develop lots of advantages on cost , quality , technology , and companies look to procurement, from across the globe to take the advantages mentioned . But there are risks which are to be taken note of but build a resilient system. After undergoing this course student will plan procurement strategies in such a way that the risks of interruption of supplies are minimized or eliminated by proper planning in the initial stages itself.

Course Learning Objectives (CLO):

1	To understand the world's most superior principles and practices Supply Chain Risk & Performance management
2	To appreciate the vital role that Supply Chain Risk & Performance management plays in making businesses successful irrespective of the nature of the business.

Course Learning Outcomes (CO)

CO Code	Course Outcome Statement
OPN502.01	Understand the vulnerability and issues in Supply Chain Management.

OPN502.02	Identify the risks involved in Supply Chain performance Management.
OPN502.03	Analyze problem solving techniques to reduce the uncertainties in the supply chain by case discussion method.
OPN502.04	Determine ethical and socially responsible behaviour in the organization environment
OPN502.05	Elaborate Supply chain ecosystem

AOL Goal/ CO	**Leadership**	**Innovation**	**Critical And Analytical Thinking**	**Communication Skills**	**Global Perspective**	**Role Of Individual In Org And Society**
SUPPLY CHAIN RISK & PERFORMANCE MANAGEMENT	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	2	1	2	2	3	1
CO2	1	1	3	2	3	1
CO3	2	2	3	2	1	1
CO4	2	2	3	3	1	3
CO5	1	1	2	2	3	1

Detailed Contents:

Sr. No.	**Content**	**CO(s) Mapped to the Topic**
1	Supply chain Developments Issues and Challenges Revise SCM key domain areas.	CO1
2	Assessment of Vulnerability of supply Chain	CO1, CO2

3	Assessment of Vulnerability of supply Chain	CO1, CO2
4	Predicting and Managing Supply Chain Risks	CO1, CO2, CO3
5	Predicting and Managing Supply Chain Risks	CO1, CO2, CO3
6	Assessing Processes and sub processes using FMEA tool	CO1, CO2, CO3
7	Develop a Risk management System	CO1, CO2, CO3, CO4, CO5
8	The Hidden Risks in Offshore Sourcing Globally.	CO1, CO2, CO3, CO4, CO5
9	The Hidden Risks in Offshore Sourcing Globally	CO1, CO2, CO3, CO4, CO5
10	Developing Strategies to manage risks in Global market	CO1, CO2, CO3, CO4, CO5
11	Developing Strategies to manage risks in Global market	CO1, CO2, CO3, CO4, CO5
12	Managing Supply chain risks for small and Medium Enterprises	CO1, CO2, CO3, CO4, CO5
13	Managing Supply chain risks for small and Medium Enterprises	CO1, CO2, CO3, CO4, CO5
14	Assessing projects Controllable Risks in Projects Resources Management in Projects. Target Achievement in Projects through Capability Development. Identify Gaps and Risks.	CO1, CO2, CO3, CO4, CO5
15	Assessing projects Controllable Risks in Projects Resources Management in Projects. Target Achievement in Projects through Capability	CO1, CO2, CO3, CO4, CO5

	Development. Identify Gaps and Risks.	

Reference Texts/Books/Websites/etc: (Recommended APA style of referencing)

1. Donald Waters,(2007) 'Supply Chain Risk Management: Vulnerability and Resilience in Logistics', KoganPage Publishers.

2. George A Sidon, Bob Ritchie , 'Supply Chain Risk Handbook of assessment Management and Performance'

3. Sunil Chopra MS Sodhi (2004), 'Manging risk to avoid supply chain Break down' - MIT Sloan Management Review, 2004 - academia.edu

4. Betty A Kildow(2011), 'Supply chain management to business continuity, AMACOM Division of American Management Association International'

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	40%
End Term Evaluation	60%

OPN 503: DESIGN AND NEW PRODUCT DEVELOPMENT

Title of the subject	**Design and New Product Development**
Subject Code	OPN 503
No. of Credits	1.5
No. of Hours	16
No. of Sessions	8
Marks	50
Pre-requisite Subject(s), if any	
Trimester/Semester	TRIMESTER V

Brief description of the subject / Introduction:

New product development is a challenging, rewarding activity that requires multifunctional cooperation and inter-disciplinary skills. For all companies, successful product development is critical to success.

Course Learning Objectives:

1	To understand the need for evolving new products which are vital for the consumers and continuously improving the existing designs of existing products in a time bound manner.

Course Outcomes:

OPN503.01	Understand the process of getting field data on unfulfilled need of customers [expressed & some not spelt out in clear terms] & relay those to design team as inputs
OPN503.02	Apply the basic technical, ergonomics & human factors principles in new Product Design
OPN503.03	Appraise all the team activities in order to meet the timeline for coming out with world class product
OPN503.04	Evaluate the methodologies for product design, development & Management by value analysis.
OPN503.05	Elaborate the roles, responsibilities and processes of DFMEA & QFD team and Design Review Team, prototype testing team, top management periodic review team & lastly NPD review team after final testing team

Mapping of Course Outcomes (CO) to the AOL goals (3-2-1 , where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	**Leadership**	**Innovation**	**Critical Analytical & Integrative Thinking**	**Communication Skills**	**Global Perspective**	**Role of Self in the organization & in society**
Design and New Product Development	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1		3	3		2	
CO2		3	3		2	
CO3		2	2		3	
CO4		3	3		2	
CO5		3	3		2	

Detailed Contents:

Sr. No.	**Content**	**LO(s) Mapped to**

		the Topic
1	The need for Product design and Engineering, Relevance and importance	CO1
2	Product Design – A Marketing point of view / Product manager‘s point of view / QC point of view	CO2
3	Quality Deployment Function relevant cases	CO2
4	Product Development and Prototypes	CO3
5	Economic evaluation of Design	CO1, CO4
6	Preparation of Product Design Specification Pilot – Production Run	CO2
7	Evaluation of Designs Product life cycle and continuous assessment – demand / costs / technology availability	CO4
8	Structure of Product Design, Examples of Poor Product Design Product Design Research – Basic & Applied	CO2, CO5

Reference Texts/Books/Websites/etc: (Recommended APA style of referencing)

1. Operations and Industrial Management: Designing and Managing for Productivity. Donald Del Mar. (1985). McGraw-Hill College.
2. Operations Management: Decision Making in the Operations Function. Roger G. Schroeder. (1989).
3. Operations Management for Competitive Advantage. Richard B. Chase, Nicholas J. Aquilano, F. Robert Jacobs. (2007).
4. Prototyping and Modelmaking for Product Design. Bjarki Hallgrimsson. (2012). Laurence King Publishing.

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	40%
End Term Evaluation	60%

OPN 504 : COMPLEX PROBLEM SOLVING AND SIX SIGMA

Title of the subject	Complex Problem Solving and Six Sigma
Subject Code	OPN 504
No. of Credits	1.5
No. of Hours	16
No. of Sessions	8
Marks	50
Pre-requisite Subject(s), if any	
Trimester/Semester	TRIM V

Description of the Subject:

This course of complex problem solving will help students ready to solve real world problems. This course is conducted in a way that has never been done before. This is interdisciplinary specialization, uses the framework which synthesizes knowledge across the management sciences and the humanities, and provides a powerful foundation to think out of the box.

Course Learning Objectives (CLO) :

1	To learn the different problem solving approaches - cause to effect or effect to cause.
2	To differentiate simplex and complex problems and apply Kepner Tregoe method or differential diagnosis method of problem solving
3	To learn how to do Brain storming, brain writing, in order to generate solutions in the given situation.
4	To familiarize with different problem solving techniques, i.e six Sigma and Failure Mode Effect Analysis.

Course Outcomes (CO):

Bloom's taxonomy Cognitive Levels :

1-Remembering, 2- Understanding,3-Applying,4-Analysing,5-Evaluating,6-Creating

CO Code	Course Outcome Statement
OPN504.01	Understand the problem statement and the complexity attached to it.
OPN504.02	Apply the relevant problem-solving methods in a stepwise manner.

OPN504.03	Create solutions by Brainstorming and allied techniques.
OPN504.04	Compare Kepner-Tregoe Problem Analysis & Differential Diagnosis technique for superiority of the technique in simple and complex problems
OPN504.05	Analyse problems and prevent using FMEA (Failure Mode Effects Analysis)

Mapping of Course Outcomes (CO) to the AOL goals

AOL Goal/ CO	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Individual In Org And Society
COMPLEX PROBLEM SOLVING AND SIX SIGMA	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1		1	2	2	2	1
CO2		2	3			
CO3	1	3	3	2	2	
CO4	1	3	3	2	2	
CO5	2	3	3	1	1	

Detailed Content:

Sr. No	Contents	CO(s) Mapped to the Topic
1	Introduction to Problem Solving: Broad Problem Solving approaches – from cause to effect and effect to cause. Superiority of the effect to cause approaches in complex problems Definition of Problem Types of Problems – Sporadic and Chronic Universal Problem Solving Journey consisting of Situation Appraisal, Diagnosis, Solution generation, Decision Making, Potential Problem Analysis, Implementation, and Control.	CO1
2	Diagnostic techniques Kepner-Tregoe Problem Analysis and Differential Diagnosis technique – study of the detailed techniques, superiority of the technique in simple and complex problems	CO2
3	Solution Generation techniques, such as Brainstorming, Brainwriting. Team composition and method of conducting brainstorming. Decision Making technique consisting of establishing criteria and evaluating alternatives on must and want criteria.	CO3
4	Potential Problem Analysis using FMEA (Failure Mode Effects	CO4, CO5

	Analysis). Implementation by using PDCA (Plan-Do-Check-Action) approach, and Control by using monitoring tools. Introduction to Design FMEA and Process FMEA. Introduction to Design of Experiments (DOE) for complex problems.	
5	Six Sigma approach to problem solving. DMAIC (Define, Measure, Analyse, Improve, Control) phases. Belt colours to represent problem solving ability. Key role of Hypothesis Testing in Analysis phase.	CO4
6	Relationship between the various techniques covered above. Applications.	CO3, CO4

Reference Texts/Books/Websites/etc:.

1. The New Rational Manager by C. Kepner and B. Tregoe.
2. Chronicles of a Quality Detective by S.Gondhalekar and P.Sheth, Indus Source Pub.
3. World class Quality by Design by Keki Bhote and Adi Bhote
4. Six Sigma for Business excellence by Hemant Urdhwareshe
5. YouTube video on Six Sigma: https://youtu.be/yVaVkhG-NeY
6. YouTube video on Problem Diagnosis: https://youtu.be/e2-f54PYUjE

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	40%
End Term Evaluation	60%

ELECTIVES OFFERED UNDER THE MARKETING SPECIALIZATION

MKT 505 : RURAL MARKETING

Title of the Subject	Rural Marketing
Subject Code	MKT 505
No. of Credits	1.5
No. of Hours	16
No. of Sessions	8
Marks	50
Pre-requisite Subject(s), if any	NA
Trimester	V

Description of the Subject:

Rural market is different from urban market with respect to its economic and functional characteristics. The characteristics, purchasing and consumption pattern of rural people are completely different from the urban people. Due to the impact of globalization there is a fast change in rural environment. The composition of supply and demand has also changed significantly. Through this course the students will be exposed to rural attributes of the marketplace.

Course Learning Objectives (CLO):

1	Students should be able to understand the nuances of rural markets and its differentiation from urban markets.
2	Understand the agri input,consumables and durable market in rural areas.
3	Understand and Apply the concepts of Marketing of agricultural produce and rural and cottage industry products
4	Analyze the Role of financial institutions in rural marketing
5	Analyze the Role of cooperative institutions in rural marketing

Course Outcomes (CO):

CO Code	Course Outcome Statement
MKT505.01	Apply the nuances of marketing in rural areas for serving rural India better.
MKT505.02	Analyze approaches and handling of marketing situations in rural and semi-urban environment.
MKT505.03	Determine the role of rural credit institutions and cooperatives in rural marketing for upliftment of rural customers
MKT505.04	Formulate marketing strategies for consumables and durables in rural market for better products.
MKT505.05	Interpret Marketing of agricultural produce – regulated markets, rural and cottage industry products, contract farming, agricultural exports zone (AEZ) artisan products to ensure compliance

Mapping of Course Outcomes (CO) to the AOL goals

AOL Goal/ CO	**Leadership**	**Innovation**	**Critical Analytical Thinking**	**Communication Skills**	**Global Perspective**	**Role of Self in the Organization & in Society**
Rural Marketing	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**

CO1				**2**		
CO2		**2**		**2**		**2**
CO3		**2**		**2**		
CO4				**2**		**2**
CO5						**2**

Course Contents:

No.	**Topic and Subtopics to be Covered**	**CO(s) Mapped to the Topic**
1	Definition – scope of rural marketing – concepts – components of rural markets – classification of rural markets – rural vs. urban markets	CO1
2	Rural marketing environment 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	CO1
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 equipments – other farm machinery	CO2 & CO3
4	Marketing of consumables and durables Product – price – distribution strategies – product redesign – modification needs	CO2
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	CO3

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 – kissan credit card scheme – impact on rural market	CO4
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
8	Role of cooperative institutions in rural marketing	CO5

Reference Texts/Books/Websites/etc:

Textbooks:

1.T. P. Gopalaswamy (1994). Rural Marketing (2nd ed.). Vikas Publishing House
2. R.V. Badi, Basi N. V. (2005). Rural Marketing. 2/e, Himalaya Publishing House
3. Pradeep Kashyap, Siddhartha Rant (2005), The Rural Marketing Text Book, Biztantra"
4. Habeeb Ur Rahman (2004), Rural Marketing, 1/e, Himalaya Publishing House
5. Sukhpal Singh (1994). Rural Marketing (2nd ed.). Vikas Publishing House
6. C G Krishnamacharyulu, Lalitha Ramakrishnan. Rural Marketing (2nd ed.). Pearson Education
7. Acharya, Agricultural Marketing in India, Oxford India Book House

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	40
End Term Evaluation	60

MKT 506: RURAL AGRI MARKETING MANAGEMENT

Title of the Subject	Rural Agri Marketing Management
Subject Code	MKT 506
No. of Credits	1.5
No. of Hours	16
No. of Sessions	8
Marks	50
Pre-requisite Subject(s), if any	NA
Trimester	V

Description of the Subject:

This course intends to provide insights to rural markets, their population and the industry. This will create awareness in applicability of concepts, techniques and processes of marketing in the rural context.

Course Learning Objectives (CLO):

1	This course enables students to understand the rural population
2	To understand their lifestyle and their agri-input requirements.
3	To understand their social and economic status of rural population
4	To formulate strategies for developing rural market for agri input and agri produce
5	Understand and analyze the options of financial assistance.

Course Outcomes (CO):

CO Code	Course Outcome Statement
MKT506.01	Identify the lifestyle and agri-input requirements of rural population for serving rural India better.
MKT506.02	Analyze specific strategies for rural market for agri input and agri produce to upliftment of rural customers.
MKT506.03	Design the use of IT and transfer of technology (TOT) in Agri Marketing with regards to efficiency and effectiveness
MKT506.04	Propose situation based agri-marketing strategies and their effects on the business goals
MKT506.05	Measure agricultural finance availability and value of Self-help Groups towards better utilization of resources

Mapping of Course Outcomes (CO) to the AOL goals

AOL Goal/ CO	Leadership	Innovation	Critical Analytical Thinking	Communication Skills	Global Perspective	Role of Self in the Organization & in Society
Rural Agri Marketing Management	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1				**2**		**3**
CO2		**2**		**2**		**3**
CO3		**2**		**2**		**3**
CO4				**2**		
CO5						**3**

Course Contents:

No.	Topic and Subtopics to be Covered	CO(s) Mapped to the Topic
1	Rural psychology, consumer behaviour and socio-economic survey	CO1
2	Market survey, price analysis and demand forecasting	CO2
3	Inventory, warehouses & storage and price risk management	CO2
4	Agro consultancy, use of IT and transfer of technology (TOT)	CO3
5	Rural Agrimarketing strategies (challenges, media, segmentation & pricing mechanism).	CO3
6	Agri product promotion methods	CO4 & CO5
7	Agricultural finance and self help groups (loan proposals, crop insurance, government schemes & subsidies, self help groups)	CO5

Reference Texts/Books/Websites/etc:
Textbooks:

1.Atwater F. Psychology for leaving, adjustment, growth and behaviour Today prentice Hall of
India, New Delhi – 110001.
2. Shiffman, L.G. and L.L.Kaunk. Consumer behaviour. Prentice Hall of India Pvt. Ltd., M –
97, Cannaught circle, New Delhi – 110001.
3. .Acharya, S.S and N.L.Agrawal. Agricultural Marketing in India. Oxford & IBH publ., —Janpath, New Delhi – 110001.
4. Ramkishen, Y. Rural and Agricultural Marketing. VES College, Mumbai, Jacob publ. House.
5. Chalapati Rao I.V. communication and leadership, skills and strategies. Book links corporation, Hyderabad.
6.Pandey Mukesh and Deepak Tiwari, Rural and Agricultural marketing. International Book
Distribution Co., New Delhi.
7. Gopalswami, T.P.Rural marketing Vikas Publ. House.
8. Walker and Larreche. Marketing Strategies, McGraw Hill Publ.
9. Jain, S.C., Management in Agricultural Finance. Vora and Co. publishers Pvt. Ltd.

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	40%
End Term Evaluation	60%

MKT 507: RETAIL MANAGEMENT

Title of the Subject	**Retail Management**
Subject Code	MKT 507
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	Marketing Management – Basics
Trimester	V

Description of the Subject:

The Indian Retail Sector has emerged as one of the fast-growing and dynamic industries that accounts for over 10% of India's GDP. Indian retail market has evolved from the traditional unorganized retail stores to organized retail to ecommerce. Thus, the course aims to provide insights into dynamics of the retail management.

Course Learning Objectives (CLO):

1	To describe the relevance, importance and scope of Indian retail industry along with an overview of global retail industry
2	To outline the basic terminologies, concepts, principles & formats within the retail environment
3	To illustrate and explain various important areas of retail management such as Merchandise Management, Store Operations, Location Planning, Supply Chain Management, Visual Merchandise, Retail Customer and Technology in Retail.
4	To identify opportunities & key challenges faced by the Indian retailers.
5.	Discuss the changing global landscape towards omni-channel retailing and their strategies.

Course Outcomes (CO):

CO Code	**Course Outcome Statement**
MKT507.01	Explain terminologies, concepts and principles for better knowledge of the retail environment.
MKT507.02	Analyze different formats of retail and the relevant retail strategies pertaining to them for efficient CRM
MKT507.03	Identify the importance of Merchandise Management, Store Operations, Location Planning, SCM, Visual Merchandise and Technology in Retail for better consumption of resources
MKT507.04	Assess the opportunities and challenges in retail sector to help strategize better
MKT507.05	Design relevant retail strategies for omni-channel

Mapping of Course Outcomes (CO) to the AOL goals

AOL Goal/ CO	Leader ship	Innovati on	Critical Analytic al Thinkin g	Communication Skills	Global Perspective	Role of Self in the Organizatio n & in Society
Retail Manage ment	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1			**3**	**3**	**3**	
CO2		**2**	**3**	**3**	**3**	
CO3		**2**	**2**		**3**	
CO4		**2**	**3**	**3**	**2**	
CO5		**2**	**3**		**3**	

Course Contents:

No.	Topic and Subtopics to be Covered	CO(s) Mapped to the Topic
1	Definition & Scope of retailing Retail Overview- History, International Retail, Emerging markets & Formats • Global Retail – an overview • Indian Retail sector - market size, growth, Players • Ecommerce • Retail Sector opportunities & Challenges	CO1
2	Retail Formats and Classification • Store based & non-store based retailers • Food Retailers, Supermarkets, Hypermarkets	CO1, CO2
3	Retail Formats and Classification (continued) Non-food retailers - Speciality stores, Discount Stores, Department Stores Off-Price stores, Warehouse clubs etc Online retail – ecommerce	CO1, CO2, CO5
4	Store location decisions – types of location, Store Site Selection, Methods of evaluation, Trade Area Evaluation Method	CO2, CO3
5	Store layout and Visual Merchandising - Meaning, Role and Importance of VM, techniques of VM	CO2, CO3
6	Store Operations & HR aspect of store operations	CO 3, CO4
7	Merchandise Management- Merchandise planning, procurement and performance measures	CO2, CO3
8	Private Label - Private label versus national brands Category Management, Role of category management, Use of Planogram	CO3
9	Retail Customers & Retail Selling Skills • Understanding retail customers	CO3

	• Shopper behaviour versus consumer behaviour • Communication mix for retailers	
10	New technologies in retail - RFID, Bar Code, Drone delivery, Role of AI, IOT, Chatbots, AR/VR	CO4, CO5
11	Supply Chain Management -Role of SCM in retail ➢ Technology and ERP packages for better SCM	CO3, CO4
12	Legal & Ethical Issues in Retail & Government rules	CO4
13	Mall Management -Role of anchor stores, Study of parasite stores, Facility management, Leasing –terms	CO4, CO5
14	Mall Management - Study of parasite stores	CO3, CO4
15	Mall Management - Facility management, Leasing –terms	CO3, CO4

Reference Texts/Books/Websites/etc:
The APA format can be used to list out the texts/books/readings/etc
Textbooks:

1. Pradhan, S. (2016). Retailing Management-Text and Cases (5th edition). New Delhi : McGraw Hill Education
2. Levy, M., Barton. W. & Pandit, A. (2012). Retailing Management. 8e. New Delhi Tata McGraw Hill Education Private Limited
3. Sinha, P., & Uniyal, D., (2018). Managing Retailing. 3rd edition. New Delihi: Oxford University Press.
4. Das, A. (2008). Mall Management with Cases Studies. 2nd edition. New Delhi: Taxmann Allied Services Pvt. Ltd
5. Berman, B., Evans., J. & Srivastava., R. (2018). Retail Management – A Strategic Approach. 13th edition. New Delhi. Pearson Publishing
6. Bhalla., S. & Anurag S. (2010). Visual Merchandising. New Delhi Tata McGraw Hill Education Private Limited
7. Gupta., R. & Mishra., A. (2008). Customer Service in Retailing. New Delhi Wiley Student Edition.
8. Joshi., G. (2009). Information Technology for Retail. New Delhi: Oxford University Press.
9. Ray., R. (2010). Supply Chain Management for Retailing. New Delhi: Tata McGraw Hill.
10. Singh., H. & Srinivasan., S. (2012). Mall Management. New Delhi: Tata McGraw Hill Education Private Limited.

Recommended Reading:

e-Book:

1. Morgan, T. (2016a). *Visual Merchandising: Window and In-store Displays for Retail* (3rd ed.). London: Laurence King Publishing.
2. Claus, E., & Marion, G. (2015). *Store Design and Visual Merchandising* (2nd ed.). Business Expert Press.

Recommended Case(s) to be used in the subject –

1. Choosing a store location for a boutique
2. Preparing Merchandise Plan

Websites

1. http://www.yourarticlelibrary.com/stores/retail-stores-store-based-retailer-and-non-store-retailing/7586/
2. https://www.tradegecko.com/multichannel/multichannel-vs-omnichannel
3. https://knowledge.wharton.upenn.edu/article/covid-19-will-change-way-shop/
4. http://www.yourarticlelibrary.com/retailing/trading-area-analysis-for-retail-store-with-diagram/48069
5. https://www.smartsheet.com/retail-store-operations

Articles

1. Deloitte Global Powers of Retailing 2020
2. McKinsey & Company- **The ever-changing store: Taking an agile, customer-centric approach to format redesign**
3. Images Yearbook 2019 – Explaining Retail and the need of Visual Merchandising
4. EY –Retail Operations : Six success factors for a tough market
5. Deloitte – What got you here won't get you there
6. McKinsey & Company-How Analytics and digital will drive next generation retail merchandising
7. RAI-Anarock India Retail Report 2020

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	40
End Term Evaluation	60

MKT 508: BRAND MANAGEMENT - II

Title of the Subject	**Brand Management II**
Subject Code	MKT 508
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	Marketing Management Basics
Trimester/Semester	V

Description of the Subject:

Brand Management is the study of the process of branding and managing the business driven by the brand. It is a specialized elective that follows The Marketing Management courses and is run simultaneously along with a full credit course in Product and Brand Management in the second year of PGDM courses. It is a must do course, especially for students looking for a career in FMCG or Consumer Marketing.

Course Learning Objectives (CLO):

1	To develop students' understanding the financial impact of branding decisions.
2	To understand the techniques of managing brand equity and creating framework for valuing the brands.
3	To understand the significance of brand value, brand loyalty, brand attributes, brand image and how to measure and manage them
4	To evaluate human resource valuations and the regulatory norms in branding
5.	To demonstrate the importance of brand equity and their valuation.

Course Outcomes (CO):

CO Code	Course Outcome Statement
MKT508.01	Formulate brand strategies wrt repositioning / rebranding to meet changing needs
MKT508.02	Compare brand franchise models to gain better understanding of the same.
MKT508.03	Analyse trends in branding, especially digital marketing via social media and mobile marketing
MKT508.04	Analyse Brand Valuation – qualitative and financial using BAV Model
MKT508.05	Measure Brand equity using the components of Brand Equity – BAV & Inter Brand

Mapping of Course Outcomes (CO) to the AOL goals

AOL Goal/ CO	Leadership	Innovation	Critical Analytical Thinking	Communication Skills	Global Perspective	Role of Self in the Organization & in Society
Brand Manageme nt II	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1			**3**	**3**		
CO2		**3**	**3**	**3**		
CO3		**3**		**3**	**2**	
CO4			**3**			
CO5			**3**			

Course Contents:

No.	Topic and Subtopics to be Covered	Course Outcome Mapped to Topic
1	Financial impact of brand extension/ cannibalisation – understand the rationale & logic of brand extensions; retain customer vs retain brand; decision making on increasing profits vs product lines; brand report card i.e. brand P&L	CO1 & CO2
2	Approaches to Measuring & Monitoring Brand equity - Components of Brand Equity, Various models to measure Brand equity – Y&R Brand Asset Valuator, Keller's CBBE model vs Aaker's Brand equity model, Millward	CO1 & CO2

	Brown model, Interbrand model	
3	Measuring brand image – identify the 2 components of Brand Image viz. Brand Identity & Brand Personality; Brand Identity – Explicit & Cognitive; Brand Personality – Implicit & Irrational. Usage and impact of promotions vs brand building i.e. ATL vs BTL & its impact on long term brand imagery & Brand Health and Valuation.	CO1 & CO2
4	Brand value over time - Brand Health Tracking over time & tools required for the same e.g. Social listening tools - Brandwatch Analytics, Focus Groups & Surveys, Customer feedback etc	CO2 & CO3
5	Media effectiveness – Basics of media planning and scheduling across both traditional and digital media. Understanding Reach, Frequency, OTS and GRP/TRP etc. 2 types of effectiveness – Ongoing & Special campaigns; Set Budgets – Costs & Revenue, goals, KPI's, measure actual vs budgets; key parameters being for e.g. Customer acquisition cost, Customer Servicing cost vs Revenues; RoMI.	CO1 & CO2
6	Brand Attributes: Identify firms Assets, Offer, Approach, Skills, Mission & map against Potential, Importance and Ease	CO2 & CO3
7	Brand Loyalty – CRM methodologies, processes & technology for effective Loyalty Measurement, formal methods of measurement viz Walker CSMM Model, understanding Loyalty pyramid, measure loyalty on key parameters using NPS, CLTV, Customer Loyalty Index, Customer Experience ratio etc viz. repurchase ratio, upsell ratio, cross sell ratio	CO1 & CO2
8	Brand Segmentation – Segmentation basis measurement – Lifestyle , Lifecycle, Life stage etc; RFM – Recency, Frequency &Monetary value Emerging thoughts viz Byron Sharp - the Ehrenberg Bass Institute	CO1 & CO2
9	Brand Metrics - Perceptual Imagery to capture customer insights, use of market Research, listening posts (contact centers, emails, sms & app based feedback to gather metrics, analyse, create dash-boarded and applied – 3 key areas – Financial, Performance & Perceptual; i.e. covering Brand Promise viz. attributes, equity, management & Behavioural aspects viz. Perception, Interaction & Performance	CO5
10	Determine financial value of brand – Tangibles, brand building costs, promotions, competition related costs, Pricing policies & strategies, ability to price-up/price down, price sensitivity, margin protection, understanding differences in the Financial Value of a Brand in B2B vs	CO4 & CO5

	B2C, Product vs Service driven Brands, VFM vs Luxury Brands	
11	Advertisement and communication budget decisions – understanding budgeting methods – Historical, Task-Objective method, Percentage of Sales, the Horizontal & Vertical methods; Role of Communication Mix. Role of Promotion Mix, Understanding of the Brand Promise, Identity, Image, understanding competitive practices etc	CO4 & CO5
12	Advertisement and communication budget decisions – understanding budgeting methods – Historical, Task-Objective method, Percentage of Sales, the Horizontal & Vertical methods; Role of Communication Mix. Role of Promotion Mix, Understanding of the Brand Promise, Identity, Image & competitive practices etc	CO1 & CO2
13	Regulatory norms of branding – Understanding of government / regulatory norms wrt the category, product portfolio & the industry/sector in which the firm is operating	CO1 & CO2
14	Human resource valuation - Understanding Firms culture, values, philosophy, Monetary & Non-Monetary,	CO1, CO2
15	Human resource valuation - Understanding Firms culture, values, philosophy, Monetary & Non-Monetary,	CO1, CO2

Reference Texts/Books/Websites/etc:
The APA format can be used to list out the texts/books/readings/etc
Textbooks:

1) Keller, K. L. (2004). *Strategic brand management: building, measuring, and managing brand equity*. Harlow: Pearson Prentice Hall.
2) Lilien, G. L., & Rangaswamy, A. (2003). *Marketing engineering: computer-assisted marketing analysis and planning*. Upper Saddle River, NJ: Prentice Hall.
3) Reading material: Harvard Business School cases, articles and background notes

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	40%
End Term Evaluation	60%

MKT 509: DIGITAL MARKETING

Title of the Subject	Digital Marketing
Subject Code	MKT 509
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	Marketing Management Basics
Academic Year	2020-2021
Trimester/Semester	V

Description of the Subject:

This course introduces business students to the theory of digital marketing and its practice in today's global business environment. It makes them aware of fundamentals of digital marketing, various strategies used in the online marketing space and how to apply these using various tools available. It enhances their competence in digital marketing skills, understanding of key concepts and application of tools to achieve various business goals.

A holistic approach is employed with emphasis on developing a structured thought process for identifying a practical solution to common business objectives.

Course Learning Objectives (CLO):

1	The objective of the course is to introduce the critical concepts of electronic commerce
2	The students understand the concepts from managerial and technological perspectives
3	To provide an understanding of how electronic aspects of conducting business influence enterprises, governments, consumers, and people.
4	Understand the various digital metrics and its usage
5	Enable the students to the basics of digital marketing in creating a strategy.

Course Outcomes (CO):

CO Code	Course Outcome Statement
MKT509.01	Apply the knowledge of the fundamentals of Digital Marketing for content marketing.
MKT509.02	Evaluate brand communication objectives in context of business goals with the help of appropriate tools.
MKT509.03	Interpret data to assess the marketing challenges towards meeting communication objectives
MKT509.04	Analyse various digital metrics and web analytics towards effectiveness of the digital marketing decisions
MKT509.05	Create a workable digital marketing strategy for any firm with help of SEO

Mapping of Course Outcomes (CO) to the AOL goals

AOL Goal / CO	**Leadership**	**Innovation**	**Critical Analytical Thinking**	**Communication Skills**	**Global Perspective**	**Role of Self in the Organization & in Society**
Digital Marketing	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1		**3**	**3**	**3**		
CO2		**3**	**3**	**3**		
CO3		**3**	**3**			
CO4		**3**	**3**	**3**		
CO5		**3**	**3**	**3**		

Course Content:

No.	**Topic and Subtopics to be Covered**	**CO(s) Mapped to the Topic**
1	Understanding Digital Marketing, Digital Marketing and Traditional Marketing, Online Buyer Behaviour, Online Marketing Objectives	CO1
2	Drivers of Digital Marketing, Different Types	CO1

	of Digital Media and their Role	
3	Role of IT in Digital Marketing	CO1 & CO2
4	Challenges of Offline/Online Marketing, Cross Functional Challenges in going Digital for a Firm	CO1 & CO2
5	Role of Consumerism in Digital Marketing	CO1 & CO2
6	Marketing Research on the Internet	CO1
7	Content Marketing, Content Creation, Content Distribution, Advantages and Challenges	CO1 & CO2
8	User Experience Design	CO2 & CO3
9	Web Development and Design	CO1 & CO2
10	Search Engine Optimisation (SEO), Search Advertising, Online Advertising, Google AdWords	CO4 & CO5
11	Affiliate Marketing, Video Marketing	CO3
12	Social Media Marketing, Social Media Channels, Social Media Strategy, Viral Marketing	CO4 & CO5
13	Email Marketing, Mobile Marketing	CO4
14	Digital Marketing Metrics and ROI Social Media Optimization, Search Engine marketing, Affiliate Marketing Promotions, Landing page, content marketing	CO3 & CO5
15	Presentations & Projects	CO1, CO2, CO3, CO4, CO5

Reference Texts/Books/Websites/etc:
The APA format can be used to list out the texts/books/readings/etc
Textbooks:

1. Gary P. Schneider *(2011) E-Commerce: Strategy, Technology and Implementation(9 th Ed.)* Cengage Learning (Thompson).
2. Avinash Kaushik. *(2009) Web Analytics 2.0.(1st. ed.)* Sybex Publisher
3. Cory Rabazinsky, *(2015) Google Adwords for Beginners: A Do-It-Yourself Guide to PPC Advertising (1st.ed.)* **Publisher:** Createspace Independent Pub
4. Daniel Waisberg.*(2015) Google Analytics Integrations (SYBEX).* Publisher: Wiley
5. David Meerman Scott.*(2008) The New Rules of Marketing and PR(1st ed.)* Wiley Publisher.
6. Dave Chaffey *(2009) E-Business and E-Commerce Management(2nd ed.)*Financial Times/ Prentice Hall
   David Whiteley *(2000) E-Commerce Strategy: Technologies and Applications* McGraw Hill International.

Dominik Kosorin, *(2016) Introduction to Programmatic Advertising* ***(1st. ed.)*** Publisher: Lightning Source
7. E. Turban, King, Lee, Viehland, *(2009)Electronic Commerce, A Managerial Perspective (6th ed.)*, Pearson
8. Gary Vaynerchuk. *(2013)Jab, Jab, Jab, Right Hook: How to Tell Your Story in a Noisy Social World (1st ed.)* Publisher Harper Business
9. Jan Zimmerman and Deborah Ng, (*2017.) Social Media Marketing All-In-One for Dummies(3rd ed.)*Publisher Wiley
10. Jay Baer*(2013) Youtility*. Publisher. Penguin USA
11. Joe Pulizzi. *(2013) Epic Content Marketing: How to Tell a Different Story, Break through the Clutter, and Win More Customers by Marketing Less* . McGraw-Hill Education
12. Katie Salen Tekinba & Eric Zimmerman(2003) Rules of Play. Publisher: The MIT Press
13. Kevin Werbach (Author), Dan Hunter. *(2015)The Gamification Toolkit: Dynamics, Mechanics, and Components for the Win* Publisher: Wharton School Press
14. Ryan Deiss and Russ Hennesberry, *(2017). Digital Marketing for Dummies(1st ed.)* John Wiley & Sons
15. Steve Krug. *(2015) Don't Make Me Think, Revisited*. Pearson Education

Recommended Reading:

Dumb Ways To Die

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	40%
End Term Evaluation	60%

TEC 501 : IT VERTICAL - II

Title of the subject	**IT Vertical (contd)**
Subject Code	TEC 501
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	IT Vertical I
Trimester/Semester	V

Description of the subject:

The IT Vertical is a cross functional course offered with a view to enable students from the PGDM programs, to prepare themselves for a management oriented roles in the IT industry. This is the second part of the course. Students who have taken IT vertical in Trim IV are eligible for this course. Only in exceptional cases where a student who has not taken this course in Trim IV but in interested to join this course in Trim V and is able to successfully clear the exam pertaining to Business Analysis would be considered.

Course Learning Objectives (CLO):

1	To train students in the practices involved in managing IT projects
2	To provide students to learn about specific technical as well as role specific topics to help them prepare for a careers such as Pre-Sales/Sales in IT, Digital Marketing, ERP, Supply Chain, Business Analysis, Analytics etc The choice of the topics would vary each year depending on the mix of students in terms of background, level of preparedness and experience in the IT industry, choice of specialization etc

Course Outcomes (CO):

TEC501.01	Understand the 9 knowledge areas given in Project Management Institutes' Body of Knowledge (PMBok)
TEC501.02	Develop a Plan/Schedule using tools given in PmBokfor a given project scenario
TEC501.03	Analyse Risks and appropriate risk mitigation strategies for a given project scenario
TEC501.04	Evaluate project Status using Task based and Financial methods for Project monitoring.
TEC501.05	Outline some of the best practices in Project Management
TEC501.06	Outline domain specific concepts pertaining to their preferred role in IT

Mapping of Learning Outcomes (LO) to the AOL goals (3-2-1):

AOL Goal/ LO	**Leadership**	**Innovation**	**Critical, Analytical & Integrative Thinking**	**Communication Skills**	**Global Perspective**	**Role of Self in the organization & in society**
IT Vertical-II	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1			3		2	
CO2			3	3		
CO3		2	3	2		
CO4			2	2	2	
CO5	2		2	3	2	2
CO6	2	2	2	3	2	3

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	**Understanding Issues in Software Lifecycles** These session helps students from various experience levels to re-live the issues of a typical IT project lifecycle – the discussion focuses on various types of project lifecycles, Challenges in Planning and risks faced in real life project and behaviours of a project manager which can make a difference	CO1, CO2
2	**Understanding Issues in Software Lifecycles (Continued)** The session discusses challenges in real life projects wrt Issues in Planning and Requirements Management	CO1, CO2
3	**Understanding Issues in Software Lifecycles (Continued)** The session discusses challenges in real life projects wrt to review and monitoring. This includes discussion of the case with reference to its current status and likely date of completion and the use of project metrics	CO1, CO2
4	Group Exercise on Planning Group Presentation based on the case discussed – students work out a Project plan based on the facts and data sheet given in the case study	CO1,CO2
5	**Project Management Framework** What is Project management and over view of PMI framework and the 9 knowledge areas and project processes	CO1,CO2
6	**Project Planning** What is involved in Project Planning, Key Processes in the 9 knowledge areas which contribute to Planning, Factoring risk in the plan, Preparing Project Schedule, Other plans such as Resource plans etc, Concept of PERT CPM and its application in project planning and management	CO1,CO2
7	**Project Execution, Monitoring/Tracking / Review** Faculty leads a formal presentation on the execution and monitoring/tracking processes from the 9 knowledge areas. Purpose , What, How to track	CO1,CO2
8	**Project Management Office and How projects are monitored in real life** Role of PMO, information and metrics used by PMOs – Overview of earned Value method, use of Health sheets for monitoring projects	CO1,CO2

9	**Project Leadership** Competencies and Behaviours of a project leader – which behaviours seem to lead to success	CO1,CO2
10	**Digital Product Management** Overview of Product Management, The role of a Product Manager – relationship with Business Analyst, Project Manager , Product Management process, Case examples of Managing digital projects	CO3
11	**Cyber Security :** Overview of Cyber Security, Cyber security risks	CO3
12	**Cyber Security :** Cyber Security Assessment	CO3
13	**Cyber Security :** Cyber security Solutions – point solutions and Enterprise solutions	CO3
14	**Cyber Security :** Management challenges	CO3
15	**Enterprise IT Management – a CIO Perspective** Overview of Enterprise Management, COBIT framework and key processes that must exist for effective Enterprise IT management , Organization structure and form of IT departments and their key result areas	CO3

Reference Texts/Books/Websites/etc:

1. Project Management Institute, PMBOK, Release 6 or above
2. Software Project Management, Bob Hughes and Mike Cotterel, Rajib Mall, Mcgraw Hill
3. Software Project Management Practices in Practice , Pankaj Jalote& Peter Gordon, Pearson

Recommended Case(s) to be used in the Subject:

1.
2.

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	40 %
End Term Evaluation	60 %

QTA 501 : ADVANCED BUSINESS ANALYTICS - II

Title of the subject	**Advanced Business Analytics - II**
Subject Code	QTA 501
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	Knowledge of Basics Statistics
Trimester/Semester	V

Description of the subject:

The course aims at learning Machine Learning algorithms that are commonly used across industry. It gives hands on experience with the machine learning algorithms of regression and Logistic regression to classify the data. It would form the foundation for further topics of Machine Learning and Deep Learning.

Course Learning Objectives (CLO):

1	Learn fundamentals of Simple Regression and its application in predictive Analytics
2	Interpretation of regression parameters under different functional forms.
3	Understand various stages of MLR model building and its underlying assumptions.
4	Learn to build regression models using forward, backward and Stepwise.
5	Understand the estimation of logistic regression coefficients and interpretation.
6	Understand the Time Series Forecasting

Course Outcomes (CO):

QTA501.01	Recall the concepts of hypothesis testing, ANOVA and Chi-Square.
QTA501.02	Illustrate the Simple, Multiple, Logistic Regression models and forecasting techniques using SPSS

QTA501.03	Use right model based on the problem statement.
QTA501.04	Analyze the results of constructed models based on hyper tuning parameters.
QTA501.05	Recommend the best model after analyzing the results
QTA501.06	Design an architecture to deploy these models.

Mapping of Course Outcomes (CO) to the AOL goals (3-2-1):

AOL Goal/ LO	Leadership	Innovation	Critical, Analytical & Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society
Advanced Business Analytics - II	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1			**3**			
CO2			**3**		**1**	
CO3			**3**			
CO4			**3**			
CO5			**3**	**2**		
CO6	**1**	**1**	**3**			

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Review of Basic Statistics, Correlation , Simple Linear Regression , Assumptions, Interpretation of Output	CO1
2	Multiple Linear Regression , Assumptions	CO1 CO2
3	Interpretation of MLR Parameters and MLR Output	CO1-CO3
4	Case Study: IPL	CO1-CO3
5	Logistic , Regression Introduction	CO1-CO3

6	Case Study: German Credit Rating	CO1-CO3
7	Time Series Forecasting	CO4 – CO6
8	Forecasting Techniques and Accuracy	CO4 – CO6
9	Moving Average Method & Exponential Smoothing	CO4 – CO6
10	ARMA Model of Forecasting: Multiplicative and Additive models; Dickey Fuller Test, AIC and BIC; Order of ARMA; Prediction errors and validation of the model	CO4 – CO6
11	ARIMA Model of Forecasting: Multiplicative and Additive models; Dickey Fuller Test, AIC and BIC; Order of ARMA; Prediction errors and validation of the model validation and accuracy with prediction errors and hyper tuning parameters	CO4 – CO6

Reference Texts/Books/Websites/etc:

1. Business Analytics The science of Data Driven Decision Making – U Dinesh Kumar
2. Business Statistics in Practice - Bowerman, O'Connell, Murphee (5th edition, Tata McGraw Hill publication)
3. Statistics for Business & Economics - Anderson, Sweeney, Williams (12th edition, Cengage Learning)
4. SPSS for Windows - Daren George, Paul Mallery (Pearson Education)

Recommended Case(s) to be used in the Subject:

1.
2.

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	40 %
End Term Evaluation	60 %

ELECTIVES OFFERED UNDER THE FINANCE SPECIALIZATION

FIN 506 : CAPITAL MARKETS - II

Title of the subject	Capital Markets-II
Subject Code	FIN 506
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	1. First year Finance subjects. 2.Capital Markets Fundamentals
Trimester/Semester	V

Description of the Subject:

Capital market fundamentals give an overview of functioning of capital market. It helps to learn about fundamental and technical analysis of a stock to arrive at its fair value.

Course Learning Objectives (CLO):

1	To understand about capital markets.
2	To equip students with the knowledge of understanding the business of the company which will enable them to analyze a company in detail to find out the intrinsic worth of a company through fundamental and technical analysis.

Course Outcomes (CO's):

CO	Course Outcome Statement
FIN506.01	Analyse capital markets.
FIN506.02	Analyse the relationship between Macroeconomic fundamentals and markets.
FIN506.03	Evaluate pricing and valuation of equity.
FIN506.04	Assess why equities are preferred for investments by doing Economic and Technical Analysis.
FIN506.05	Apply Fundamental analysis that they can use to arrive at the fair value of equity
FIN506.06	Construct Financial projections for a company.

Mapping of Course Outcomes (CO) to the AOL goals (3-2-1 , where 3 is the highest and 1 is the lowest.)

CO/AOL GOALS	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Individual In Org And Society
Capital Markets-II	PO1	PO2	PO3	PO4	PO5	PO6
CO1	-	-	3	-	2	-
CO2	-	-	3	-	2	-
CO3	2	2	3	2	2	-
CO4	2	2	3	2	2	-
CO5	-	2	3	2	-	-
CO6	-	2	2	2	-	-

Detailed Contents:

Sr. No.	**Content**	**CO(s) Mapped to the Topic**
1	Introduction to Capital Markets- Definition, types, regulatory aspects etc.	CO1
2	Privatization and globalization and its relevance to the Indian Capital Markets: pre and post era, its effects on Indian Capital Markets.	CO2
3	Match between Investor needs and Investment avenues: Investor preferences, various investment avenues, matching of both.	CO2
4	Industry Analysis and Company Analysis: Importance of doing industry analysis for company analysis. Competitive advantage of a company vis-à-vis its peers in the same industry. How to analyze a company depending on the industry.	CO3
5	Economic Analysis: Macro economic factors affecting industry and company.	CO3

6	Technical Analysis: Meaning, types of charts- line chart, bar chart, point and figure chart and candlestick chart, introduction to patterns and types.	CO3
7	Fundamental Analysis: Parameters, use, financial statement analysis, finding intrinsic value of a stock, arriving at conclusion	CO5,6
8	Company presentation: economic, technical and fundamental analysis.	CO5,6

Reference Texts/Books/Websites/etc:

1	Benjamin Graham-‘Intelligent Investor’ Revised Edition –Harper Business Essentials- An imprint of Harper Collins Publishers.
2	Benjamin Graham and David Dodd-(July 2017)-‘Security Analysis’- 6th Edition-McGraw Hill Publication
3	Aswath Damodaran-‘Valuation’- 2nd Edition-Wiley
4	Chetan Parikh- (2005)-‘India’s Money Monarchs’- Variety Book depot.
5	Peter Lynch – (2000)-‘One Up the Wall Street’- Published by Simon Schuster

Recommended Case(s) to be used in the Subject: ---------------

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	40%
End Term Evaluation	60%

FIN 507 : FIXED INCOME SECURITIES

Title of the subject	Fixed Income Securities
Subject Code	FIN 507
No. of Credits	3
No. of Hours	30
No. of Sessions	15

Marks	100
Pre-requisite Subject(s), if any	1st year BFSI subject.
Trimester/Semester	V

Description of the subject:

A fixed-income security is a debt instrument issued by a government, corporation or other entity to finance and expand their operations. Fixed-income securities provide investors a return in the form of fixed periodic payments and eventual return of principal at maturity. This course explores key concepts in understanding fixed income instruments. It explains tools for valuing and modeling risk exposures of fixed income securities.

Course Learning Objectives (CLO):

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

Course Learning Outcomes (CO's):

CO	Course Outcome Statement
FIN507.01	Identify different types of fixed income securities and their characteristics.
FIN507.02	Determine value of fixed income securities by using present value factor, YTM spot curve by using discount rate and forward curve by multiply the spot rate by the ratio of interest rates and adjust for the time until expiration.
FIN507.03	Assess risks from fixed income securities by using sharpe ratio, standard deviation, beta, VaR etc.
FIN507.04	Compare passive and active fixed income portfolio management techniques.
FIN507.05	Evaluate types of fixed income products.

Mapping of Course Outcomes (CO) to the AOL goals (3-2-1 , where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	Leadership	Innovation	Critical, Analytical	Communication Skills	Global Perspective	Role of Self in the

			& Integrative Thinking			organization & in society
Fixed Income Securities	PO1	PO2	PO3	PO4	PO5	PO6
CO1	-	2	3	-	-	-
CO2	-	2	3	-	2	-
CO3	-	2	3	-	-	-
CO4	-	-	3	-	2	-
CO5	-	-	3	-	2	-

Detailed Contents:

Sr. No	Contents	CO's mapped 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-**Derivative Instruments-Interest Rate Futures.	CO1
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
4	**Interpreting Bond Yields** - Bond values overtime, forward contracts/forward rate agreements, risk measurement - delta, risk measurement - gamma, yield curve developments.	CO2
5	**Understanding Duration and Convexity -** Measuring Duration and Convexity of bonds, - Duration of Par /Discount /Premium Bonds, - Duration Analysis, - M Square & Key Rate Duration, - Barbelle, Ladder & Bullet Strategy	CO2
6	**Bond Management Strategies -** Active and Passive Management Strategies, Classical and Contingent Immunisation, Duration Based Asset Liability Risk Management.	CO3,4,5
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	CO3,4,5
8	**Interest Rate Swaps -** Forward Rate Agreements(FRAs),Basics Of Swaps, Valuation of Swaps (Fixed Side), Forward/Amortising/Asset Swaps, Valuing a	CO3,4,5

	Swap during its Life	

Reference Texts/Books/Websites/etc:

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.

Recommended Case(s) to be used in the Subject: -------------

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation	40%
End Term Evaluation	60%

BFSI 301 : ADVANCED BANKING

Title of the subject	**Advanced Banking**
Subject Code	BFSI 301
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	BFSI 201 Fundamentals of Banking
Trimester/Semester	Trimester V

Description of the subject:

Advanced Banking primarily focuses on the role, functions and emerging areas of modern banking. The goal is to equip an entry-level manager with clarity of understanding of the thrust areas of banking as well as latest trends in the industry.

Course Learning Objectives (CLO):
The course is meant to expose students to:

1	Latest Developments in banking.
2	Various regulatory aspects of banking
3	Treasury & Asset Liability Management
4	Importance of Capital Adequacy & IRAC Norms
5	Evaluation of Bank's Performance
6	Euro-Currency Market and Syndication

Course Outcomes (CO):
Students should be able to:

BFSI 301.01	Analyze the financial health of a bank using comparison of performance with peers with a focus on profitability and risks
BFSI 301.02	Analyze the causes of Non Performing Assets and their impact on a bank's balance sheet
BFSI 301.03	Examine the significance of Capital Adequacy in Banks & the pillars of Basel II & III
BFSI 301.04	Analyze the Treasury function as a centre of profitability and the role of ALM on Banks profitability
BFSI 301.05	Understanding lending norms/credit norms and IRAC norms

Mapping of Course Outcomes (CO) to the AOL goals (3-2-1 , where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	Leadership	Innovation	Critical, Analytical & Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in 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		

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Fundamental Forces of Change in Banking	**CO1-CO5**
2	Indian Money Market & Financial Services	**CO1**
3	Regulatory aspects of banking, Prudential norms	**CO1-CO5**
4	Evaluation of Bank Performance	**CO1**
5	Euro Currency Market	**CO1**
6	Capital Adequacy, Basel II & III	**CO3**
7	Treasury Management	**CO4**
8	Vigilance & Fraud Detection	**CO1-CO5**
9	Asset-Liability Management	**CO4**
10	Syndication, Consortium Lending, Bank Guarantees	**CO5**
11	Banking Sector Reforms	**CO1-CO5**
12	Lending Norms / Credit Norms	**CO5**
13	NPA Management, IRAC Norms	**CO2**
14	Modern Banking Developments - National &	**CO1-**

	International	**CO5**

Reference Texts/Books/Websites/etc:

1	Bhattacharyya, B.B., 2014, *Basics of Banking for Freshers*, Himalaya Publishing.
2	Saunders, A., and Cornett, 2019, M.M., *Financial Markets and Institutions*, Tata Mcgraw-Hill, 7th Edition.
3	Pathak, B. V., *The Indian Financial System*, Dorling Kindersley (India) Pvt. Ltd., 4th Edition
4	IIBF, 2015, *Legal aspects of Banking Operations*, Macmillan India Ltd.
5	IIBF, 2017, *Advanced Bank Management*, Macmillan India Ltd.

Recommended Case(s) to be used in the Subject:
1.
2.

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	40%
End Term Evaluation	60%

FIN 508 : FINANCIAL MODELING AND ECONOMETRICS FOR FINANCE

Title of the subject	Financial Modelling and Econometrics for Finance.
Subject Code	FIN 508
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	1.1st year Finance subjects. 2. Basics of statistics.
Trimester/Semester	V

Description of the Subject:

Financial modeling is used in testing various financial scenarios as well as to estimate the valuation of a business or to compare businesses with their peers in the industry. Econometrics is "the quantitative analysis of actual economic phenomena based on the concurrent development of theory and observation, related by appropriate methods of inference".

Course Learning Objectives:

1	Students will learn a wide range of financial modelling techniques.
2	Students will develop an ability to build/understand financial models and to analyse and interpret the relevant data.
3	This course will also introduce students to basic econometric models and their applications in finance.

Course Outcomes (CO's):

CO	**Course Outcome Statement**
FIN508.01	Examine Excel functions.
FIN508.02	Build financial models using Excel.
FIN508.03	Build financial statements and valuation models.
FIN508.04	Make use of a regression analysis to interpret the results.
FIN508.05	Apply econometric tools in a finance-related project.

Mapping of Course Outcomes (CO) to the AOL goals (3-2-1 , where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	**Leadership**	**Innovation**	**Critical, Analytical & Integrative Thinking**	**Communication Skills**	**Global Perspective**	**Role of Self in the organization & in society**
Financial Modelling and Econometrics for Finance.	PO1	PO2	PO3	PO4	PO5	PO6

CO1	-	-	3	-	2	-
CO2	-	-	3	-	2	-
CO3	-	-	3	-	2	-
CO4	-	-	3	-	2	-
CO5	-	-	3	-	2	-

Detailed Contents:

Sr. No.	**Content**	**CO(s) Mapped to the Topic**
1	Introduction to financial modelling: Definition, Types of financial models, Spreadsheet best practices.	CO1
2	Financial mathematics: Working with growth rates, proportion and bps, Data calibration, Law of large number.	CO2,3
3	Revenue modelling: Organic vs inorganic growth, EIC approach, Modelling order book driven.	CO2,3
4	Modelling costs: Modelling fixed and variable costs, Modelling depreciation, capex and fixed assets.	CO2,3
5	Modelling debt: Modelling term loans, Calculating annuity and balloon repayments, Modelling working capital loans.	CO2,3
6	Advanced modelling concepts: Working with dates, Understanding flags and switches, Working with logarithms.	CO2,3
7	Modelling for capital budgeting : Modelling 'S' curves, Calculating cost of capital, Optimization using solver, Sensitivity analysis using data table.	CO2,3
8	Modelling portfolio: Modelling portfolio returns and risks, Modelling rebalancing, Implementing rebalancing triggers.	CO2,3
9	VaRmodelling: Overview of Value at Risk, Introduction to Monte Carlo simulation.	CO2,3
10	Introduction to Econometrics: OLS regression, t-test, Multiple	CO4,5

	regression, F-test, goodness of fit.	
11	Extensions of the regression model : Dummy variables, Functional forms.	CO4,5
12	Introduction to time-series models and forecasting	CO4,5
13	Volatility models, ARCH/GARCH.	CO4,5
14	Event studies, application of event studies.	CO4,5

Reference Texts/Books/Websites/etc:

1	Financial Modeling (3rd edition), Simon Benninga, MIT Press, 2008.
2	Introductory Econometrics for Finance (2nd edition), Chris Brooks, Cambridge University Press, 2008.

Recommended Case(s) to be used in the Subject: -----------

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation	40%
End Term Evaluation	60%

TEC 501 : IT VERTICAL (CONTD)

Title of the subject	**IT Vertical (contd)**
Subject Code	TEC 501
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	IT Vertical I
Trimester/Semester	V

Description of the subject:

The IT Vertical is a cross functional course offered with a view to enable students from the PGDM programs, to prepare themselves for a management oriented roles in the IT industry. This is the second part of the course. Students who have taken IT vertical in Trim IV are eligible for this course. Only in exceptional cases where a student who has not taken this course in Trim IV but in interested to join this course in Trim V and is able to successfully clear the exam pertaining to Business Analysis would be considered.

Course Learning Objectives:

1	To train students in the practices involved in managing IT projects
2	To provide students to learn about specific technical as well as role specific topics to help them prepare for a careers such as Pre-Sales/Sales in IT, Digital Marketing, ERP, Supply Chain, Business Analysis, Analytics etc The choice of the topics would vary each year depending on the mix of students in terms of background, level of preparedness and experience in the IT industry, choice of specialization etc

Course Outcomes (CO):

TEC501.01	Understand the 9 knowledge areas given in Project Management Institutes' Body of Knowledge (PMBok)
TEC501.02	Develop a Plan/Schedule using tools given in PmBokfor a given project scenario
TEC501.03	Analyse Risks and appropriate risk mitigation strategies for a given project scenario
TEC501.04	Evaluate project Status using Task based and Financial methods for Project

	monitoring.
TEC501.05	Outline some of the best practices in Project Management
TEC501.06	Outline domain specific concepts pertaining to their preferred role in IT

Mapping of Learning Outcomes (LO) to the AOL goals (3-2-1):

AOL Goal/ LO	Leadership	Innovation	Critical, Analytical & Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society
IT Vertical	PO1	PO2	PO3	PO4	PO5	PO6
CO1			3		2	
CO2			3	3		
CO3		2	3	2		
CO4			2	2	2	
CO5	2		2	3	2	2
CO6	2	2	2	3	2	3

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	**Understanding Issues in Software Lifecycles** These session helps students from various experience levels to re-live the issues of a typical IT project lifecycle – the discussion focuses on various types of project lifecycles, Challenges in Planning and risks faced in real life project and behaviours of a project manager which can make a difference	CO1, CO2
2	**Understanding Issues in Software Lifecycles (Continued)** The session discusses challenges in real life projects wrt Issues in Planning and Requirements Management	CO1, CO2
3	**Understanding Issues in Software Lifecycles (Continued)** The session discusses challenges in real life projects wrt to review and monitoring. This includes discussion of the case with reference to its current status and likely date of completion and the use of project metrics	CO1, CO2

4	Group Exercise on Planning Group Presentation based on the case discussed – students work out a Project plan based on the facts and data sheet given in the case study	CO1,CO2
5	**Project Management Framework** What is Project management and over view of PMI framework and the 9 knowledge areas and project processes	CO1,CO2
6	**Project Planning** What is involved in Project Planning, Key Processes in the 9 knowledge areas which contribute to Planning, Factoring risk in the plan, Preparing Project Schedule, Other plans such as Resource plans etc, Concept of PERT CPM and its application in project planning and management	CO1,CO2
7	**Project Execution, Monitoring/Tracking / Review** Faculty leads a formal presentation on the execution and monitoring/tracking processes from the 9 knowledge areas. Purpose , What, How to track	CO1,CO2
8	**Project Management Office and How projects are monitored in real life** Role of PMO, information and metrics used by PMOs – Overview of earned Value method, use of Health sheets for monitoring projects	CO1,CO2
9	**Project Leadership** Competencies and Behaviours of a project leader – which behaviours seem to lead to success	CO1,CO2
10	**Digital Product Management** Overview of Product Management, The role of a Product Manager – relationship with Business Analyst, Project Manager , Product Management process, Case examples of Managing digital projects	CO3
11	**Cyber Security :** Overview of Cyber Security, Cyber security risks	CO3
12	**Cyber Security :** Cyber Security Assessment	CO3
13	**Cyber Security :** Cyber security Solutions – point solutions and Enterprise solutions	CO3
14	**Cyber Security :** Management challenges	CO3
15	**Enterprise IT Management – a CIO Perspective** Overview of Enterprise Management, COBIT framework and key processes that must exist for effective Enterprise IT management , Organization structure and form of IT	CO3

	departments and their key result areas	

Reference Texts/Books/Websites/etc:

1. Project Management Institute, PMBOK, Release 6 or above
2. Software Project Management, Bob Hughes and Mike Cotterel, Rajib Mall, Mcgraw Hill
3. Software Project Management Practices in Practice , Pankaj Jalote& Peter Gordon, Pearson

Recommended Case(s) to be used in the Subject:

1.
2.

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	40 %
End Term Evaluation	60 %

QTA 501 : ADVANCED BUSINESS ANALYTICS - II

Title of the subject	**Advanced Business Analytics - II**
Subject Code	QTA 501
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	Knowledge of Basics Statistics
Trimester/Semester	V

Description of the subject:

The course aims at learning Machine Learning algorithms that are commonly used across industry. It gives hands on experience with the machine learning algorithms of regression and Logistic regression to classify the data. It would form the foundation for further topics of Machine Learning and Deep Learning.

Course Learning Objectives (CLO):

1	Learn fundamentals of Simple Regression and its application in predictive Analytics
2	Interpretation of regression parameters under different functional forms.
3	Understand various stages of MLR model building and its underlying assumptions.
4	Learn to build regression models using forward, backward and Stepwise.
5	Understand the estimation of logistic regression coefficients and interpretation.
6	Understand the Time Series Forecasting

Course Outcomes (CO):

QTA501.01	Recall the concepts of hypothesis testing, ANOVA and Chi-Square.
QTA501.02	Illustrate the Simple, Multiple, Logistic Regression models and forecasting techniques using SPSS
QTA501.03	Use right model based on the problem statement.
QTA501.04	Analyze the results of constructed models based on hyper tuning parameters.
QTA501.05	Recommend the best model after analyzing the results
QTA501.06	Design an architecture to deploy these models.

Mapping of Course Outcomes (CO) to the AOL goals (3-2-1):

AOL Goal/ LO	**Leadership**	**Innovation**	**Critical, Analytical & Integrative Thinking**	**Communication Skills**	**Global Perspective**	**Role of Self in the organization & in society**
Advanced Business Analytics - II	PO1	PO2	PO3	PO4	PO5	PO6
CO1			**3**			
CO2			**3**		**1**	

CO3			**3**			
CO4			**3**			
CO5			**3**	**2**		
CO6	**1**	**1**	**3**			

Detailed Contents:

Sr. No.	**Content**	**CO(s) Mapped to the Topic**
1	Review of Basic Statistics, Correlation , Simple Linear Regression , Assumptions, Interpretation of Output	CO1
2	Multiple Linear Regression , Assumptions	CO1 CO2
3	Interpretation of MLR Parameters and MLR Output	CO1-CO3
4	Case Study: IPL	CO1-CO3
5	Logistic , Regression Introduction	CO1-CO3
6	Case Study: German Credit Rating	CO1-CO3
7	Time Series Forecasting	CO4 – CO6
8	Forecasting Techniques and Accuracy	CO4 – CO6
9	Moving Average Method & Exponential Smoothing	CO4 – CO6
10	ARMA Model of Forecasting: Multiplicative and Additive models; Dickey Fuller Test, AIC and BIC; Order of ARMA; Prediction errors and validation of the model	CO4 – CO6
11	ARIMA Model of Forecasting: Multiplicative and Additive models; Dickey Fuller Test, AIC and BIC; Order of ARMA; Prediction errors and validation of the model validation and accuracy with prediction errors and hyper tuning parameters	CO4 – CO6

Reference Texts/Books/Websites/etc:

1. Business Analytics The science of Data Driven Decision Making – U Dinesh Kumar

2. Business Statistics in Practice - Bowerman, O'Connell, Murphee (5th edition, Tata McGraw Hill publication)
3. Statistics for Business & Economics - Anderson, Sweeney, Williams (12th edition, Cengage Learning)
4. SPSS for Windows - Daren George, Paul Mallery (Pearson Education)

Recommended Case(s) to be used in the Subject:

1.
2.

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	40 %
End Term Evaluation	60 %

MKT 508 : BRAND MANAGEMENT - II

Title of the Subject	**Brand Management II**
Subject Code	MKT 508
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	Marketing Management Basics
Trimester/Semester	V

Description of the Subject:

Brand Management is the study of the process of branding and managing the business driven by the brand. It is a specialized elective that follows The Marketing Management courses and is run simultaneously along with a full credit course in Product and Brand Management in the second year of PGDM courses. It is a must do course, especially for students looking for a career in FMCG or Consumer Marketing.

Course Learning Objectives:

1	To develop students' understanding the financial impact of branding decisions.
2	To understand the techniques of managing brand equity and creating framework for valuing the brands.
3	To understand the significance of brand value, brand loyalty, brand attributes, brand image and how to measure and manage them
4	To evaluate human resource valuations and the regulatory norms in branding
5.	To demonstrate the importance of brand equity and their valuation.

Course Outcomes (CO):

CO Code	**Course Outcome Statement**
MKT508.01	Formulate brand strategies wrt repositioning / rebranding to meet changing needs
MKT508.02	Compare brand franchise models to gain better understanding of the same.
MKT508.03	Analyse trends in branding, especially digital marketing via social media and mobile marketing
MKT508.04	Analyse Brand Valuation – qualitative and financial using BAV Model
MKT508.05	Measure Brand equity using the components of Brand Equity – BAV & Inter Brand

Mapping of Course Outcomes (CO) to the AOL goals

AOL Goal/ CO	**Leadership**	**Innovation**	**Critical Analytical Thinking**	**Communication Skills**	**Global Perspective**	**Role of Self in the Organization & in Society**
Brand Management II	PO1	PO2	PO3	PO4	PO5	PO6
CO1			**3**	**3**		
CO2		**3**	**3**	**3**		
CO3		**3**		**3**	**2**	
CO4			**3**			
CO5			**3**			

Course Contents:

No.	Topic and Subtopics to be Covered	Course Outcome Mapped to Topic
1	Financial impact of brand extension/ cannibalisation – understand the rationale & logic of brand extensions; retain customer vs retain brand; decision making on increasing profits vs product lines; brand report card i.e. brand P&L	CO1 & CO2
2	Approaches to Measuring & Monitoring Brand equity - Components of Brand Equity, Various models to measure Brand equity – Y&R Brand Asset Valuator, Keller's CBBE model vs Aaker's Brand equity model, Millward Brown model, Interbrand model	CO1 & CO2
3	Measuring brand image – identify the 2 components of Brand Image viz. Brand Identity & Brand Personality; Brand Identity – Explicit & Cognitive; Brand Personality – Implicit & Irrational. Usage and impact of promotions vs brand building i.e. ATL vs BTL & its impact on long term brand imagery & Brand Health and Valuation.	CO1 & CO2
4	Brand value over time - Brand Health Tracking over time & tools required for the same e.g. Social listening tools - Brandwatch Analytics, Focus Groups & Surveys, Customer feedback etc	CO2 & CO3
5	Media effectiveness – Basics of media planning and scheduling across both traditional and digital media. Understanding Reach, Frequency, OTS and GRP/TRP etc. 2 types of effectiveness – Ongoing & Special campaigns; Set Budgets – Costs & Revenue, goals, KPI's, measure actual vs budgets; key parameters being for e.g. Customer acquisition cost, Customer Servicing cost vs Revenues; RoMI.	CO1 & CO2
6	Brand Attributes: Identify firms Assets, Offer, Approach, Skills, Mission & map against Potential, Importance and Ease	CO2 & CO3
7	Brand Loyalty – CRM methodologies, processes & technology for effective Loyalty Measurement, formal methods of measurement viz Walker CSMM Model, understanding Loyalty pyramid, measure loyalty on key parameters using NPS, CLTV, Customer Loyalty Index, Customer Experience ratio etc viz. repurchase ratio, upsell ratio, cross sell ratio	CO1 & CO2
8	Brand Segmentation – Segmentation basis measurement – Lifestyle , Lifecycle, Life stage etc; RFM – Recency, Frequency &Monetary value Emerging thoughts viz Byron Sharp - the Ehrenberg Bass Institute	CO1 & CO2

9	Brand Metrics - Perceptual Imagery to capture customer insights, use of market Research, listening posts (contact centers, emails, sms & app based feedback to gather metrics, analyse, create dash-boarded and applied – 3 key areas – Financial, Performance & Perceptual; i.e. covering Brand Promise viz. attributes, equity, management & Behavioural aspects viz. Perception, Interaction & Performance	CO5
10	Determine financial value of brand – Tangibles, brand building costs, promotions, competition related costs, Pricing policies & strategies, ability to price-up/price down, price sensitivity, margin protection, understanding differences in the Financial Value of a Brand in B2B vs B2C, Product vs Service driven Brands, VFM vs Luxury Brands	CO4 & CO5
11	Advertisement and communication budget decisions – understanding budgeting methods – Historical, Task-Objective method, Percentage of Sales, the Horizontal & Vertical methods; Role of Communication Mix. Role of Promotion Mix, Understanding of the Brand Promise, Identity, Image, understanding competitive practices etc	CO4 & CO5
12	Advertisement and communication budget decisions – understanding budgeting methods – Historical, Task-Objective method, Percentage of Sales, the Horizontal & Vertical methods; Role of Communication Mix. Role of Promotion Mix, Understanding of the Brand Promise, Identity, Image & competitive practices etc	CO1 & CO2
13	Regulatory norms of branding – Understanding of government / regulatory norms wrt the category, product portfolio & the industry/sector in which the firm is operating	CO1 & CO2
14	Human resource valuation - Understanding Firms culture, values, philosophy, Monetary & Non-Monetary,	CO1, CO2
15	Human resource valuation - Understanding Firms culture, values, philosophy, Monetary & Non-Monetary,	CO1, CO2

Reference Texts/Books/Websites/etc:
The APA format can be used to list out the texts/books/readings/etc
Textbooks:

1) Keller, K. L. (2004). *Strategic brand management: building, measuring, and managing brand equity*. Harlow: Pearson Prentice Hall.
2) Lilien, G. L., & Rangaswamy, A. (2003). *Marketing engineering: computer-assisted marketing analysis and planning*. Upper Saddle River, NJ: Prentice Hall.

3) Reading material: Harvard Business School cases, articles and background notes

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation	40%
End Term Evaluation	60%

ELECTIVES OFFERED UNDER THE HUMAN RESOURCE SPECIALIZATION

HR 504 : GLOBAL & NATIONAL WORKPLACE PLANNING & HR AUDIT

Title of the subject	**Global & National Workplace Planning & HR Audit**
Subject Code	**HR504**
No. of Credits	**1.5**
No. of Hours	**16**
No. of Sessions	**8**
Marks	**50**
Pre-requisite Subject(s), if any	**Nil**
Trimester/Semester	**V**

Description of the subject:

Global & National Workplace Planning -This course is for understanding the need for Workforce Planning (Global and Local). This would envelop Policies/Geo-Political factors that encourage/discourage global mobility. Students will learn quantitative & qualitative approaches, which can be applied for businesses to optimise their work force. (Manage costs, Ensure supply chain responsiveness, while serving customers and consumers). Students will also understand how AI, Machine Learning, Deep learning etc. would influence & impact workforce composition.
HR Audit- The course is for understanding the evolution & need for HR Audit, including contemporary approaches. Students will learn effectiveness of HR sub-systems, their interdependencies and how to ensure alignment with Organisational Purpose & Strategy.

Course Learning Objectives (CLO):

Global & National Workplace	1	To identify the Need for Workforce Planning –Global and Local, including Policies/Geo-Political factors that encourage/discourage global mobility.

Planning	2	To learn the processes and application of Global and National Workforce Planning
HR Audit	3	To understand about HR audit with the help of various instruments such as HR Score Card
	4	To calculate HR cost, investments and return on investments and preparing HR audit reports

Course Outcome (CO):

Course Outcome Number	**Course Outcome**
HR504.01	Understand the need and challenges associated with Global/National workforce planning
HR504.02	Develop right models and Technology for engaging in workforce planning**.**
HR504.03	Devise different strategies of HR Audits.
HR504.04	Select the appropriate Audit methodology and instruments, to engage in designing and executing an Audit.
HR504.05	Evaluate the quantitative & qualitative approaches, which can be applied for businesses to optimize their work force

Mapping of Course Outcomes (CO) to the AOL goals (3-2-1, where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	**Leadership**	**Innovation**	**Critical and Analytical Thinking**	**Communication**	**Global Perspective**	**Role of individual org and society**
Global & National Workplace Planning & HR Audit	PO1	PO2	PO3	PO4	PO5	PO6

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

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
Global & National Workplace Planning		
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
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
3	**Optimizing Workforce Costs, applying Modelling**- Why and how of Qualitative & Quantitative Models/ approaches – Managerial Judgment, Organization & Methods Study, Statistical Methods (Ratio/Trend Analyses, Regression Analysis, Burek –Smith Model, Delphi, Nominal, Markov chain models, Renewal Models , Ecological Model, Network Models, Simulations	CO2, CO5
4	**Optimizing Workforce Costs, Applying Modelling:** Why and how of Qualitative & Quantitative Models/ approaches – Managerial Judgment, Organization& Methods Study, Statistical Methods (Ratio/Trend Analyses, Regression Analysis, Burek –Smith Model, Delphi, Nominal, Markov chain models, Renewal Models , Ecological Model, Network Models, Simulations	CO2, CO5
7. HR Audit		
5	**Human Resource Audit-** HR Audit Process: Introduction, Audit Function, Planning areas of information seeking, Collecting Data, Analyzing Data, Interpretation. Assessing the People Assets , Audits of Workforce Budgeting Human resource accounting, Recent trends, Post Audit steps	CO3
6	**Elements-HR Audit-** Workforce Planning, HR Development, Training, Industrial Relations, Compliance , Organization Climate , Corporate Strategies, Executive Attrition(including understanding industry trends, benchmarks causes and	CO3

	analysis), Settlements and Agreements with workforce unions)	
7	**Elements- HR Audit:** Workforce Communication, Performance Management, Total Rewards, Teambuilding, Workforce engagement and participation	CO4
8	**Human Resources Audit- Design, Structure, Framework** Planning Audit, Questionnaire/Instruments Design, Team composition, areas of focus, extent of comprehensive coverage of all the Systems/Processes & Practices, Pilot testing, etc.	CO4

Reference Texts/Books/Websites/etc.:

1. Rao, P. S. (2014) Personnel & Human Resource Management (5th Revised Edition). Himalaya Publishing House, New Delhi.
2. Rao, T.V. (2014). HRD Audit - Evaluating the Human Resource Function for Business Improvement, 2/e; New Delhi: SAGE.
3. Sekhri, A. (2010) Human Resource Planning And Human Resource Auditing. Himalaya Publishing House
4. Bhattacharyya, D. K. (2009) Human Resource Planning, Excel books, India.
5. Rao, T.V. (2008). HRD Scorecard 2500, 1/e; New Delhi: Response Books
6. Udai Pareek and Rao, T.V., (2012). Designing and Managing Human Resource Systems, 3/e; New Delhi: Oxford & IBH Publishing Co.
7. Ulrich, Dave., Brockbank, Wayne., Younger, Jon., Nyman, Mark & Allen, Justin.(2009)HR Transformation: Building Human Resources From the Outside, McGraw-Hill Education; 1 edition (16 August 2009)
8. Dowling, Peter J., Marion Festing, and Allen D. Engle (2015). International Human Resource Management, 6/e; New Delhi: Cengage Learning
9. Aswathappa, K. and Sadhana Dash (2013). International Human Resource Management, 2/e; New Delhi: McGraw Hill Education
10. Edwards, Tony and Chris Rees (2013). International Human Resource Management, 1/e; New Delhi: Pearson Educatio

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	40
End Term Evaluation	60

HR 505 : EMPLOYER BRANDING

Title of the subject	Employer Branding
Subject Code	HR505
No. of Credits	1.5
No. of Hours	16
No. of Sessions	8
Marks	50
Pre-requisite Subject(s), if any	Nil
Trimester/Semester	V

Description of the subject:

This course is designed for understanding the theory (What) of Employer Branding, experience the practice (how), by application of concepts. The student would develop proficiency in how to glean insights, for generating a unique, sustainable, differentiated and strategic EVP based Employer Brand. The lens for developing understanding would include, start-up companies and those that are already in business.

Course Learning Objectives (CLO):

1	To familiarize with the concept of Employer Branding and how it is linked to the Product/Corporate Brand and being an Employer of choice
2	To interpret the role of Employer Branding in various HR processes

Course Outcomes (CO):

Course Outcome Number	Course Outcome
HR505.01	Understand the type of employer branding that would work for different types of organizations
HR505.02	Contribute to the development of an Employer Branding strategy.
HR505.03	Assess Employer Branding elements and linkages while engaging in HR processes.
HR505.04	Recommend improvements to enhance employer brand.
HR505.05	Deal with the complex issues of managing employer brand in a changing business environment

Mapping of Course Outcomes (CO) to the AOL goals (3-2-1, where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	Leader ship	Innovatio n	Critical and Analytical Thinking	Communi cation	Global Perspectiv e	Role of individual org and society
Employer Branding	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	3	2	2	2	
CO2	3	3	3	3	2	
CO3	3	3	3	3	3	
CO4	2	2	3	3	2	1
CO5	3	2	3	3	3	2

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	**Introduction-** Genesis of the employer branding, objectives and concept of employer brand building.	CO1
2	**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.	CO1, CO5
3	**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.	CO2
4	**'Shine' employer brand strength:** The results of empirical research, Employer Value Proposition, Employer Branding, Ed Moseley's research.	CO4
5	**Employer Branding and HR-** Applications in Talent Management, Talent Retention, Employee Engagement and Benefits / learnings, rankings of employers	CO3, CO5
6	**Employers' participation in competitions** (e.g. Equal Opportunity Company, Leader in Human Resource Management), internal control in the organization, Motivating in employer branding: survey at the employee satisfaction, salary based on skills.	CO4
7	**Employer Branding in practice-** The scale of the 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,	CO2, CO3
8	**Employer Branding-** for Profit organizations, not for profit organizations, Government.	CO1

Reference Texts/Books/Websites/etc.:

1. Barrow, S & Mosley, R. (2005) The Employer Brand: Bringing the Best of Brand Management to People at Work, Wiley; 2nd edition.
2. Martin, G (2009) Employer Branding and corporate reputation management: A model and some evidence. In Burke & Cooper (Eds.). The Peak Performing Organization, Chapter 13, pp 252, London Routledge.
3. Budhwar, P.S. and Bhatnagar, J. (2008) Employer Branding as a differentiator, The changing face of people management in India, Routledge.
4. Linked-In Employer Branding Play Book- 5 Steps to Crafting a Highly Social Talent Brand. Retrieved from https://customersuccess.linkedin.com/content/dam/customersuccess/employerBranding/employerBranding_PDFs/LinkedIn_Employer_Brand_Playbook.pdf
5. Clifton Rita (2009).Brands and Branding- The Economist series. Bloomberg Press; 2nd edition

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	100
End Term Evaluation	-

HR 506 : HR ISSUES IN MERGERS & ACQUISITIONS

Title of the subject	HR Issues in Merger And Acquisitions
Subject Code	**HR506**
No. of Credits	**1.5**
No. of Hours	**16**
No. of Sessions	**8**
Marks	**50**
Pre-requisite Subject(s), if any	**Nil**
Trimester/Semester	**V**

Description of the subject:

This course is designed for understanding the conceptual framework, relating to mergers, acquisitions (M&A) & other related forms of non-organic business strategies. The course will provide understanding on the key Strategic, Human, Organisation Cultural (& other 'softer' dimensions)and role of HR function in ensuring ' hard and softer' dimensions are integrated ,in a holistic manner, enabling the transition to the 'new state', in alignment with business imperatives.

Course Learning Objectives(CLO):

1	To familiarize the students with the Conceptual framework relating to M&A and Organization integration
2	To enable students to understand and manage Human and cultural issues arising out of M&A
3	To outline the various roles of HR functionaries in dealing with M&A

Course Outcomes (CO):

Course Outcome Number	Course Outcome
HR506.01	Facilitate a smooth transition during the M&A process
HR506.02	Evaluate Key HR challenges during Merger & Acquisition

HR506.03	Examine the best HR practices during and after merger & acquisition
HR506.04	Support the employees to embrace a new organizational culture
HR506.05	Analyze the conceptual framework, relating to mergers and acquisitions.

Mapping of Course Outcomes (CO) to the AOL goals (3-2-1, where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	**Leadership**	**Innovation**	**Critical and Analytical Thinking**	**Communication**	**Global Perspective**	**Role of individual org and society**
HR Issues in Merger And Acquisitions	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	2	2	3	3	1
CO2	2	2	3	1	2	
CO3	3	2	2	3	3	1
CO4	3	2	3	3	3	3
CO5	1	1	3	1	3	

Detailed Contents:

Sr. No.	**Content**	**CO(s) Mapped to the Topic**
1	**Introduction**- Conceptual Framework, Concepts of M&A, Organizational Growth through M&A, M&A in historical perspective, The Indian Scenario of M&A, An overview of HR contributions towards M&A	CO4, CO5
2	**Strategic Dynamics**- Understanding the Strategic Dynamics of M&A, Developing integration models, Human Due diligence, Implementing the integration plan	CO3, CO5
3	**HR Related Issues in M&A** -Organizational Vision and Mission, Developmental structures and systems, HR policies, Managing Ambiguity,	CO2

4	**HR Related Issues in M&A** -, Attracting and retaining high performers, Managing lift-outs, Utilizing and managing excess manpower, Establishing of continuity and integration of culture, Managing insecurity and stress	CO2
5	**HR Role in Managing M&A**- Managing Change, HR Role in Managing change through M&A, M&A Phases and HR Role	CO1
6	**HR Role in Managing M&A-** Preliminary stage (establishing people and culture fit), M&A phase, Post M&A roles	CO1
7	**Anatomy of M&A-** Identifying buyers, Securing third-party services, Preparing for the transaction, Negotiations, valuation and final agreement, Implementation, Business cases	CO3, CO5
8	HR Competencies in Managing M&A (Project based module)	CO4

Reference Texts/Books/Websites/etc.:

1. Stahl, G.K. & Mendenhall, M. E. (2005) *Mergers and Acquisitions: Managing Culture and Human Resource*s. Stanford University Press; 1 edition
2. Cartwright, S & Cooper C. (2009) *Mergers and Acquisitions: An HR Perspective*. Jaico Publishing House; First edition.
3. Mendenhall, M (2005) *Mergers and Acquisitions: Managing Culture and Human Resource.* Stanford University press.
4. Love, C. K (2000) *Mergers and acquisitions: The Role of HRM in Success*. Kingston, Ont: IRC Press

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	40
End Term Evaluation	60

HR 507 : ADVANCED INDUSTRIAL RELATIONS & LABOUR LAWS

Title of the subject	**Advanced Industrial Relations & Labour Laws**
Subject Code	**HR 507**
No. of Credits	**1.5 credits**
No. of Hours	**16**
No. of Sessions	**8**
Marks	**50**
Pre-requisite Subject(s), if any	**Nil**
Trimester	**V**

Description of the subject

This course provides a deeper & rigorous treatment on the development of various Labour Legislations. It provides deeper understanding of the contexts and role of Unions (and other forms of collectives), bipartite relationships and tripartite engagement as well. The course endeavours to enable the students to advocate, in their organisational roles, the need to be known as a responsible citizen and employer. Students will learn perspective, strategies and approaches on how wages/salary/bonus and other terms of employment are managed in a non-typical IR business context. By way of exposure to best practices in respected organisations, engaging with Union leaders/ HR/IR leaders, the course intends to build higher level of capability, amongst students who choose HR as their specialisation, in managing and leading the ER/IR dimension..

Course Learning Objectives (CLO):

1	To deepen the knowledge of students, that will enable them to effectively deal with IR/ER situations, including that of discipline management.
2	To develop deeper understanding of the challenges faced while ensuring the implementation of labour laws and its linkage with win-win and productive Industrial Relations.

Course Outcomes (CO):

Course Outcome Number	Course Outcome
HR507.01	Understand how to implement complex issues of Labour Laws at work place.
HR507.02	Interpret the linkage between labour legislation, compliance, collective bargaining and IR/ER.
HR507.03	Contribute to the maintenance of healthy IR/ER
HR507.04	Outline the important causes and impact of industrial dispute
HR507.05	Appraise industrial dispute settlement practices

Mapping of Course Outcomes (CO) to the AOL goals (3-2-1, where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	Leadership	Innovation	Critical and Analytical Thinking	Communication	Global Perspective	Role of individual org and society
Advanced Industrial Relations & Labour Laws	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	1	2	1	1	1
CO2	2	2	2	2	2	2
CO3	3	2	3	2	2	2
CO4	3		2	1		1
CO5	2	3	3	2		2

Detailed contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	**Origin of Law** : • Sources of Law, Legal Concepts: Rights, Wrongs, Liability Obligations,, Duties, Powers, Immunity, Disability, Justice (distributive v. corrective	CO4
2	**Analysis of the terms "industry" and "industrial dispute":** • Distinction between S. 33(1) and 33(2) • How does S. 33-A operate? • Distinction between S. 33C (1) & 33C (2), • Scope of enquiry under S. 33-C (2) as compared to S. 10 (1).	CO4, CO5
3	**Discipline Management** : • Introduction, common law right of employers,	CO1, CO3

	• the nature of restrictions imposed on the common law right to terminate, rights of workmen u/s. 2-A of the ID, Act • Nature of powers conferred on the adjudicators u/s. 11-A • misconduct - misdemeanour • Carelessness • standing orders • misconduct: classification	
4	**Disciplinary Proceedings**: • Implications of preliminary enquiry, • Charge-sheet - nature, scope and criticality of CS, contents of CS, precautions, issues and concerns in framing charges, Show-cause notice vs. Charge-sheet, Domestic Enquiry, • Principles of Natural Justice reasonable opportunity, representation of parties, examination-in chief, cross-examination, re-examination and re-cross, manner of adducing evidence, leading questions, • role of EO, summing-up arguments, enquiry proceedings vs. enquiry findings, closing of enquiry proceedings, findings or report of the EO; need for, and importance of.	CO1, CO3
5	**Case Laws:** • Disciplinary Management and Proceedings	CO1, CO3
6	**Implications of Global trends** on Industrial Relations • Highlights of Industrial Relations Systems - USA, UK, Germany, Japan, China and South Korea	CO1
7	**Implications of Global trends** on Industrial Relations • Highlights of Industrial Relations Systems - USA, UK, Germany, Japan, China and South Korea	CO1
8	**Collective Bargaining in different Industries:** • Manufacturing, Banking, Airlines, IT&ITES	CO1, CO2

Reference Texts/Books/Websites/etc.:

1. Singh, B.D. (2008) *Industrial Relations: Emerging Paradigms.* Excel Books. Fifth Edition.
2. Venkata Ratnam, C.S. & Dhal, Manoranjan (2017) Industrial Relations. Second Edition Oxford University Press.
3. Harzing, Annewill & Pinnington, A. (2015*) International Human Resource Management*. Sage, 3rd Edition.
4. Ghosh Piyali and Nandan, Shefali (2015) Industrial Relations and Labour Laws, I/e, McGraw Hill Education.

5. Monappa, A., Nambudiri, R. & Selvaraj, P. (2012). Industrial Relations and Labour Laws, 2e. Tata McGraw Hill Education Private Limited
6. Shekhar, Seema. Priyadarshini., Sinha, P. R. N. & Sinha, Indu Bala.(2017) Industrial Relations, Trade Unions and Labour Legislation (Third Edition), Pearson.
7. Padhi, P. K. (2017). Labour and Industrial Laws. 3rd Revised edition , PHI Learning
8. Garg, Ajay. (2015). Labour Laws - One Should Know., A Nabhi Publication
9. Srivastava, S.C. (2020) Industrial Relations And Labour Laws (Edition 7), Vikas Publishing

Websites:

- **www.ilo.org:**
- **www.efi.org**
- **www.future of work**

Assessment Method

Evaluation	**% of Marks Assigned**
Continuous Evaluation	40
End Term Evaluation	60

HR 508 : DIVERSITY & INCLUSION

Title of the subject	**Diversity & Inclusion**
Subject Code	**HR508**
No. of Credits	**1.5**
No. of Hours	**16**
No. of Sessions	**8**
Marks	**50**
Pre-requisite Subject(s), if any	**Nil**
Trimester/Semester	**V**

Description of the Subject:

Diversity & Inclusion course introduces multiple dimensions of workplace diversity & inclusion, the best practices that support diverse and inclusive workplace and the role of HR into its effective implementation in every aspect of business. It also provides the insights on how to leverage the effects of diversity & inclusion to achieve a competitive business advantage.

Course Learning Objective (CLO)s:

1	To emphasize the value of diversity
2	To eliminate misconceptions of diversity & its outcomes
3	To familiarize with Diversity Management
4	To develop greater workplace productivity
5	To develop greater awareness and sensitivity to diversity issues.

Course Outcomes (CO):

Course Outcome Number	Course Outcome
HR508.01	Articulate ideas that cultivate workforce diversity
HR508.02	Develop the skills needed to function in a diverse workforce and global community.

HR508.03	Overcome unconscious biases that adversely impact under-represented communities.
HR508.04	Devise the evaluation methods to assess D&I initiatives of the organization
HR508.05	Distinguish between diversity and inclusion and how organizations often miss the real opportunities.

Mapping of Course Outcomes (CO) to the AOL goals (3-2-1, where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	Leader ship	Innovatio n	Critical and Analytical Thinking	Communi cation	Global Perspective	Role of individual org and society
Diversity & Inclusion	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	2	3	3	3
CO2	2	2	2	3	3	2
CO3	2	2	3	3	2	3
CO4	2	3	3	2	3	2
CO5	1		3	1	3	2

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	**Evolution, Importance and scope**- Equal Employment Opportunity, affirmative actions & Diversity	CO1, CO5
2	**Diversity perspectives**, Viewpoint diversity, Creating inclusive workplace	CO1, CO5
3	**Diversity Management-** Primary & Secondary dimensions of Diversity, Unconscious biases, Elimination of biases, measurements, the business imperative	CO2, CO3
4	**Gender Diversity -** Gender stereotypes, Gender roles, Gender equality, Gender sensitization, challenges	CO3
5	**POSH- Prevention of Sexual Harassment -** Identifying Highlights of the law	CO3, CO4
6	**POSH- Prevention of Sexual Harassment-** Behaviour that constitutes sexual harassment, challenges in implementation	CO3
7	**Role of HR in Diversity and inclusion-** -Celebrating differences, Culture building initiatives, sensitization towards people with	CO2, CO5

	differences, Measuring diversity outcomes	
8	**Best practices India and abroad**	CO4

Reference Texts/Books/Websites/etc.:

1. Hari, V. (2016) BCC: Behind Closed Cubicles (For Employees, Managers and HR Professionals. Notion Press; First edition
2. Frost, S. (2014) The Inclusion Imperative: How Real Inclusion Creates Better Business and Builds Better Societies, Kogan Page
3. Brown, J. (2017) Inclusion: Diversity, The New Workplace & The Will To Change. Publish Your Purpose Press; Second Edition.
4. Dogra D. (2012) Diversity and Inclusion: Reflections on Benchmarking Practices in Indian Organizations. Reference Press.
5. Rajesh S. (2018) The 99 Day Diversity Challenge: Creating an Inclusive Workplace. Sage Publications India Private Limited; 1st edition

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	100
End Term Evaluation	-

TEC 501 : IT VERTICAL – II

Title of the subject	**IT Vertical (contd)**
Subject Code	TEC 501
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	IT Vertical I
Trimester/Semester	V

Description of the subject:

The IT Vertical is a cross functional course offered with a view to enable students from the PGDM programs, to prepare themselves for a management oriented roles in the IT industry. This is the second part of the course. Students who have taken IT vertical in Trim IV are eligible for this course. Only in exceptional cases where a student who has not taken this course in Trim IV but in interested to join this course in Trim V and is able to successfully clear the exam pertaining to Business Analysis would be considered.

Course Learning Objectives:

1	To train students in the practices involved in managing IT projects
2	To provide students to learn about specific technical as well as role specific topics to help them prepare for a careers such as Pre-Sales/Sales in IT, Digital Marketing, ERP, Supply Chain, Business Analysis, Analytics etc The choice of the topics would vary each year depending on the mix of students in terms of background, level of preparedness and experience in the IT industry, choice of specialization etc

Course Outcomes (CO):

TEC501.01	Understand the 9 knowledge areas given in Project Management Institutes' Body of Knowledge (PMBok)
TEC501.02	Develop a Plan/Schedule using tools given in PmBokfor a given project scenario
TEC501.03	Analyse Risks and appropriate risk mitigation strategies for a given project scenario
TEC501.04	Evaluate project Status using Task based and Financial methods for Project monitoring.
TEC501.05	Outline some of the best practices in Project Management
TEC501.06	Outline domain specific concepts pertaining to their preferred role in IT

Mapping of Learning Outcomes (LO) to the AOL goals (3-2-1):

AOL Goal/ LO	Leadership	Innovation	Critical, Analytical & Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society
IT Vertical II	PO1	PO2	PO3	PO4	PO5	PO6
CO1			3		2	
CO2			3	3		
CO3		2	3	2		
CO4			2	2	2	
CO5	2		2	3	2	2
CO6	**2**	2	2	3	2	3

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	**Understanding Issues in Software Lifecycles** These session helps students from various experience levels to re-live the issues of a typical IT project lifecycle – the discussion focuses on various types of project lifecycles, Challenges in Planning and risks faced in real life project and behaviours of a project manager which can make a difference	CO1, CO2
2	**Understanding Issues in Software Lifecycles (Continued)** The session discusses challenges in real life projects wrt Issues in Planning and Requirements Management	CO1, CO2
3	**Understanding Issues in Software Lifecycles (Continued)** The session discusses challenges in real life projects wrt to review and monitoring. This includes discussion of the case with reference to its current status and likely date of completion and the use of project metrics	CO1, CO2
4	Group Exercise on Planning Group Presentation based on the case discussed – students work out a Project plan based on the facts and data sheet	CO1,CO2

	given in the case study	
5	**Project Management Framework** What is Project management and over view of PMI framework and the 9 knowledge areas and project processes	CO1,CO2
6	**Project Planning** What is involved in Project Planning, Key Processes in the 9 knowledge areas which contribute to Planning, Factoring risk in the plan, Preparing Project Schedule, Other plans such as Resource plans etc, Concept of PERT CPM and its application in project planning and management	CO1,CO2
7	**Project Execution, Monitoring/Tracking / Review** Faculty leads a formal presentation on the execution and monitoring/tracking processes from the 9 knowledge areas. Purpose , What, How to track	CO1,CO2
8	**Project Management Office and How projects are monitored in real life** Role of PMO, information and metrics used by PMOs – Overview of earned Value method, use of Health sheets for monitoring projects	CO1,CO2
9	**Project Leadership** Competencies and Behaviours of a project leader – which behaviours seem to lead to success	CO1,CO2
10	**Digital Product Management** Overview of Product Management, The role of a Product Manager – relationship with Business Analyst, Project Manager , Product Management process, Case examples of Managing digital projects	CO3
11	**Cyber Security :** Overview of Cyber Security, Cyber security risks	CO3
12	**Cyber Security :** Cyber Security Assessment	CO3
13	**Cyber Security :** Cyber security Solutions – point solutions and Enterprise solutions	CO3
14	**Cyber Security :** Management challenges	CO3
15	**Enterprise IT Management – a CIO Perspective** Overview of Enterprise Management, COBIT framework and key processes that must exist for effective Enterprise IT management , Organization structure and form of IT departments and their key result areas	CO3

Reference Texts/Books/Websites/etc:

1. Project Management Institute, PMBOK, Release 6 or above
2. Software Project Management, Bob Hughes and Mike Cotterel, Rajib Mall, Mcgraw Hill
3. Software Project Management Practices in Practice , Pankaj Jalote& Peter Gordon, Pearson

Recommended Case(s) to be used in the Subject:

1.
2.

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	40 %
End Term Evaluation	60 %

QTA 501 : ADVANCED BUSINESS ANALYTICS - II

Title of the subject	**Advanced Business Analytics - II**
Subject Code	QTA 501
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	Knowledge of Basics Statistics
Trimester/Semester	V

Description of the subject:

The course aims at learning Machine Learning algorithms that are commonly used across industry. It gives hands on experience with the machine learning algorithms of regression and Logistic regression to classify the data. It would form the foundation for further topics of Machine Learning and Deep Learning.

Course Learning Objectives (CLO):

1	Learn fundamentals of Simple Regression and its application in predictive Analytics
2	Interpretation of regression parameters under different functional forms.
3	Understand various stages of MLR model building and its underlying assumptions.
4	Learn to build regression models using forward, backward and Stepwise.
5	Understand the estimation of logistic regression coefficients and interpretation.
6	Understand the Time Series Forecasting

Course Outcomes (CO):

QTA501.01	Recall the concepts of hypothesis testing, ANOVA and Chi-Square.
QTA501.02	Illustrate the Simple, Multiple, Logistic Regression models and forecasting techniques using SPSS

QTA501.03	Use right model based on the problem statement.
QTA501.04	Analyze the results of constructed models based on hyper tuning parameters.
QTA501.05	Recommend the best model after analyzing the results
QTA501.06	Design an architecture to deploy these models.

Mapping of Learning Outcomes (LO) to the AOL goals (3-2-1):

AOL Goal/ LO	**Leadership**	**Innovation**	**Critical, Analytical & Integrative Thinking**	**Communication Skills**	**Global Perspective**	**Role of Self in the organization & in society**
Advanced Business Analytics - II	PO1	PO2	PO3	PO4	PO5	PO6
CO1			**3**			
CO2			**3**		**1**	
CO3			**3**			
CO4			**3**			
CO5			**3**	**2**		
CO6	**1**	**1**	**3**			

Detailed Contents:

Sr. No.	**Content**	**LO(s) Mapped to the Topic**
1	Review of Basic Statistics, Correlation , Simple Linear Regression , Assumptions, Interpretation of Output	CO1
2	Multiple Linear Regression , Assumptions	CO1 CO2
3	Interpretation of MLR Parameters and MLR Output	CO1-CO3
4	Case Study: IPL	CO1-CO3
5	Logistic , Regression Introduction	CO1-CO3

6	Case Study: German Credit Rating	CO1-CO3
7	Time Series Forecasting	CO4 – CO6
8	Forecasting Techniques and Accuracy	CO4 – CO6
9	Moving Average Method & Exponential Smoothing	CO4 – CO6
10	ARMA Model of Forecasting: Multiplicative and Additive models; Dickey Fuller Test, AIC and BIC; Order of ARMA; Prediction errors and validation of the model	CO4 – CO6
11	ARIMA Model of Forecasting: Multiplicative and Additive models; Dickey Fuller Test, AIC and BIC; Order of ARMA; Prediction errors and validation of the model validation and accuracy with prediction errors and hyper tuning parameters	CO4 – CO6

Reference Texts/Books/Websites/etc:

1. Business Analytics The science of Data Driven Decision Making – U Dinesh Kumar
2. Business Statistics in Practice - Bowerman, O'Connell, Murphee (5th edition, Tata McGraw Hill publication)
3. Statistics for Business & Economics - Anderson, Sweeney, Williams (12th edition, Cengage Learning)
4. SPSS for Windows - Daren George, Paul Mallery (Pearson Education)

Recommended Case(s) to be used in the Subject:

1.
2.

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	40 %
End Term Evaluation	60 %

MKT 508: BRAND MANAGEMENT - II

Title of the Subject	**Brand Management II**
Subject Code	MKT 508
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	Marketing Management Basics
Trimester/Semester	V

Description of the Subject:

Brand Management is the study of the process of branding and managing the business driven by the brand. It is a specialized elective that follows The Marketing Management courses and is run simultaneously along with a full credit course in Product and Brand Management in the second year of PGDM courses. It is a must do course, especially for students looking for a career in FMCG or Consumer Marketing.

Course Learning Objectives:

1	To develop students' understanding the financial impact of branding decisions.
2	To understand the techniques of managing brand equity and creating framework for valuing the brands.
3	To understand the significance of brand value, brand loyalty, brand attributes, brand image and how to measure and manage them
4	To evaluate human resource valuations and the regulatory norms in branding
5.	To demonstrate the importance of brand equity and their valuation.

Course Outcomes (CO):

CO Code	Course Outcome Statement
MKT508.01	Formulate brand strategies wrt repositioning / rebranding to meet changing needs
MKT508.02	Compare brand franchise models to gain better understanding of the same.
MKT508.03	Analyse trends in branding, especially digital marketing via social media and mobile marketing
MKT508.04	Analyse Brand Valuation – qualitative and financial using BAV Model
MKT508.05	Measure Brand equity using the components of Brand Equity – BAV & Inter Brand

Mapping of Course Outcomes (CO) to the AOL goals

AOL Goal/ CO	**Leadership**	**Innovation**	**Critical Analytical Thinking**	**Communication Skills**	**Global Perspective**	**Role of Self in the Organization & in Society**
Brand Management II	PO1	PO2	PO3	PO4	PO5	PO6
CO1			**3**	**3**		
CO2		**3**	**3**	**3**		
CO3		**3**		**3**	**2**	
CO4			**3**			
CO5			**3**			

Course Contents:

No.	**Topic and Subtopics to be Covered**	**Course Outcome Mapped to Topic**
1	Financial impact of brand extension/ cannibalisation – understand the rationale & logic of brand extensions; retain customer vs retain brand; decision making on increasing profits vs product lines; brand report card i.e.	CO1 & CO2

	brand P&L	
2	Approaches to Measuring & Monitoring Brand equity - Components of Brand Equity, Various models to measure Brand equity – Y&R Brand Asset Valuator, Keller's CBBE model vs Aaker's Brand equity model, Millward Brown model, Interbrand model	CO1 & CO2
3	Measuring brand image – identify the 2 components of Brand Image viz. Brand Identity & Brand Personality; Brand Identity – Explicit & Cognitive; Brand Personality – Implicit & Irrational. Usage and impact of promotions vs brand building i.e. ATL vs BTL & its impact on long term brand imagery & Brand Health and Valuation.	CO1 & CO2
4	Brand value over time - Brand Health Tracking over time & tools required for the same e.g. Social listening tools - Brandwatch Analytics, Focus Groups & Surveys, Customer feedback etc	CO2 & CO3
5	Media effectiveness – Basics of media planning and scheduling across both traditional and digital media. Understanding Reach, Frequency, OTS and GRP/TRP etc. 2 types of effectiveness – Ongoing & Special campaigns; Set Budgets – Costs & Revenue, goals, KPI's, measure actual vs budgets; key parameters being for e.g. Customer acquisition cost, Customer Servicing cost vs Revenues; RoMI.	CO1 & CO2
6	Brand Attributes: Identify firms Assets, Offer, Approach, Skills, Mission & map against Potential, Importance and Ease	CO2 & CO3
7	Brand Loyalty – CRM methodologies, processes & technology for effective Loyalty Measurement, formal methods of measurement viz Walker CSMM Model, understanding Loyalty pyramid, measure loyalty on key parameters using NPS, CLTV, Customer Loyalty Index, Customer Experience ratio etc viz. repurchase ratio, upsell ratio, cross sell ratio	CO1 & CO2
8	Brand Segmentation – Segmentation basis measurement – Lifestyle , Lifecycle, Life stage etc; RFM – Recency, Frequency &Monetary value Emerging thoughts viz Byron Sharp - the Ehrenberg Bass Institute	CO1 & CO2
9	Brand Metrics - Perceptual Imagery to capture customer insights, use of market Research, listening posts (contact centers, emails, sms & app based feedback to gather metrics, analyse, create dash-boarded and applied – 3 key areas – Financial, Performance & Perceptual; i.e. covering Brand Promise viz. attributes, equity, management & Behavioural aspects viz. Perception, Interaction & Performance	CO5

10	Determine financial value of brand – Tangibles, brand building costs, promotions, competition related costs, Pricing policies & strategies, ability to price-up/price down, price sensitivity, margin protection, understanding differences in the Financial Value of a Brand in B2B vs B2C, Product vs Service driven Brands, VFM vs Luxury Brands	CO4 & CO5
11	Advertisement and communication budget decisions – understanding budgeting methods – Historical, Task-Objective method, Percentage of Sales, the Horizontal & Vertical methods; Role of Communication Mix. Role of Promotion Mix, Understanding of the Brand Promise, Identity, Image, understanding competitive practices etc	CO4 & CO5
12	Advertisement and communication budget decisions – understanding budgeting methods – Historical, Task-Objective method, Percentage of Sales, the Horizontal & Vertical methods; Role of Communication Mix. Role of Promotion Mix, Understanding of the Brand Promise, Identity, Image & competitive practices etc	CO1 & CO2
13	Regulatory norms of branding – Understanding of government / regulatory norms wrt the category, product portfolio & the industry/sector in which the firm is operating	CO1 & CO2
14	Human resource valuation - Understanding Firms culture, values, philosophy, Monetary & Non-Monetary,	CO1, CO2
15	Human resource valuation - Understanding Firms culture, values, philosophy, Monetary & Non-Monetary,	CO1, CO2

Reference Texts/Books/Websites/etc:
The APA format can be used to list out the texts/books/readings/etc
Textbooks:

1) Keller, K. L. (2004). *Strategic brand management: building, measuring, and managing brand equity*. Harlow: Pearson Prentice Hall.
2) Lilien, G. L., & Rangaswamy, A. (2003). *Marketing engineering: computer-assisted marketing analysis and planning*. Upper Saddle River, NJ: Prentice Hall.
3) Reading material: Harvard Business School cases, articles and background notes

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation	40%
End Term Evaluation	60%

ELECTIVES OFFERED UNDER THE OPERATIONS SPECIALIZATION

OPN 506 : OPERATIONS ANALYTICS & INTERNET OF THINGS (IOT)

Title of the subject	**Operation Analytics & Internet of Things (IOT)**
Subject Code	OPN 506
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	
Trimester/Semester	TRIMESTER V

Description of the subject:

This course is designed to impact the way students think about transforming data into better decisions. Recent extraordinary improvements in data-collecting technologies have changed the way firms make informed and effective business decisions.

Course Learning Objectives (CLO):

1	To provide students with an understanding of key ideas and concepts in operations management, analyze data in order to improve their operations practices and performance
2	To expose students to the range of operations problems that leading companies are addressing with business analytics, and the results they are achieving.
3	To provide students with practical exposure of working with the range and types of data, models, platforms and tools used in opérations analytics.

Course Outcomes (CO):

OPN506.01	Understand key concepts in operations management, such as process analysis and variability, key performance measures, capacity analysis, inventory management and supply chain design.
OPN506.02	Understanding the operations management issues that organisations can solve using business analytics in the area of demand forecasting, process improvement, supply chain optimization, and failure identification and prevention.
OPN506.03	Applying analytical techniques to improve operations in manufacturing & service industry
OPN506.04	Understand IoT capabilities and its need in data generation for decision making
OPN506.05	Elaborate the recent trends in Supply chain Analytics

Mapping of Learning Outcomes (LO) to the AOL goals (3-2-1 , where 3 is the highest and 1 is the lowest.)

AOL Goal/ LO	**Leadership**	**Innovation**	**Critical Analytical & Integrative Thinking**	**Communication Skills**	**Global Perspective**	**Role of Self in the organization & in society**
Operation Analytics & Internet of Things (IOT)	PO1	PO2	PO3	PO4	PO5	PO6
CO1		3	3	1	2	
CO2		2	2	2	2	
CO3	3	3	3		3	
CO4		2	3		3	
CO5		2	3	1	3	

Sr. No.	Content	CO(s) Mapped to the Topic
1	Sustainability in Operations	CO1
2	Analytics and Metrics a. Supply chain Analytics b. Inventory Metrics c. Transportation Metrics	CO1, CO2
3	SCM Strategies and Trends in Analytics a Supply chain Strategies b Recent trends in Supply chain Analytics	CO1, CO2,CO5
4	SPC: a. Pre control Charts b. Statistical Process control charts Xbar, R , p	CO3
5	Project Management a. Project Management b. PERT and CPM	CO1 CO2
6	Models a. Cutting Stock model	CO1 CO2
7	Techniques a Concept Failure Mode effect Analysis b FMEA Analysis using Excel	CO3
8	Demand Forecasting a. Monte Carlo Simulation b. Simulate the demand c. ABC Classification for Inventories d. Calculation of inventories	CO1
9	Network Models a. Minimum cost network flow Models	CO1 CO3
10	Supply Chain Analytics	CO5
11	Strategy and Planning a. Aggregate Planning b. Level Strategy c. Chase Strategy	CO1,CO2

12	Analytics in Lean a. Analytics for lean Manufacturing b. Identifying non value added activities c. Kanban as control tool	CO3
13	Logistics a. Sustainability in Operations b. key requirements and sustainability framework for operation c. Reverse logistics Framework	CO1 CO2
14	Introduction to Industry 4.0,IOT Architecture	CO4
15	IoT Analytics, Innovations, Big Data Processing	CO4

Reference Texts/Books/Websites/etc: (Recommended APA style of referencing)

1. Mahadevan, B. (2010). Operations Management, Pearson Education
2. Chopra, Sunil. (2016). Supply chain Management. Pearson Education
3. Albright ,Winston. (2009). Management Science Modeling, South Western, 4th edition
4. Vohra, N D. (2006). Quantitative Techniques in Management. McGraw Hill
5. Videos Toyota production system and Dr. G videos on Operations Management.

Recommended Case(s) to be used in the Subject:

1.
2.

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	40%
End Term Evaluation	60%

OPN 505: QUALITY AND RELIABILITY MANAGEMENT

Title of the subject	**Quality and Reliability Management**
Subject Code	OPN 505
No. of Credits	3

No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	
Trimester/Semester	TRIM V

Description of the subject:

Reliability has sometimes been classified as "how quality changes over time." The difference between quality and reliability is that quality shows how well an object performs its proper function, while reliability shows how well this object maintains its original level of quality over time, through various conditions.

Course Learning Objectives:

1	To make students understand the principles of Quality and Reliability Management as applicable in Manufacturing and all Operations.
2	To enable students to create and manage action plans derived from FMEA
3	To enable students to understand the techniques to approach sporadic and chronic problems for improvement**.**
4	Identify and define different types of reliability, distinguishing among types of reliability and their unique insights into the assessment of outcomes

Course Learning Outcomes (COs):

CO Code	Course Outcome Statement
OPN505.01	Understand the concepts measurement of quality and statistical reliability
OPN505.02	Apply the systems ,analytical approaches and quality techniques to improve processes in business cases
OPN505.03	Assess the engineering techniques application to prevent process failures in industrial scenario by FMEA & Problem solving methods.

OPN505.04	Comparison between quality and reliability and their contribution in organization profitability
OPN505.05	Evaluate the equipment, process and systems for quality and reliability attributes in an organization through Total Productive Maintenance.

Mapping of Course Outcomes (CO) to the AOL goals (3-2-1 , where 3 is the highest and 1 is the lowest.)

CODE : OPN505	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Individual In Org And Society
QUALITY AND RELIABILITY MANAGEMENT	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	1	2	2	3	2
CO2	2	2	3	2	2	1
CO3	2	2	3	2	1	1
CO4	2	2	3	2	2	1
CO5	3	2	3	2	2	2

Detailed Contents:

Sr. No.	**Content**	**CO(s) Mapped to the Topic**
1	Definitions of Quality and Reliability and their vital role in operations.	CO1
2	Understanding Variation as basic to Quality and Reliability. Types of Variation (variation in mean and in variance) and their implications.	CO1
3	Pareto Principle – its widespread applicability and Pareto Chart.	CO2

4	Approaches and Techniques for Improving and maintaining Quality and Reliability through solving of sporadic and chronic problems.	CO3,CO2
5	Total Quality Management (TQM) Approach – Process Control using Pre-control Charts, Jidoka (automation) and Andon (signaling system to empower employees to stop defects from moving ahead), Poka Yoke (defect prevention), quality circles, seven quality circle tools.	CO2 CO3
6	Shainin Approach – Concentration Diagram, Component Search, Paired Comparison.	CO3
7	Kepner Tregoe Methods - Problem Analysis, Decision Analysis, and Potential Problem Analysis. FMEA (Failure mode Effects Analysis).	CO2 CO3
8	Differential Diagnosis Technique. PDCA (Plan-Do-Check-Action).	CO2 CO3
9	Introduction to Design of Experiments for Quality and Reliability Improvement, Taguchi Loss Function, Use of Signal to Noise Ratio.	CO2, CO3
10	Six Sigma Approach of DMAIC (Define, Measure, Analyze, Improve, Control).	CO3
11	Introduction to Deming Prize and other awards. Basic requirements of Deming Award.	CO3 CO4
12	Purpose & precepts of TPM, 8 pillars of TPM, maximizing operational effectiveness.	CO5
13	Twelve step TPM developments program, definition of 8 big equipment losses & their relationship in calculating OEE (Overall Equipment Effectiveness) & OPE (Overall Plant Effectiveness).	CO5
14	Focused Improvement (Kobetsu Kaizen) to identify & measure 16 big losses, why why analysis, autonomous maintenance (JISHU HOZEN) and 3 step standards, Early Management (Product & Equipment).	CO3,CO4
15	Planned Maintenance System, Skill Upgrade training & education, Initial control, Quality Maintenance, Safety/Health/Environment (SHE), Office TPM.	CO5

Reference Texts/Books/Websites/etc: (Recommended APA style of referencing)

1. Bhote, Keki and Bhote, Adi World Class Quality
2. Deming, W.E. Out of the Crisis

3. Failure Mode and Effect Analysis – FMEA Hand Book –Ford Design Institute
4. Besterfield, Dale H., Besterfeild, Carol Glen., Besterfeild, H. and Besterfield-Sacre, Mary. Total Quality Management
5. Gondhalekar, Shrinivas and Sheth, Payal. Chronicles of a Quality Detective
6. Pyzdek, Thomas & Keller, Paul. Six Sigma Handbook.
7. Kepner, Charles and Tregoe, Benjamin. The New Rational Manager.
8. Lochner and Matar. Quality by Design
9. Lulla, Suresh. World-Class Quality
10. Montomery, Douglas C. Introduction to SQC
11. YouTube Channel with short videos explaining the concepts – channel name: "Shrinivas Gondhalekar"

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	40%
End Term Evaluation	60%

TEC 501 : IT VERTICAL – II

Title of the subject	**IT Vertical (contd)**
Subject Code	TEC 501
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	IT Vertical I
Trimester/Semester	V

Description of the subject:

The IT Vertical is a cross functional course offered with a view to enable students from the PGDM programs, to prepare themselves for a management oriented roles in the IT industry.

This is the second part of the course. Students who have taken IT vertical in Trim IV are eligible for this course. Only in exceptional cases where a student who has not taken this course in Trim IV but in interested to join this course in Trim V and is able to successfully clear the exam pertaining to Business Analysis would be considered.

Course Learning Objectives:

1	To train students in the practices involved in managing IT projects
2	To provide students to learn about specific technical as well as role specific topics to help them prepare for a careers such as Pre-Sales/Sales in IT, Digital Marketing, ERP, Supply Chain, Business Analysis, Analytics etc The choice of the topics would vary each year depending on the mix of students in terms of background, level of preparedness and experience in the IT industry, choice of specialization etc

Course Outcomes (CO):

TEC501.01	Understand the 9 knowledge areas given in Project Management Institutes' Body of Knowledge (PMBok)
TEC501.02	Develop a Plan/Schedule using tools given in PmBokfor a given project scenario
TEC501.03	Analyse Risks and appropriate risk mitigation strategies for a given project scenario
TEC501.04	Evaluate project Status using Task based and Financial methods for Project monitoring.
TEC501.05	Outline some of the best practices in Project Management
TEC501.06	Outline domain specific concepts pertaining to their preferred role in IT

Mapping of Learning Outcomes (LO) to the AOL goals (3-2-1):

AOL Goal/ LO	**Leadership**	**Innovation**	**Critical, Analytical & Integrative Thinking**	**Communication Skills**	**Global Perspective**	**Role of Self in the organization & in society**
IT Vertical II	PO1	PO2	PO3	PO4	PO5	PO6
CO1			3		2	
CO2			3	3		
CO3		2	3	2		
CO4			2	2	2	
CO5	2		2	3	2	2
CO6	**2**	2	2	3	2	3

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	**Understanding Issues in Software Lifecycles** These session helps students from various experience levels to re-live the issues of a typical IT project lifecycle – the discussion focuses on various types of project lifecycles, Challenges in Planning and risks faced in real life project and behaviours of a project manager which can make a difference	CO1, CO2
2	**Understanding Issues in Software Lifecycles (Continued)** The session discusses challenges in real life projects wrt Issues in Planning and Requirements Management	CO1, CO2
3	**Understanding Issues in Software Lifecycles (Continued)** The session discusses challenges in real life projects wrt to review and monitoring. This includes discussion of the case with reference to its current status and likely date of completion and the use of project metrics	CO1, CO2
4	Group Exercise on Planning Group Presentation based on the case discussed – students work out a Project plan based on the facts and data sheet given in the case study	CO1,CO2
5	**Project Management Framework** What is Project management and over view of PMI framework and the 9 knowledge areas and project processes	CO1,CO2
6	**Project Planning** What is involved in Project Planning, Key Processes in the 9 knowledge areas which contribute to Planning, Factoring risk in the plan, Preparing Project Schedule, Other plans such as Resource plans etc, Concept of PERT CPM and its application in project planning and management	CO1,CO2
7	**Project Execution, Monitoring/Tracking / Review** Faculty leads a formal presentation on the execution and monitoring/tracking processes from the 9 knowledge areas. Purpose , What, How to track	CO1,CO2
8	**Project Management Office and How projects are monitored in real life** Role of PMO, information and metrics used by PMOs – Overview of earned Value method, use of Health sheets for monitoring projects	CO1,CO2
9	**Project Leadership** Competencies and Behaviours of a project leader – which	CO1,CO2

	behaviours seem to lead to success	
10	**Digital Product Management** Overview of Product Management, The role of a Product Manager – relationship with Business Analyst, Project Manager , Product Management process, Case examples of Managing digital projects	CO3
11	**Cyber Security :** Overview of Cyber Security, Cyber security risks	CO3
12	**Cyber Security :** Cyber Security Assessment	CO3
13	**Cyber Security :** Cyber security Solutions – point solutions and Enterprise solutions	CO3
14	**Cyber Security :** Management challenges	CO3
15	**Enterprise IT Management – a CIO Perspective** Overview of Enterprise Management, COBIT framework and key processes that must exist for effective Enterprise IT management , Organization structure and form of IT departments and their key result areas	CO3

Reference Texts/Books/Websites/etc:

1. Project Management Institute, PMBOK, Release 6 or above
2. Software Project Management, Bob Hughes and Mike Cotterel, Rajib Mall, Mcgraw Hill
3. Software Project Management Practices in Practice , Pankaj Jalote& Peter Gordon, Pearson

Recommended Case(s) to be used in the Subject:

1.
2.

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	40 %
End Term Evaluation	60 %

QTA 501 : ADVANCED BUSINESS ANALYTICS - II

Title of the subject	**Advanced Business Analytics - II**
Subject Code	QTA 501
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	Knowledge of Basics Statistics
Trimester/Semester	V

Description of the subject:

The course aims at learning Machine Learning algorithms that are commonly used across industry. It gives hands on experience with the machine learning algorithms of regression and Logistic regression to classify the data. It would form the foundation for further topics of Machine Learning and Deep Learning.

Course Learning Objectives (CLO):

1	Learn fundamentals of Simple Regression and its application in predictive Analytics
2	Interpretation of regression parameters under different functional forms.
3	Understand various stages of MLR model building and its underlying assumptions.
4	Learn to build regression models using forward, backward and Stepwise.
5	Understand the estimation of logistic regression coefficients and interpretation.
6	Understand the Time Series Forecasting

Course Outcomes (CO):

CO1	Recall the concepts of hypothesis testing, ANOVA and Chi-Square.
CO2	Illustrate the Simple, Multiple, Logistic Regression models and forecasting techniques using SPSS

CO3	Use right model based on the problem statement.
CO4	Analyze the results of constructed models based on hyper tuning parameters.
CO5	Recommend the best model after analyzing the results
CO6	Design an architecture to deploy these models.

Mapping of Course Outcomes (CO) to the AOL goals (3-2-1):

AOL Goal/ LO	Leadership	Innovation	Critical, Analytical & Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society
Advanced Business Analytics - II	PO1	PO2	PO3	PO4	PO5	PO6
QTA501.01			3			
QTA501.02			3		1	
QTA501.03			3			
QTA501.04			3			
QTA501.05			3	2		
QTA501.06	1	1	3			

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Review of Basic Statistics, Correlation , Simple Linear Regression , Assumptions, Interpretation of Output	CO1
2	Multiple Linear Regression , Assumptions	CO1 CO2
3	Interpretation of MLR Parameters and MLR Output	CO1-CO3
4	Case Study: IPL	CO1-CO3
5	Logistic , Regression Introduction	CO1-CO3

6	Case Study: German Credit Rating	CO1-CO3
7	Time Series Forecasting	CO4 – CO6
8	Forecasting Techniques and Accuracy	CO4 – CO6
9	Moving Average Method & Exponential Smoothing	CO4 – CO6
10	ARMA Model of Forecasting: Multiplicative and Additive models; Dickey Fuller Test, AIC and BIC; Order of ARMA; Prediction errors and validation of the model	CO4 – CO6
11	ARIMA Model of Forecasting: Multiplicative and Additive models; Dickey Fuller Test, AIC and BIC; Order of ARMA; Prediction errors and validation of the model validation and accuracy with prediction errors and hyper tuning parameters	CO4 – CO6

Reference Texts/Books/Websites/etc:
1. Business Analytics The science of Data Driven Decision Making – U Dinesh Kumar
2. Business Statistics in Practice - Bowerman, O'Connell, Murphee (5th edition, Tata McGraw Hill publication)
3. Statistics for Business & Economics - Anderson, Sweeney, Williams (12th edition, Cengage Learning)
4. SPSS for Windows - Daren George, Paul Mallery (Pearson Education)

Recommended Case(s) to be used in the Subject:
1.
2.

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	40 %
End Term Evaluation	60 %

MKT 508: BRAND MANAGEMENT - II

Title of the Subject	**Brand Management II**
Subject Code	MKT 508
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	Marketing Management Basics
Trimester/Semester	V

Description of the Subject:

Brand Management is the study of the process of branding and managing the business driven by the brand. It is a specialized elective that follows The Marketing Management courses and is run simultaneously along with a full credit course in Product and Brand Management in the second year of PGDM courses. It is a must do course, especially for students looking for a career in FMCG or Consumer Marketing.

Course Learning Objectives:

1	To develop students' understanding the financial impact of branding decisions.
2	To understand the techniques of managing brand equity and creating framework for valuing the brands.
3	To understand the significance of brand value, brand loyalty, brand attributes, brand image and how to measure and manage them
4	To evaluate human resource valuations and the regulatory norms in branding
5.	To demonstrate the importance of brand equity and their valuation.

Course Outcomes (CO):

CO Code	Course Outcome Statement	Cognition Word with Taxonomy Level
MKT508.01	Formulate brand strategies wrt repositioning / rebranding to meet changing needs	Creating BT Level 6
MKT508.02	Compare brand franchise models to gain better understanding of the same.	Analysing BT Level 4
MKT508.03	Analyse trends in branding, especially digital marketing via social media and mobile marketing	Analysing BT Level 4
MKT508.04	Analyse Brand Valuation – qualitative and financial using BAV Model	Analysing BT Level 4
MKT508.05	Measure Brand equity using the components of Brand Equity – BAV & Inter Brand	Evaluating BT Level 5

Mapping of Course Outcomes (CO) to the AOL goals

AOL Goal/ CO	**Leadership**	**Innovation**	**Critical Analytical Thinking**	**Communication Skills**	**Global Perspective**	**Role of Self in the Organization & in Society**
Brand Management II	PO1	PO2	PO3	PO4	PO5	PO6
CO1			**3**	**3**		
CO2		**3**	**3**	**3**		
CO3		**3**		**3**	**2**	
CO4			**3**			
CO5			**3**			

Course Contents:

No.	Topic and Subtopics to be Covered	Course Outcome Mapped to

		Topic
1	Financial impact of brand extension/ cannibalisation – understand the rationale & logic of brand extensions; retain customer vs retain brand; decision making on increasing profits vs product lines; brand report card i.e. brand P&L	CO1 & CO2
2	Approaches to Measuring & Monitoring Brand equity - Components of Brand Equity, Various models to measure Brand equity – Y&R Brand Asset Valuator, Keller's CBBE model vs Aaker's Brand equity model, Millward Brown model, Interbrand model	CO1 & CO2
3	Measuring brand image – identify the 2 components of Brand Image viz. Brand Identity & Brand Personality; Brand Identity – Explicit & Cognitive; Brand Personality – Implicit & Irrational. Usage and impact of promotions vs brand building i.e. ATL vs BTL & its impact on long term brand imagery & Brand Health and Valuation.	CO1 & CO2
4	Brand value over time - Brand Health Tracking over time & tools required for the same e.g. Social listening tools - Brandwatch Analytics, Focus Groups & Surveys, Customer feedback etc	CO2 & CO3
5	Media effectiveness – Basics of media planning and scheduling across both traditional and digital media. Understanding Reach, Frequency, OTS and GRP/TRP etc. 2 types of effectiveness – Ongoing & Special campaigns; Set Budgets – Costs & Revenue, goals, KPI's, measure actual vs budgets; key parameters being for e.g. Customer acquisition cost, Customer Servicing cost vs Revenues; RoMI.	CO1 & CO2
6	Brand Attributes: Identify firms Assets, Offer, Approach, Skills, Mission & map against Potential, Importance and Ease	CO2 & CO3
7	Brand Loyalty – CRM methodologies, processes & technology for effective Loyalty Measurement, formal methods of measurement viz Walker CSMM Model, understanding Loyalty pyramid, measure loyalty on key parameters using NPS, CLTV, Customer Loyalty Index, Customer Experience ratio etc viz. repurchase ratio, upsell ratio, cross sell ratio	CO1 & CO2
8	Brand Segmentation – Segmentation basis measurement – Lifestyle , Lifecycle, Life stage etc; RFM – Recency, Frequency &Monetary value Emerging thoughts viz Byron Sharp - the Ehrenberg Bass Institute	CO1 & CO2
9	Brand Metrics - Perceptual Imagery to capture customer insights, use of market Research, listening posts (contact	CO5

	centers, emails, sms & app based feedback to gather metrics, analyse, create dash-boarded and applied – 3 key areas – Financial, Performance & Perceptual; i.e. covering Brand Promise viz. attributes, equity, management & Behavioural aspects viz. Perception, Interaction & Performance	
10	Determine financial value of brand – Tangibles, brand building costs, promotions, competition related costs, Pricing policies & strategies, ability to price-up/price down, price sensitivity, margin protection, understanding differences in the Financial Value of a Brand in B2B vs B2C, Product vs Service driven Brands, VFM vs Luxury Brands	CO4 & CO5
11	Advertisement and communication budget decisions – understanding budgeting methods – Historical, Task-Objective method, Percentage of Sales, the Horizontal & Vertical methods; Role of Communication Mix. Role of Promotion Mix, Understanding of the Brand Promise, Identity, Image, understanding competitive practices etc	CO4 & CO5
12	Advertisement and communication budget decisions – understanding budgeting methods – Historical, Task-Objective method, Percentage of Sales, the Horizontal & Vertical methods; Role of Communication Mix. Role of Promotion Mix, Understanding of the Brand Promise, Identity, Image & competitive practices etc	CO1 & CO2
13	Regulatory norms of branding – Understanding of government / regulatory norms wrt the category, product portfolio & the industry/sector in which the firm is operating	CO1 & CO2
14	Human resource valuation - Understanding Firms culture, values, philosophy, Monetary & Non-Monetary,	CO1, CO2
15	Human resource valuation - Understanding Firms culture, values, philosophy, Monetary & Non-Monetary,	CO1, CO2

Reference Texts/Books/Websites/etc:
The APA format can be used to list out the texts/books/readings/etc
Textbooks:

1) Keller, K. L. (2004). *Strategic brand management: building, measuring, and managing brand equity*. Harlow: Pearson Prentice Hall.
2) Lilien, G. L., & Rangaswamy, A. (2003). *Marketing engineering: computer-assisted marketing analysis and planning*. Upper Saddle River, NJ: Prentice Hall.
3) Reading material: Harvard Business School cases, articles and background notes

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation	40%
End Term Evaluation	60%

LIST OF SUBJECTS - TRIMESTER 6

Sr. No.	Subject Code	Subject Title	Credits	Hours
1	GM 601	Functional Specialization Project	**3**	**30**
2	GM 603	Ethics & Corporate Governance	**3**	**30**
3	GM 602	Cross Functional Management – Capstone Course	**3**	**30**
TOTAL			**9**	**90**

GM 601 : FUNCTIONAL SPECIALIZATION PROJECT

Title of the subject	**Functional Specialization Project**
Subject Code	GM 601
No. of Credits	3
No. of Hours	
No. of Sessions	
Marks	100
Pre-requisite Subject(s), if any	Refresh important concepts, frameworks, Summer Internship project and various Case discussions in the areas of Marketing, Finance, HR & Operations
Trimester/Semester	VI

Description of the subject:

Specialisation Project is an important pedagogical tool, to be completed by the student during his/her final trimester..
The student has an opportunity to apply his theoretical knowledge & experiential learnings from his Summer Internship and address a challenge statement identified by him/her, in concurrence with his faculty mentor.
The student seeks guidance when required from his/her Faculty mentor and is supported by secondary reading and primary research, to enable the student to recommend a feasible, viable & desirable solution that will be acceptable to businesses/society.
The student is also evaluated on the basis of a Viva, besides an assessment of the written report, to assess quality & relevance..

Course Learning Objectives (CLO):

1	To sharpen and enhance students' skills and abilities in independently addressing a challenge statement, with academia mentoring only when & where required
2	To provide students an opportunity to use their theoretical knowledge & experiential learning from Summer Internship to find an acceptable solution, through decision making ability.

Course Outcomes (CO):

CO Code	**Course Outcome Statement**

GM601.01	Interpret and explain concisely all the theories learnt, with illustration of the same in the final report
GM601.02	Choose, identify, and put into practice cross functional concepts. Construct logical interface.
GM601.03	Develop a precise vision and road map for the future role in corporate field, having compared issues in real life situations with theoretical concepts covered and then coming to a conclusion.
GM601.04	Defend work done and captured in the report with supporting evidence based on compared assessment and prioritization, using logic and comparative reasoning
GM601.05	Interpret results to justify the research driven output.

Mapping of Course Outcomes (CO) to the AOL goals (3-2-1):

AOL Goal/ CO	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Individual In Org And Society
Functional Specialization Project	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1			2	3		
CO2			2	3		
CO3			2	3		
CO4			2	3		
CO5			2	3		

Detailed Contents:

Sr. No.	**Content**	**Mapped to Course Outcome**
1	Project Problem synthesis & understanding	CO1 & CO5
2	Pre-preparation & Academia Mentor interaction	CO1 & CO5
3	Academia Mentor Interaction & Introduction	CO1 & CO5

4	On-field application	CO1 & CO5
5	Report writing & submission	CO1 & CO5

Reference Texts / Books (APA format):

Refer to all subject text books as prescribed in the 2 years

Assessment Method:

	Weight age (%)
Continuous Evaluation& Viva	40% (Continuous interaction with faculty mentors)
End Term Report based	60% (post report submission viva voce)

GM 603: ETHICS AND CORPORATE GOVERNANCE

Title of the subject	Ethics and Corporate Governance
Subject Code	GM 603
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	1st Year course on Basics and Practical Applications of Corporate Governance.
Trimester/Semester	VI

Description 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 Business Ethics and Good Governance 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 (CO's):

CO	Course Outcome Statement
GM603.01	Examine the importance of instilling the desired values in them as and to be able to follow as an integral aspect of business.
GM603.02	Examine the role of "Ethics Champions", Custodians of Governance.
GM603.03	Assume best global practices and will learn to engage with stakeholders in creating a differentiated value proposition based on ethics management systems.
GM603.04	Determine the importance of robust processes and review mechanism done by Lokpal, CAG, Judicial process, RTI etc.
GM603.05	Determine its effect on company's reputation and the respect its brand fetches in the market place.

Mapping of Course Outcomes (CO) to the AOL goals (3-2-1 , where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	Leadership	Innovation	Critical, Analytical & Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society
Ethics and Corporate Governance	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	3	-	3	3	-	3
CO2	3	-	3	3	-	3
CO3	3	2	3	3	-	3
CO4	-	-	3	-	-	3
CO4	-	-	3	-	-	3
CO5	-	-	3	-	-	3

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Introduction to Business Ethics: Origin / concept since Socrates	CO1

	/ Aristotle/ Chanakya to modern day times. From religion / philosophy to Business.	
2	Relevance of Ethics in Business: Need for driving ethical conduct in business transactions and the positive impact on Stakeholders, Brand and reputation, valuation and market cap.	CO1
3	Need to create a "TRUST worthy "Organization: Leadership and Trust, Business models ,ethical products, employee integrity , ethical decision making due diligence , Integrity as a Value Proposition.	CO2
4	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.	CO3
5	Co-relation between Ethics and Corporate Governance (CG): Both inter-related and inter dependent. Concept of CG, Why necessary and relevant in modern day business environment	CO3
6	Characteristics of CG: Key features / requirements , Constitution of Board of Directors, Role and responsibilities of Directors / Committees of the Board, Management integrity , Risk management, Accountability mechanism, Oversight and Reviews , Audits , Compliance systems etc	CO4
7	Implementing CG: Corporate Control strategies, Risk Management, CG Assurance process.	CO5
8	Challenges in CG : Management commitments, Corporate frauds and detection mechanism, Internal controls and metrics, Board and Management oversight, role and responsibilities of Auditors , Financial governance, reporting, review and remedial actions.	CO5
9	Regulatory and Compliance Mechanism : Role of SEBI, RBI, DCA, IREDA, TRAI, SOX etc	CO5
10	CG in Public life – Indian context : Accountability of Government and Public servants , Issues of Corruption and Abuse of Power , RTI, Lokpal, CAG, CVC, Judicial processes, Public interest litigations	CO4,5
11	Grooming Ethical Leaders / Managers: Embedding Ethics and Integrity in decision making process across the value chain for conducting responsible businesses for Societal good.	CO2,5
12	Vedic and Gandhian Principles of Trusteeship and its relevance to modern business: Overview of impact of Indian culture and Gandhian thoughts and learning which can be adopted - Swadeshi, Sarvodya and Antodaya.	CO5
13	Contemporary CG practices in Other Countries: Journey of CG	CO3

	from Cadbury Committee / Kings Committee onwards / Various Indian committees on CG.CG practices in US, UK, France, Germany, Scandinavian countries, Australia, Japan, South Korea, South Africa , India.	
14	Case Studies – Indian and International - Key coverage (Indicative list): Financial Accountability / Corporate Frauds, Product Safety / Consumer Protection, Shareholder Value creation / Erosion, Frauds / Professional lapses by Auditors / Credit rating agencies, Poor Regulatory oversight / laws, Violation of Human rights, Bribery and Corruption , Environmental damage, Ethical breaches in Public life – Government, Banks, Financial institutions , Politicians / Public servants, Best Practices : Governments (Singapore/ New Zealand /Sweden and Organizations.	CO1,2,3,4,5

Reference Texts/Books/Websites/etc:

1	LaRue Tone Hosmer- (2002)-The Ethics Of Management- 3RD Edition-Irwin/McGraw-Hill
2	Verne E. Henderson- (1992)-'What is Ethical in Business'- McGraw Hill
3	S K Chakraborty-(2001)-'Ethics in Management'- Oxford University Press
4	Management by Values by S K Chakraborty - Oxford University Press
5	Gandhian Philosophy - Sarvodaya Publications.

Recommended Case(s) to be used in the Subject: -----------------

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation	40%
End Term Evaluation	60%

GM 602 : CROSS FUNCTIONAL MANAGEMENT – CAPSTONE COURSE

Title of the subject	**Cross Functional Management – Capstone Course**
Subject Code	GM 602
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	
Trimester	VI

Description of the subject:

The Capstone project will allow the students to continue to apply and refine their learnings from the previous courses in the Specialization, to address cross functional issues in organizations. They will use real world data to complete the business simulation game. By the end of the course, they will have a professional quality, which can be demonstrated to colleagues and potential employers.

Course Learning Objectives:

1.	To compare results with the competitors and analyse what was successful and failures while taking decisions in Marketing, Operations, Finance, HR, New Product Development and Strategy.
2.	To apply the various concepts learned in the courses during the previous semesters to the simulation to increase the Shareholder Value
3.	To evaluate financial reports, Manufacturing reports, New Product development reports, Quality reports, Capacity reports, and other relevant reports to be able to take proper decisions.

Course Outcomes (CO):

GM602.01	They will be able to analyse report, interpret classify and take decisions optimally to increase the Share Holder Value
GM602.02	They will be able to construct, choose, develop and share the workload and distribute /Delegate the functions as per strengths and weaknesses of the team.

GM602.03	They will be able to work together in teams, organize, make use of concepts, and have meetings to take decisions in a unanimous manner and ensure the work gets done.
GM602.04	Based on analysis, dissections of problem students learn time management as the decisions have to be taken within a time frame and delays lead the team to failures.
GM602.05	To introduce how the Machine Learning will be able to evaluate and make decisions based on reports and concepts in various fields lie Marketing, Finance, Operations, and HR only in the single player module.

Mapping of Learning Outcomes (LO) to the AOL goals (3-2-1 , where 3 is the highest and 1 is the lowest.)

AOL Goal/ LO	**Leadership**	**Innovation**	**Critical, Analytical & Integrative Thinking**	**Communication Skills**	**Global Perspective**	**Role of Self in the organization & in society**
Cross Functional Management – Capstone Course	**PO1**	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**
CO1	1	3	3	2		2
CO2	1	3	3	2		2
CO3	1	2	3	2		2
CO4	1	2	3	2		2
CO5		3	3			

Detailed Contents:

Sr. No	**Contents**	**CO's mapped to the topic**
1& 2	Environmental and industry analysis	**CO1**
3 &4	Establishing firm's mission and objectives Students will have to learn which decisions can be machine trained and what are the results expected.	**CO1**
5 &6	Economic Trends, Goal Setting, Benchmarking best	**CO3**

	practices for continuous improvement *Business Scenario- Awareness & Analysis, Vision building*	
7 & 8	Strategy, Networking, People Orientation, Delegation	**CO2, CO4**
9 & 10	Business Dilemmas, Leadership, Work ethic	**CO4**
11 & 12	Determination, Passion and Drive for Excellence EQ and IQ, Turnaround Strategies	**CO5**
13 & 14	Corporate turnaround situations	**CO5**
15 & 16	Presentation of reports to the board	**CO4**

Reference Texts/Books/Websites/etc: (Recommended APA style of referencing)

1. Aaker, D. A. (2014). Strategic market management. Hoboken, NJ: Wiley.
2. Baker, M & Hart, S, Product Strategy and Management, Prentice Hall
3. Cravens, D. W., & Piercy, N. (2013). Strategic marketing. New York: McGraw-Hill.
4. Donald J Bowersox (2000), Indian Edition, Logistical Management, McGraw-Hill Education
5. Khan, M. Y., & Jain, P. K. (2007). Financial management. New Delhi: Tata McGraw-Hill.
6. Kotler, P., Keller, K. L., Koshy, A., & Jha, M. (2015). Marketing management: (14th ed.). New Delhi: Pearson Education
7. Lim, W. M. (2016). A blueprint for sustainability marketing: defining its conceptual boundaries for progress, Marketing Theory, 16(2), 232–249 Kotler, P., & Lee.
8. Mohanty, R. P. (2012). Essentials of supply chain management. New Delhi: Jaico Publishing
9. Pandey, I. M. (2015). Financial management. New Delhi: Vikas Publishing House PVT.
10. Ramaswamy, V. S., & Namakumari, S. (2009). Marketing management: Global Perspective Indian Context (4th ed.). New Delhi: Macmillan
11. Schiffman, L., Leslie Lazar Kanuk, S. Ramesh Kumar (2016). Consumer Behavior (11th Edition). Pearson Education
12. Still, R. R., Cundiff, E. W., & Govoni, N. A. (1976). Sales management: Decisions, policies and cases. Englewood Cliffs: Prentice-Hall.

13. Sudharshan, D. (2020). Marketing in Customer Technology Environments: Prospective Customers and Magic

Recommended Case(s) to be used in the Subject:

1.
2.

Assessment Method:

Evaluation	**% of Marks Assigned**
Continuous Evaluation	100
End Term Evaluation	