



Program MBA
Online Ahead

2023

Curriculum

SEMESTER 1			
Sl.NO	Code	Course Title	Credits
1	23GM101CA	Business Communications	3
2	23FI102CA	Managerial Economics-Micro and Macro	3
3	23NM103A	Organizational Behaviour	3
4	23BE101A	Accounting forManagers	3
5	23MM104CA	Marketing Management	3
6	23GM102CA	Business Statistics	3
7	23CE101A	Education for Life-1	1
		TOTAL	19

SEMESTER 2			
Sl.NO	Code	Course Title	Credits
1	23OM201CA	Operations Management	3
2	23IM202A	Technology Transformationfor Business	3
3	23HR203CA	Human ResourceManagement	3
4	23FI204CA	Financial Cost Management	3
5	23MM202A	Consumer Behaviour	3
6	23BA201CA	Business Analytics	3
7	23CE201A	Education for Life - 2	1
		TOTAL	19

SEMESTER 3			
Sl.NO	Code	Course Title	Credits
1	23GM301CA	Strategic Management	3
2	23GM302CA	International Business	3
3	23BL303A	Legal Aspects andBusiness Ethics	3
4	23CE301A	Education for Life – 3	1
5		Elective-1	3
6		Elective-2	3
7		Elective-3	3
		TOTAL	19

SEMESTER 4			
Sl.NO	Code	Course Title	Credits
1	23GM401CA	Entrepreneurship and Innovation	3
2	23GM402CA	CSR and Sustainability	3
3	23CE401A	Education for Life - 4	1
4		Elective-4	3
5		Elective-5	3
6		Elective-6	3
7		Elective-7	3
8	23GM499A	Major Project	4
		TOTAL	23

Streams and Electives

Stream – 1 “Marketing”				Stream – 2 “Finance”			
Sl.NO	Code	Course Title	Credits	Sl.NO	Code	Course Title	Credits
1	23MM402EA	Digital Marketing	3	1	23FI501EA	Advanced Financial Management	3
2	23MM403EA	Sales and Distribution Management	3	2	23FI502EA	Financial Modelling	3
3	23MM401EA	Marketing Communications	3	3	23FI509EA	Investment Analysis and Portfolio Management	3
4	23MM404EA	Data Driven Marketing	3	4	23FI503EA	Strategic Financial Management	3
5	23MM405EA	Customer Relationship Management	3	5	23FI504EA	Fintech	3
6	23MM406EA	Marketing Research	3	6	23FI505EA	Treasury and Risk Management	3
7	23MM407EA	Retail Marketing	3	7	23FI506EA	Insurance and Risk Management	3
8	23MM408EA	International Marketing	3	8	23FI507EA	International Financial Management	3
9	23MM409EA	Advertising Management and Sales Promotion	3	9	23FI508EA	Merchant Banking and Financial Services	3
10	23MM410EA	Service Marketing	3	10	23FI510EA	Internal Audit and Control	3

Stream – 3 “Human Resources (HR)”				Stream – 4 “Operations”			
Sl.NO	Code	Course Title	Credits	Sl.NO	Code	Course Title	Credits
1	23HR301EA	Recruitment and Retention Management	3	1	23OM401EA	Manufacturing Control and Planning	3
2	23HR302EA	Performance Management	3	2	23OM402EA	Total Quality Management	3
3	23HR303EA	Industrial Relations and Labour Laws	3	3	23OM403EA	Supply Chain Management	3
4	23HR304EA	HR Audit	3	4	23OM404EA	Enterprise Resource Planning	3
5	23HR305EA	Change Management	3	5	23OM405EA	Operation Research	3
6	23HR306EA	Strategic Human Resource Management	3	6	23OM406EA	Services Operations Management	3
7	23HR307EA	People Analytics	3	7	23OM407EA	Business Forecasting	3
8	23HR308EA	Talent Management and Employee Relations	3	8	23OM408EA	Project Management	3
9	23HR309EA	Compensation and Benefits	3	9	23OM409EA	World Class Operations	3
10	23HR310EA	Management and Organisational Development	3	10	23OM410EA	Advanced tools for Decision support	3

	Stream – 5 “(General)”		
SL.NO	Code	Course Title	Credits
1	23GM501EA	Intellectual Property Rights (IPR)	3
2	23GM503EA	Management Consulting	3
3	23GM502EA	Leadership Management	3
4	23GM504EA	Mergers and Acquisitions	3
5	23GM505EA	Financial Statement Analysis and Business Valuation	3
6	23GM506EA	Business Ethics and Corporate Governance	3
7	23GM507EA	Research Methodology	3
8	23GM508EA	Spreadsheet modelling and Optimisation	3
9	23GM509EA	Environment Management and Sustainability	3
10	23GM510EA	Time series Analysis and forecasting	3

Programme Outcomes

At the end of the MBA program, students should be able to:

1. Develop a Critical and Integrated thinking
2. Have Environmental and Societal awareness
3. Demonstrate Effective oral and written communication skills
4. Able to Identify the issues through an ethical reasoning lens
5. Develop Leadership skills in them

Program Specific Outcome:

1. Critical and Integrative Thinking

- Students will be able to identify and define the problem/issue
- Students will be able to collect relevant information
- Students will be able to identify and understand the multiple perspectives of the issue
- Students will be able to analyze the problem
- Students will be able to generate effective solutions

2. Environmental and Societal awareness

- Students would develop an understanding of the ground realities
- Students would be motivated to address societal issues
- Students would learn from the field experience
- Students will have adequate knowledge of the 'Founding principles of sustainable development.
- Students will have adequate knowledge of the 'Environment: Trends and key figures of global/local issues.
- Students will have adequate knowledge of 'Organizational governance'.
- Students will have adequate knowledge of Human Rights, Community involvement and development
- Students would engage with a community

3. Effective oral and written communication

- Students demonstrate written communication skills
- Students demonstrate oral communication/presentation skills

4. Ethical Reasoning

- Students will be able to Identify the ethical issue/s in each situation or case
- Students will be able to identify the relevant stakeholders
- Students will be able to apply appropriate theories/tools effectively to analyze the given situation/case
- Students will be able to analyze decision alternatives and their consequences Well
- Students will be able to choose an appropriate action

5. Leadership Skills

- Students are aware of the surroundings
- Students are open-minded and respectful
- Students are reflective
- Students are organized
- Students are respectful while interacting with others
- Students are effective communicators

SEMESTER 1

23GM101CA

Business Communications

3

Course Description/Objectives:

Pedagogic mix will include standard standalone, but well-connected, sessions and exercises. Teaching material used will increase the control over the language, increase the correctness and its power to communicate, alongside emphasize upon the development of quality content inside the students. Overall, the treatment to the subject will make 21st century Business Managers use Business Communication as a weapon in their workplace. There will be numerous 'tests of understanding' inside the class that will be analyzed which will help the entire community of aspiring managers to improve their skills in business communication.

Course Outcomes (CO):

CO1: Understand various constituents that go into making an effective and powerful business communication

CO2: Gain confidence to make verbal and non-verbal communication on a variety of topics even if these are not related to their interest areas

CO3: Appreciate how business communication is the lifeblood for success in the corporate world and what are the knowledge and skills needed to be developed

CO4: Various DOs and DON'Ts that are involved with the mechanics of Business Communications.

Session Plan:

Week 1: Profile of an Effective Communicator

Week 2: Theatre Technique for Effective Communication & Personal Development

Week 3: Reading Skills, Speaking Skills, Conversational Skills

Week 4: Listening Skills, Non-Verbal Skills, Writing Skills

Week 5: Nature & Process of Communication

Week 6: Organizational Communication

Week 7: Cross - Cultural Communication

Week 8: Business Letters, Memos & Emails

Week 9: social media

Week 10: Business Reports

Week 11: Effective Presentations

Week 12: Business Etiquette, Communication for Effective Marketing

Week 13: Communication for Effective Negotiation, Communication for Conflict Management

Week 14: Written Analysis of Cases

Week 15: Written Analysis of Cases set 2 (If required)

Textbook and Reading Materials:

Course Description/Objectives:

To provide simple and widely applicable economic principles and economic theory that are useful for understanding almost any economic situation, from the simple economic decisions that individuals make daily to the workings of complex markets, such as international financial markets. The course enables the students to apply these economic principles and economic theory to personal decision-making to business decisions at the corporate and government policy levels. The course strengthens the fundamental understanding of micro and macroeconomics and helps to interpret business news. This course gives confidence to participate in public debate on economic issues such as the Union Budget, Global economic meltdown, inflation, pollution etc.

Course Outcomes (CO):

CO1: Critically judge the ideologies of different economic systems and analyse the pros and cons of each system.

CO2: Analyse the role and behaviour of individual consumers and producers and the resultant market phenomena.

CO3: To evaluate the production and costing process while targeting an optimal outcome by an individual firm and industry .

CO4: To assess the economic condition of a state/ country and the related policy measures .

CO5: To understand the roles and actions of the state in order to and its impact on the socio-economic environment.

Session Plan:

Week 1: Introduction to Economics

Week 2: Consumer Behaviour.

Week 3: Theory of Supply & Demand and Elasticity of demand

Week 4: Theory of Production (Short & Long)

Week 5: Theory of Cost.

Week 6: Demand Forecasting and Perfect competition

Week 7: Market Imperfection

Week 8: Economic externalities

Week 9: Macroeconomic thoughts, National income accounting, International Business

Week 10: Inflation, Unemployment, Poverty & Inequality

Week 11: Consumption & Investment function, Development models, growth models

Week 12: Fiscal & Monetary policy, International Monetary Fund, World Bank

Week 13: Foreign trade and Exchange rate

Week 14: Indian Economic History and Policies

Textbook and Reading Materials:

Prescribed Textbook:

1. HL Ahuja - Business Economics
2. DN Dwivedi - Managerial Economics
3. Jaydeb Sarkhhel – Economics
4. G.S. Gupta, Macroeconomics: Theory and Applications, McGraw Hill Companies, 3rd Edition
5. Krugman, P.R. and Obstfeld, International Economics: Theory and Practice, 6th Ed, Pearson Education International.

23NM103A

Organizational Behaviour

3

Course Description/Objectives:

Human beings are the basic components of any organization that work in a continuously changing global environment. Effective management of individuals within organizations requires an understanding of human behaviour and processes in local and global contexts. It is imperative for organizational members to understand why people behave as they do in relation to their jobs, their work groups, and their organizations. The course on Organizational Behaviour is planned and designed to help the students to develop a better understanding of human behaviour in organizations. The knowledge of individuals' personalities, attitudes, perceptions, motivation, culture, emotions etc. will help students not only understand themselves better but also to understand others and adopt appropriate behaviours to increase their effectiveness.

Course Outcomes (CO):

The basic objective of this course is to help students in developing a better understanding of various behavioural processes and thereby enable them to function more effectively in their present or future roles as managers and persons.

Specific learning objectives for this course are:

CO1: To provide basic knowledge of the key concepts and theories relating to organizational behaviour

CO2: To develop an understanding of one's and others' behaviour in organizational settings.

CO3: To help students to think critically about their own and others' behaviour in organizational settings, and thus act more consciously.

CO4: To apply relevant theoretical perspectives and concepts in developing an understanding of various internal (organizational) and external (environmental and cultural) factors that influence human behaviour in organizations.

CO5: To develop an interest in, an appreciation of, and a cheerful outlook toward the field of management, especially organizational behaviour.

Session Plan:

Week 1: Introduction to organizational behaviour, contributing disciplines, and historical perspective. Challenges for managers: globalization, diverse workforce, and ethical behaviour

Week 2: Personality and determinants of personality, Personality attributes affecting work.

Week 3: Emotions and their applications in the workplace, Emotional labour, and emotional intelligence.

Week 4: Attitudes and development and change of attitude; Attitudes and development and change of attitude, Work attitudes, Work values and culture.

Week 5: Perceptual process, social perception, Attribution theory.

Week 6: Learning: Theories and principles, Behavior modification.

Week 7: Concept of motivation, Theories of motivation, Application of motivation concept in organization

Week 8: Group Dynamics and Work Teams, Group formation and development, functional and dysfunctional group dynamics, decision-making by groups,

Week 9: Types of teams, characteristics of an effective team, and creating effective teams.

Week 10: Conflict, Cooperation, Trust, and Deviance, Nature of conflict, conflict management strategies and techniques, the Negotiation process

Week 11: Power and Influence, Bases of power, influence tactics in organizations, empowering employees, and organizational politics

Week 12: Leadership in Organizations

Theories of leadership – an overview of the initial studies, trait theories, behavioral theories, contingency theories, and recent leadership theories, Contemporary leadership roles – leadership as developing others, managing talented team members

Week 13: Organizational Structure and Design Structure – the basic dimensions of organizations, departmentalization – ways of structuring organizations, common organizational designs

Week 14: Organizational Culture - The basic nature of organizational culture, creating and transmitting organizational culture presentation

Week 15: Organizational Change and Development The nature of the change process, resistance to change and managing organizational change.

Textbook and Reading Materials:

The prescribed textbook for this course is

1. Organizational Behavior by S.P. Robbins, T.A. Judge, and Neharika Vohra.

Suggested books:

1. Behavior in Organizations by J. Greenberg and R. A. Baron.
2. Organizational Behavior: An Evidence-Based Approach by F. Luthans.
3. Understanding Organisational behaviour by Udai Pareek

Course Description/Objectives:

This is an introduction to financial accounting and assumes no prior knowledge of the subject. It deals with the recording of accounting transactions and the preparation of accounting statements for single entities. The basic concepts of accounting are dealt with, and the student will be expected to understand the limitations of financial accounts in attempting to meet the needs of all users. There will be an introduction to accounting systems and their control. The course describes the accounting aspects of investment decision such as investment in inventory, receivables and fixed assets, differentiating various methods of valuations. The course also looks into the aspects of financial statements analysis describing different types of ratios and their significance and comparative analysis.

Course Learning objectives

The course aims to impart learning that is required for a student to be a competent business professional and contribute value to a service organization in his/her early career.

On completion of this course, students will be able to

CO1: understand the concepts and language of accounting and its role in business

CO2: understand the process of accounting

CO3: understand the statutory requirements pertaining to financial statements

CO4: prepare financial statements from given information

CO5: read and interpret information in financial statements and other information like notes and reports and appreciate the use of financial information for decision making

Session Plan:

Week 1: Nature of Principles, Accounting Concepts.

Week 2: Classification of Accounts, Accounting Process & Accounting Rules.

Week 3: Illustration on Accounting Process.

Week 4: Trial Balance

Week 5: Methods of Trial Balance.

Week 6: Subsidiary Books and Cash Book

Week 7: Financial Statements

Week 8: Inventory Valuation

Week 9: Depreciation Accounting

Week 10: Financial Statements of a Company

Week 11: Cash Flow Statement.

Week 12: Ratio Analysis –Part 1

Week 13: Ratio Analysis –Part 2

Week 14: Ratio Analysis – Part 3

Week 15: Revision – Problems.

Textbook and Reading Materials:

The textbook for the course is,

“Financial Accounting: A Managerial Perspective,” 6th Edition, by Professor R. Narayana swami (Publisher-Prentice Hall India).

The course will also be extensively using the latest annual report of Indian Companies.

23MM104CA

Marketing Management

3

Course Description/Objectives:

The Marketing Management course focuses on various concepts of marketing strategies, practices, and new techniques that change in response to consumer demands and needs. The course teaches students about the marketing process, which includes planning, pricing, and promoting goods and services to a specific market. The Marketing Management course focuses on activities such as promotional techniques, cost-cutting mechanisms, and customer creation and retention through careful market analysis and forecasting.

Course Outcomes (CO):

CO1: To emphasize the need, importance and process of Marketing Planning and Control.

CO2: To sensitize the students to the dynamic nature of Marketing Function.

CO3: To introduce the concept of Marketing Mix as a framework for Marketing Decision making.

CO4: To Critically evaluate the key analytical frameworks and tools used in marketing.

Session Plan:

Week 1: What is Marketing?

Defining Marketing, Who Does Marketing? Why Study Marketing?

Week 2: Strategic Planning

The Value Proposition, Components of the Strategic Planning Process, Developing Organizational Objectives and Formulating Strategies, Where Strategic Planning Occurs within Firms, Strategic Portfolio Planning Approaches

Week 3: Consumer Behavior: How People Make Buying Decisions Factors That Influence Consumers' Buying Behavior, Low-Involvement Versus High-Involvement Buying Decisions and the Consumer's Decision-Making Process

Week 4: Business Buying Behavior

The Characteristics of Business-to-Business (B2B) Markets, Types of B2B Buyers, Buying Centers, Stages in the B2B Buying Process and B2B Buying Situations, International B2B Markets and E-commerce, Ethics in B2B Markets

Week 5: Market Segmenting, Targeting, and Positioning

Targeted Marketing versus Mass Marketing, How Markets Are Segmented, Selecting Target Markets and Target-Market Strategies, Positioning and Repositioning Offerings

Week 6: Creating Offerings

What Composes an Offering?, Types of Consumer Offerings, Types of Business-to-Business (B2B) Offerings, Branding, Labeling, and Packaging, Managing the Offering

Week 7: Developing and Managing Offerings

The New Offering Development Process, Managing New Products: The Product Life Cycle.

Week 8: Using Marketing Channels to Create Value for Customers

Marketing Channels and Channel Partners, Typical Marketing Channels, Functions Performed by Channel Partners, Marketing Channel Strategies, Channel Dynamics

Week 9: Using Supply Chains to Create Value for Customers

Sourcing and Procurement, Demand Planning and Inventory Control, Warehousing and Transportation, Track and Trace Systems and Reverse Logistics

Week 10: Gathering and Using Information: Marketing Research and Market Intelligence
Marketing Information Systems, Steps in the Marketing Research Process

Week 11: Integrated Marketing Communications and the Changing Media Landscape
Integrated Marketing Communications (IMC), The Promotion (Communication) Mix, Factors Influencing the Promotion Mix, Communication Process, and Message Problems, Advertising and Direct Marketing, Message Strategies, The Promotion Budget, Sales Promotions.

Week 12: Public Relations, Social Media, and Sponsorships

Public Relations Activities and Tools, Social Media

Week 13: Professional Selling

The Role Professional Salespeople Play, Customer Relationships and Selling Strategies, Sales Metrics (Measures), Ethics in Sales and Sales Management, Integrating Sales and Marketing, Outsourcing the Sales Function

Week 14: Customer Satisfaction, Loyalty, and Empowerment

Customer Communities, Loyalty Management, Customer Satisfaction, Ethics, Laws, and Customer Empowerment

Week 15: Pricing of Products and Services

Pricing Framework and a Firm's Pricing Objectives, Factors that Affect Pricing Decisions, Pricing Strategies.

Textbook and Reading Materials:

1. Principles of Marketing by University of Minnesota Libraries Publishing Edition, 2015.

Course Description/Objectives:

Statistics has been gaining immense popularity in the past few years due to which institutes have started programs in statistics on different levels. Statistics helps students to develop skills and insights that are required to draw inferences and conclusions from several types of data. Nowadays data is an essential part of all organizations, no matter which sector. A key challenge that is faced by managers of even great companies is the interpretation of the vast amount of data which is generated in the world of business today. This is inevitable as modern computing systems now produce large volumes of data and information. Previously, one could often only rely upon guesses and intuition, but times have changed, and this practice is no longer advisable. Statistics and data analysis offer a systematic approach that can be extremely helpful in providing answers to these questions. Statistics help in developing the skills and aptitude of students that are required for making effective use of statistical methods. The course provides knowledge which is needed to select and apply techniques and to communicate statistical results. The theory part helps in motivating and comparing alternative schemes whereas interpretations in realistic applications offer guiding examples. Statistics also provides useful skills that can augment the substantive managerial abilities of students. This course offers exposure to computer software which implements key techniques as well.

Course Outcomes (CO):

CO1: Explain the key terminology, concepts tools and techniques used in business statistical analysis.

CO2: Identify the analytical tools needed for making informed business decisions using data.

CO3: Employ the correct *statistical technique* to solve a particular problem, using sample data.

CO4: Develop a business research proposal involving data analysis, including the practical field research work.

Session Plan:

Week 1: Statistics and Data

The Relevance of Statistics, what is statistics, Variables, and scales of Measurement.

Week 2: Tabular and Graphical Methods

Summarizing Qualitative Data, Summarizing Quantitative Data, Stem-And-Leaf Diagrams, Scatterplots

Week 3: Numerical Descriptive Measures

Measures of Central Location, Percentiles and Boxplots, Measures of Dispersion, Mean-Variance Analysis and The Sharpe Ratio, Analysis of Relative Location, Summarizing Grouped Data, Measures of Association

Week 4: Introduction to Probability

Fundamental Probability Concepts, Rules of Probability, Contingency Tables and Probabilities

Week 5: Bayes theorem

The Total Probability Rule and Bayes' Theorem.

Week 6: Random Variable

Random Variables and Discrete Probability Distributions.

Week 7: Discrete Probability Distributions

Expected Value, Variance and Standard Deviation, The Binomial Distribution, The Poisson Distribution, The Hypergeometric Distribution

Week 8: Continuous Probability Distributions

Continuous Random Variables and The Uniform Distribution, The Normal Distribution, The Exponential Distribution

Week 9: Interval Estimation

Confidence Interval for The Population Mean When Σ Is Known, Confidence Interval for The Population Mean When Σ Is Unknown, Confidence Interval for The Population Proportion, Selecting the Required Sample Size

Week 10: Hypothesis Testing Single Population

Hypothesis Testing Single Population

Week 11: Hypothesis Testing Two Population

Hypothesis Testing Two Population

Week 12: ANOVA

Inference Concerning the Difference Between Two Means, Inference Concerning Mean Differences, Inference Concerning Differences Among Many Means

Week 13: Chi-square

Chi-Square Test for Independence

Week 14: Simple Linear Regression

The Simple Linear Regression Model

Week 15: Multiple Linear Regression

The Multiple Linear Regression Model

Textbook and Reading Materials:

The prescribed textbook for this course is

1. Jaggia, S., Kelly, A., Salzman, S., Olaru, D., Sriananthakumar, S., Beg, R., & Leighton, C.(2016). *Essentials of business statistics: communicating with numbers*. McGrawhill Education.

Suggested book:

1. Complete Business Statistics, Seventh Edition, McGraw Hill Education (India) Private Limited.

Course Description/Objectives:

The student will be introduced to the foundational concepts of Indian culture and heritage.

Course Outcomes (CO):

After the completion of the course the student will be able to

CO1: Gain a positive appreciation of Indian Culture, traditions, customs and practices

CO2: Understand the foundational concepts of Indian civilization like purusharthas, law of karma, etc, which contributes towards personality growth.

CO3: Understand the cultural ethos of Amrita Vishwa Vidyapeetham, and Amma's life and vision of holistic education

CO4: Imbibe spirit of living in harmony with nature

CO5: Get guidelines for healthy and happy living from the great spiritual masters.

Session Plan:

Week 01: Introduction to Culture

Week 02: Puruṣārtha-s: Goals of human life

Week 03: Varṇāśrama-Dharma

Week 04: Doctrine of Karma

Week 05: Introduction to Yoga-Astanga yoga

Week 06: Women in Ancient India

TEXTBOOKS

1. The Glory of India (in-house publication)
2. The Mother of Sweet Bliss, (Amma's Life & Teachings)

SEMESTER 2**Course Description/Objectives:**

In today's globalized world, the highly competitive market is pressurizing every organization to get into a frantic race to find new ways to create and deliver value to customers. Late, Michael Hammer once said, "Southwest turns its planes around twice as fast as competitors, getting more flights out of expensive aircraft and pilots. Wal-Mart invented loading-dock processes to quash expensive inventory. Dell runs their entire company with three days of inventory, you pay up front, and they stiff their suppliers, Operations is where these industries are won and lost." In this scenario, developing a deep understanding of Operations Management becomes an imperative for the 'to-be' management professionals to succeed in their professional endeavours.

This course aims to cover high level Operations Management concepts. It would also enable the participants develop a solid understanding of the analytical tools necessary to solve basic Operations Management problems. Thus the objectives of the course are;

1. To develop an understanding of the strategic and tactical Operations Management issues and their relationship to the other functional areas of an organization.
2. To develop basic competence in tools and techniques used by real-life operations professionals in formulating operations strategy and managing operations.

Course Outcomes (CO):

CO1: Appreciate the strategic role of OM in creating and enhancing a firm's competitive advantages.

CO2: Understand key concepts and issues of OM in both manufacturing and service organizations.

CO3: Analyse business processes in services / manufacturing for improvement

CO4: Identify the operational issues in the value addition processes of a firm.

CO5: Apply analytical skills and problem-solving tools to resolve the operational issues.

Session Plan:

Week 1: Introduction to OM, Historical evolution of OM, OM in manufacturing and service, Competitiveness, Strategy, and Productivity, Case Study (Hazel)

Week 2: Forecasting, Time-Series Forecasting, Case Study (Whirlpool)

Week 3: Time-Series Forecasting, Associative Forecasting, and Forecast accuracy.

Week 4: Product & Service, Value Analysis and Standardization, Reliability, Product design and Development, QFD and Kano model, Service design, Case Study (Do you want pickled beets with that?)

Week 5: Strategic Capacity Planning for Products and Services

Week 6: Evaluation of Capacity Alternatives

Week 7: Process Selection and Facility Layout, Designing product and process Layout.

Week 8: Line Balancing

Week 9: Linear Programming

Week 10: Design of work systems

Week 11: Week Topics: Location Planning and Analysis

Week 12: Week Topics: Transportation model, Factor rating

Week 13: Week Topics: Management of Quality, Quality Awards, TQM, Process Improvement

Week 14: Week Topics: Quality Control, Week Topics: Quality control

Week 15: Week Topics: Quality control

Textbook and Reading Materials:

1. William J Stevenson, Operations Management, Special Indian Edition, Ninth Edition, TATA McGraw-Hill, New Delhi, 2009 (WS).

2. Operations Management: Process and Supply Chains, Eleventh Edition, Lee J. Krajewski, Manoj K. Malhotra, Larry P. Ritzman & Samir K. Srivastava, Pearson

Course Description/Objectives:

In the contemporary business scenario, the management focus is clearly oriented towards sustained and continuous profitable growth. To achieve this, Information Technology (IT) and its various applications become the backbone of the growing organizational landscape. This course (Tech Transformation for Business -TTB) discusses how information technology supports various business initiatives of an organization. Considering the potential of IT applications, this course seeks to inspire and equip students with the fundamental concepts in information systems (IS). The role of IT in business, and the benefits are discussed through variety of cases and industry examples. The course would provide a good coverage on the fundamental building blocks of IT systems, and how one could go about building the same.

Course Outcomes (CO):

- CO1:** Understand the importance of IT to drive operations and decision making.
- CO2:** Become familiar with the process of making informed decisions using IT.
- CO3:** Understand the applications used by organizations and understand how these apps help the organization.
- CO4:** Understand how IT could be used to build Competitive advantage.

Session Plan:

Week 1: Introduction to Information Systems, Different types of Information Systems

Week 2: Competing with IS and IT, Using IT to build strategic advantage and Introduction to Computer Hardware

Week 3: Introduction to Computer Peripherals, Telecommunication Networks

Week 4: Telecommunication Networks, Networked Enterprise, Network-Miscellaneous

Week 5: Application Software – End user applications, Introduction to System Software

Week 6: Introduction to Database Management, Data Resources Management, Database Management Methodologies

Week 7: e-Business Applications, IT systems for business functions, Enterprise Business Systems - CRM

Week 8: Enterprise Business Systems – ERP, Enterprise Business Systems – ERP, Enterprise Business Systems - SCM

Week 9: E-Commerce Systems – Fundamentals, E-Commerce Systems – Applications and Issues

Week 10: Decision Support Systems – Introduction, Usage, Knowledge Management Solutions.

Week 11: Introduction to Artificial Intelligence (AI), Introduction to Big Data Systems

Week 12: Introduction to Business Intelligence, Decision Making in Organizations, New generation BI tools using AI.

Week 13: Business IT strategy, IT – Implementation Challenges,

Week 14: Developing Business IT solutions – Design and Development, Developing Business IT solutions – Implementation.

Week 15: Challenges – Security, Managing IT and Global Teams, Managing Global IT

Textbook and Reading Materials:

Main Textbook:

1. Management Information Systems – 10th Edition by James O’Brien and George M Marakas

Reference Book:

2. Management Information Systems – 16th Edition by Kenneth C Laudon and Jane P Laudon

23HR203CA

Human Resource Management

3

Course Description/Objectives:

Irrespective of the sophisticated technological interventions in the Business Enterprises, success takes its place only when backed by the human interface. Human Resources are the prime constituents of any organization. The role of Human resources is at the centre stage irrespective of the nature of organizations. This course helps in bettering the communication and people skills of the students.

Course Outcomes (CO):

CO1: Able to develop strategic HR activities for organization (L6 Create)

CO2: Able to explain functions of HRM from the context of real organization (L5 Evaluate)

CO3: Able design the most suitable strategically oriented, integrated and comprehensive HR functions for organization (L6 Create)

CO4: Able to examine HR scenario in given organization and create solutions in line with HR strategy and legal connotations (L4 Analyze)

Session Plan:

Week 1: Introduction to HRM – History, Functions

Week 2: Models and role of HRM in today’s Business environment, Strategic HR, Strategy and Human Resource Planning

Week 3: Job Analysis and Design

Week 4: Recruitment and Careers

Week 5: Selection: Process, methods and issues involved in selection and placement of personnel.

Week 6: Performance Appraisal: Purpose, process, methods, errors and trends; Potential Appraisal

Week 7: Performance feedback and Counselling, Compensation: Theories guiding compensation, factors affecting Compensation.

Week 8: Job Evaluation and methods

Week 9: Pay for performance: Incentives, Nature, and types,

Week 10: Benefits: Characteristics, nature, types and trends, Safety and Health, Competency based HRM.

Week 11: Benefits: Characteristics, nature, types and trends, Safety and Health, Competency based HRM.

Week 12: Role of trade unions and collective bargaining – Empowerment and participative management

Week 13: Workforce retention and engagement strategies

Week 14: HRM in a Global Environment: Cross Cultural Dynamics in an International Organization

Week 15: HR practices in an international context

Textbook and Reading Materials:

1. Human Resource Management, K Aswathappa and Sadhna Dash, McGraw Hill
2. Human Resource Management, Gary Dessler and Biju Varkkey, Pearson Education
3. Human Resource Management, Gary Dessler, Pearson Education
4. Industrial Relations and Labour Laws, Piyali Ghosh, Shefali Nandan, TMH
5. Industrial Relations and Labour Laws, Prof. Bose Tom and Dr. Jose Mamman, Thakur Publication

23FI204CA

Financial Cost Management

3

Course Description/Objectives:

Strategic issues are increasingly becoming important, cost management has changed from a traditional role of product costing and operational control to a border, where cost leadership and performance management is vital. In this scenario managing costs strategically and monitoring and controlling performance is crucial for the long-term sustainability of organizations.

This foundation-level course aims at developing a managerial perspective and understanding of the Finance discipline. It will provide a basic grounding in finance, introduce the student to the financial decisions in an organization, and teach them to think like a finance expert. Financial management aims at organizational objective of profit maximization and wealth maximisation. It includes activities such as financial strategy in the areas of financing decision, Investment decision and decision making in Working Capital management, This course is important to provide an understanding of the rationale for financing decisions from a managerial perspective.

Course Outcomes (CO):

CO1: Able to understand the strategic role of finance in the performance of companies (Understand)

CO2: Able to analyze and select the financial problems dealt with by managers (Analyze)

CO3: Able to evaluate the concepts and techniques being used in finance (Evaluate)

CO4: Able to apply both judgmental and analysis tools and techniques in finance (Apply)

CO5: Able to formulate a solid financial strategy to enhance finance proficiency (Create)

Session Plan:

Week 1: Meaning of Cost and Classification of Cost

Week 2: Cost Sheet and Cost Sheet Format

Week 3: Case Studies on Cost Sheet

Week 4: Marginal Costing

Week 5: CVP Analysis

Week 6: Variance Analysis

Week 7: Problem on Variance Analysis

Week 8: Budgetary Control

Week 9: An Introduction to Financial Management and Leverages

Week 10: EPS-EBIT Relationship and Cost of Capital

Week 11: Capital Budgeting

Week 12: Illustration on Capital Budgeting

Week 13: Working Capital Management

Week 14: Risk and Return

Week 15: Valuation of Securities, Shares and Debentures

Textbook and Reading Materials:

1. Cost and Management Accounting –Latest edition- M.N Arora
2. Financial Management –Prasanna Chandra

23MM202A

Consumer Behaviour

3

Course Description/Objectives:

This course is an elective in marketing and lays the fundamentals in understanding consumers and how to use this knowledge in creating an overall successful marketing strategy. The course is divided into two components- Marketing Research and Consumer behavior. The first part helps in gaining tools to identify research problems in marketplace and convert them into research questions. It will help students learn how to design a research plan, collect and analyse data and interpret them for practical recommendations. The second part focuses on the consumer behavior, their decision-making process and the factors which influence in the consumer decision journey. This will enable students to take informed managerial decisions by analysing how consumers make decisions, what factors influence them during different stages in the decision process. It will enable the students as future marketers to understand the nature of the firm's consumers before crafting appropriate marketing strategy.

Course Outcomes (CO):

CO1: To understand the concepts and theories of consumer behaviour.

CO2: To develop knowledge and skills in understanding and predicting consumers.

CO3: To learn how to develop effective marketing strategies and programs to influence consumer behaviour.

CO4: To learn to synthesise information and existing knowledge of consumer behaviour from several sources and experiences and understand how to apply them in market situations.

Session Plan:

Week 1: Introduction to Consumer behaviour.

Week 2: Consumer Decision Making.

Week 3: Consumer Motivation and Buying Behaviour.

Week 4: Consumer Personality and Self.

Week 5: Consumer Perception and Marketing Strategy.

Week 6: Consumer Learning and Memory.

Week 7: Consumer Attitude Formation and Change.

Week 8: Reference Groups and Family.

Week 9: Social Influences and Consumer Behaviour.

Week 10: Culture and Consumer Behaviour.

Week 11: Consumer Decision Making Process.

Week 12: Consumer Behaviour and Marketing Strategy.

Week 13: Persuading Consumers.

Week 14: Consumer Research.

Week 15: Motivational Research.

Textbook and Reading Materials:

Recommended Textbook:

1. Schiffman L., Wisenbult J., and S.Ramesh Kumar, "Consumer Behavior" 12 edition, Pearson, 2019. (Indian Edition)

Course Description/Objectives:

In this world of marching science and galloping technology, the problems faced by decision-makers in today's competitive business environment are often highly complex. Business Analytics guides and helps organizations to use data and glean insights to make sound business decisions in multiple possible interesting ways. Evaluating these alternatives and gaining insight from past performance is the essence of business analytics. This course is an application of Business Analytics that discusses the benefits of employing the famous/ widely used analytics technique and a structured approach to problem-solving.

Course Outcomes (CO):

- CO 1:** Able to identify opportunities to apply analytics to solve business problems.
- CO 2:** Able to evaluate the data required to solve problems using analytics.
- CO 3:** Able to design analytical solutions using available data.
- CO 4:** Able to quantify the impact of analytical solutions.
- CO 5:** Able to develop a plan to continuously monitor and improve the analytical solutions.

Session Plan:

- Week1:** Introduction to Business Analytics
- Week2:** Business Analytics – Tools & Practices
- Week3:** Introduction to Excel
- Week4:** Data Analytics in Excel Part 1
- Week5:** Data Analytics in Excel Part 2
- Week6:** HR Analytics using MS Excel
- Week7:** Introduction to Power Bi
- Week8:** Data Visualization using Power Bi
- Week9:** Practical Application of Power Bi
- Week10:** Introduction to Tableau
- Week11:** Data Visualization using Tableau Part 1
- Week12:** Data Visualization using Tableau Part 2
- Week13:** Advanced Excel
- Week14:** Introduction to R (Open-Source Statistical Modelling Tool), Practical Application of R (Market Basket Analytics)
- Week15:** Practical applications and guided project

Textbook and Reading Materials:

1. Data Mining Concepts and Techniques, 3rd Edition, Han and Kamber, Morgan Kaufmann
 2. Introduction to Data Mining, 1st or 2nd edition, Tan, Steinbach and Kumar, Pearson
- Case Study on “Harrah’s Entertainment”, Harvard Business Review

Software used in the course

1. SPSS
2. R and R Studio

23CE201A**Education for Life - 2****1****Course Description/Objectives:**

The students will be able to deepen their understanding and further their knowledge about the different aspects of Indian culture and heritage.

Course Outcomes (CO):

- CO1:** Get an overview of India and her contribution to the world in the field of science and literature.
- CO2:** Understand the foundational concepts of ancient Indian education system and practices associated with them.
- CO3:** Learn the important concepts of Vedas, Bhagavad-Gita and Yoga sutras and their relevance to daily life.
- CO4:** Familiarize themselves with the inspirational characters and anecdotes from the epics and Indian history.
- CO5:** Gain a rational understanding of the underlying principles of Indian spirituality.

Session Plan:

- Week 01:** To the World from India
- Week 02:** Education in Ancient India
- Week 03:** The Vedas
- Week 04:** Essence of Bhagavad Gita
- Week 05:** One God many Forms
- Week 06:** Cāṇakya (Kautilya) and his Guidelines
- Week 07:** Symbols of Indian Culture

Textbook and Reading Materials:

1. India's contribution to World Thought and Culture: Vivekanand Rock Memorial Committee
2. Education in Ancient India by A.S. Altekar, (5th edition)
3. Glimpses of Education in Ancient India by Radha Kumud Mookerji
4. Education of the Women of India by Minna Galbraith Cowan
5. Four Vedas English
6. The Essence of Bhagavad Gita by Dr. Narinder Sharma
7. God The Substance of All Forms by Joel S Goldsmith

SEMESTER 3

23GM301CA

Strategic Management

3

Course Description/Objectives:

This capstone course will provide students with an integrated view of these challenges and show you that successful management requires a combination of insights drawn from economics, sociology, and psychology. In taking the point of view of an enterprise, the student will consider a mix of well-established companies, not-for-profits, professional partnerships, family businesses, as well as new ventures. In addition, the student will draw upon his/her work experiences in such settings to understand these issues. Strategy is often formulated in turbulent environments under great uncertainty. The goal of this module is to help the student to understand and analyze how firms compete and sustain their competitive advantage. Throughout the course, the student will focus on tools and methods for making decisions under uncertainty.

Course Outcomes (CO):

By the end of this course, the student will develop skills at:

CO1: analyzing industry structure and environmental trends to assess industry potential.

CO2: understanding how firms gain and sustain competitive advantage.

CO3: analyzing strategic business situations and formulating strategies.

CO4: understanding the ways to position a business strategically.

CO5: developing M&A and alliance strategies to access capabilities.

CO6: selecting the best strategy for a company.

CO7: providing quantitative support for recommendations.

CO8: implementing the strategy and organizing the firm for success.

Session Plan:

Week 1: Introduction to Strategic Management

Week 2: Internal Analysis of Organization.

Week 3: External Analysis of Organization.

Week 4: Business Strategies

Week 5: Business Strategies

Week 6: Corporate Strategies

Week 7: Corporate Strategies

Week 8: Strategic implementation

Week 9: CSR and Corporate Governance

Week 10: Strategies for non-markets

Week 11: Strategies for non-markets

Week 12: Strategy & Technology

Week 13: International Strategy

Week 14: case experiences

Week 15: case experiences

Textbook and Reading Materials:

1. Alex Miller (1998) strategic management The McGraw-Hill, 3rd edition.
2. Strategic Management and Competitive Advantage: Concepts Pearson; 5th edition (14 August 2014).

Course Description/Objectives: To introduce students to the contemporary issues in International Business that illustrates the unique challenges faced by managers in the international business environment; understand the conceptual underpinnings of Multinational Enterprises (MNE's), the environment to which they operate, and the management challenges posed by the environment; to understand laws and institutions, and the regulatory environment governing international trade, to learn the basics of international financial management, in particular foreign exchange exposure, management to learn about the effect of cultural differences on the environment of international business; to understand the ethical and social responsibilities of MNE's.

Course Outcomes (CO):

CO1. Analyze and solve problems related to strategy and international business issues for companies.

CO2. Develop knowledge and ability to read, understand and use existing research in a framework of strategy development and international business activity.

CO3. Discuss and present theory related to strategy in international business development and understand the publication processes.

Session Plan:

Week 1: Introduction to International Business

Week 2: Role of International Organisations in International Business

Week 3: Modes of Operations

Week 4: Economic Environment & International Business

Week 5: Global Trading Environment, Commodity Trade and Agreements

Week 6: Bilateral and Multilateral Trade, OPEC, Trade Blocs, Regional Trade Agreements

Week 7: National Regulation of International Business

Week 8: Foreign Exchange Exposure, Exchange Rate, Instruments Foreign Exchange Exposure, Exchange Rate, Instruments

Week 9: Export & Import – Meaning, Types, Characteristics, Merits & Demerits, Strategic Advantage

Week 10: Export and Import Documentation

Week 11: Cultural Environment

Week 12: Ethics & Social Responsibility

Week 13: Ethics & Social Responsibility of MNE's

Week 14: General Cultural Guidelines

Week 15: Legal Framework

Textbook and Reading Materials:

1. Vyuptakesh Sharan, International Business Concept, Environment and
2. Strategy, Pearson Education
3. REFERENCES:
 - i. Francis Cherunilam, International Business, Text and Cases, and Air
4. International Business Environment, Himalaya Publishing Company
 - i. Rathod, Export Management
 - ii. O S Srivastava – International Business, Kalyani Publishers
5. Note: In addition to this reference book, there could be other references in the form of Web URLs, and any other documentation from the web. Those documents and links will be shared with the online content.

23BL303A

Legal Aspects and Business Ethics

3

Course Description/Objectives:

It is imperative and essential for all business executives to have a basic understanding of the principal laws concerning their area of operation. The legal regime governing businesses form a major part of the business environment as they reflect the policy structure and guidelines of the government. Business law comprises a set of laws concerning the business world – trade, commerce and industry. It is important to make the students aware of the law, legal system, legal environment and legal issues involving business and how to deal with them.

In India, there are many laws and regulations relating to legal aspects of business. These laws play a major role in the smooth functioning of the businesses and economy. The focus of this course will be to touch upon the most important and central legislations. This course provides students with current and comprehensive information touching the most important various aspects of Business law.

Course Outcomes (CO):

This course aims to give the students an overview of the most important and relevant legislations concerning Industries and Business. This course is divided into 4 modules and is intended:

CO1: To help the students to understand the basic aspects of law and the legal framework in India (Analyse)

CO2: Learn the important aspects of Contract law including the law relating to Sale of Goods (Evaluate)

CO3: To enable the students to understand about the formation of Business organizations like Partnership and Companies and discuss the law relating to the same (Evaluate)

CO4: To help the students become familiar with many relevant laws relating to negotiable Instruments, Right to Information Act, Competition, Intellectual property which are important in the current business scenario (Evaluate)

Session Plan:

Week 1: Introduction to Law, Business laws & Introduction to Contracts

Week 2: Law of Contracts – Agreements, Offer, Acceptance, Consideration

Week 3: Capacity, Consent, Legality & Void Agreements

Week 4: Law of Contracts – Contingent Contract, Quasi Contract, Performance, Discharge & Breach of Contract

Week 5: Special Contracts – Indemnity, Guarantee, Bailment, Pledge & Agency

Week 6: Sale of Goods – Introduction, Differences, Formalities, Conditions of Warranties, Rights and Duties

Week 7: Law relating to Partnership, types of partners, Distinction between property and partnership, Property Partner, Third party relations, Rights and Duties, Limited Liability

Week 8: Company Law – Introduction, Characteristics, Goals, Objectives, Structures and Provisions, Comparative Analysis – Companies Act 1956 and Companies Act 2013

Week 9: Company Law – Types of Companies, Documents of a Company & Prospectus, Formation of Company, MoA and AoA, Doctrines

Week 10: Company Law – Capital, Shares and Debentures of a Company

Week 11: Company Law – Members & Directors of a Company, Meetings & Resolutions

Week 12: Negotiable Instruments Act, 1881

Week 13: Other Laws – Consumer Protection Act, 2019 & Right to Information Act, 2005

Week 14: Other Relevant Business Laws – Competition Act, Insolvency and Bankruptcy Code, Arbitration and Conciliation Act, Laws relating to Intellectual Property Rights.

Week 15: Business Ethics.

Textbook and Reading Materials:

- a) Legal Aspects of Business – Ravinder Kumar
- b) Business Law – Satish B Mathur
- c) Legal Aspects of Business – Texts, Jurisprudence and Cases – Daniel Albuquerque

Course Description/Objectives:

AHEAD MBA offers insights from India's great epic Ramayana about family values, Dharma, leadership and administration. The intricacies of Dharma throughout life in all struggles and hardships are one of the cornerstones of the epic. A depiction of 16 attributes that make a man complete are the true subjects of Ramayana. Dharma that includes family values plays an important role in determining not just an individual, but also an entire society. This course aims at inculcating the essence of Dharma in learners.

Course Outcomes (CO):

By the end of this course, the student will develop skills at:

CO1: Understanding of various attributes which make a man complete.

CO2: Pay obedience to elders.

CO3: Respect women

CO4: Valuing good even in enemies.

Session Plan:

Week 1: The Quest of 16 Attributes

Week 2: Diplomacy & Team Building

Week 3: Dilemmas & Solutions

Week 4: Contrasting Leaderships

Week 5: The Administrative Structure

Textbook and Reading Materials:

1. Ramayana by C. Rajagopalachari
2. <https://www.valmiki.iitk.ac.in>
3. Studies on Ramayana by Dr. V Raghavan

SEMESTER 4

23GM499A

Major Project

4

Course Description/Objectives:

A project is a mode of experiential learning, carried out at the culmination of the program. It gives the students an opportunity to apply what they have learnt about how to make data-driven decisions to a real business challenge faced by various companies. The students will have to choose a reputed organization and study a specific business problem associated with it. The specific role that the student will be playing in the organization and the scope of their work in the company will have to be finalized in consultation with the corporate mentor and with the approval of the academic mentor. The students are required to submit a final report in the specific format detailing their learning in the organization in addition to apprising their academic mentor of the weekly progress.

Course Outcomes (CO):

On having completed this course student should be able to:

CO1: Develop the ability to design an analytics research project.

CO2: Articulate a business problem based on the theoretical and practical understanding acquired from various courses.

CO3: Devise a methodological framework using the conceptual and practical knowledge gained through the courses to decipher effective solutions.

CO4: Appraise the business problem using appropriate analytical techniques using tools namely IBM SPSS, R Programming, Python, Tableau, Cognos, QlikView and IBM Watson to arrive at feasible solutions.

CO5: Report the findings and solutions of the project verbally and in writing.

Textbook and Reading Materials:

The students must identify an organization and the topic/problem for study during their second semester in consultation with their corporate mentor and approved by the academic mentor. Students are required to undergo a minimum period of 6 weeks of study.

Course Description/Objectives:

Whether you want to work for yourself (small medium enterprise) or find yourself working in a large corporate enterprise (LCE) an entrepreneurial mind-set is highly valued. Entrepreneurs face high uncertainty, must be innovative, highly adaptive, and have an insight to create a business opportunity. Even large companies, when seeking growth, face an uncertain environment. Further, given today's context (mother earth in crisis), there is a need for innovative approaches that provide comprehensive solutions.

The course is intended to offer an opportunity for the students to understand the basics of entrepreneurship. Theoretical and practical angles are important part of class learning. The students would develop their own business plan, learn from failure of others (case studies) and understand the current theoretical basis. The students are encouraged to find a technical partner from an engineering/ science institute who is keen on bringing a technology to market with a goal of creating a sustainable business.

Course Outcomes (CO):

- CO1:** To understand the mindset, motivations, and goals that drive entrepreneurship.
- CO2:** To develop an understanding for need of the hour: sustainable business models.
- CO3:** To evaluate the nature of entrepreneurship in SME and LCE context.
- CO4:** To develop an appreciation for strength, weaknesses, and corresponding risk-mitigation strategies.
- CO5:** To develop a comprehensive understanding for all aspects of a business plan.

Textbook and Reading Materials:

1. Entrepreneurship, Robert D Hisrich, Michael P Peters, Dean A. Shepherd (2011), 10th Edition Publisher: McGraw-Hill ; ISBN No: [978-0078029196](#)

Course Description/Objectives:

Corporate Social Responsibility (CSR) and Sustainability is an evolving area in the management discipline. Responsible business practices and effective social development interventions are emphasized in this course. It focusses to disseminate knowledge and understanding of how corporates can contribute to society and foster equitable growth. It explains how serving the overarching interests of people, planet, & profit can be combined.

Course Outcomes (CO):

CO1: Able to assess different concepts, theories and practices of responsible business management and CSR. [L4: Analyse]

CO2: Able to assess Indian CSR Perspectives and Mandates. [L4: Analyse]

CO3: Able to consider Nature as a Stakeholder. [L4: Analyse]

CO4: Able to consider Society as a stakeholder [L4: Evaluate]

Session Plan:

Week 1: CSR- An Introduction

Week 2: Business Government and Society

Week 3: Globalization and CSR

Week 4: Theories of CSR

Week 5: Stakeholders and Business

Week 6: CSR Strategy and Implementation

Week 7: CSR Metrics: Compliance, Monitoring, Measuring and Reporting

Week 8: Government Support, Codes and Guidelines of CSR

Week 9: Trends Drivers and Barriers of CSR

Week 10: Concept and Practice of CSR in India

Week 11: CSR Initiatives in Corporate India

Week 12: MDGS and SDGs

Week 13: Case Studies

Week 14: Case Studies

Week 15: Case Studies

Textbook and Reading Materials:

1. Corporate Social Responsibility : Concept, Cases and Trends” (2020) By Prabhakaran Paleri [Publisher: CENGAGE]
2. India CSR Report 2019: Trends and Prospects of CSR (2019) by Girija Srinivasan and Narasimhan Srinivasan

23CE401A**Education for Life – 4****1****Course Description/Objectives:**

To give exposure to students about richness and beauty of the Indian way of life. To make students familiar with rich tapestry of Indian life culture, arts, Science and heritage which was historically drawn people from all over the world.

Course Outcomes (CO):

The course will aim at:

CO1: Understanding the impact of itihahas on Indian civilization with referenceto Mahabharata.

CO2: Enabling students to appreciate the relevance of Mahabharata andBhagavad-Gita in the modern world.

CO3: Understanding the four goals of life (Purusharthas) as presented in theMahabharata.

CO4: Assimilating the positive qualities of the characters depicted in the itihasa

CO5: Analysis of the critical events and turning points in the Mahabharata withemphasis on the underlying values and principles.

ELECTIVES

MARKETING

23MM402EA

Digital Marketing

3

Course Description/Objectives:

Digital Marketing through a comprehensive and modular set of learning content and interesting videos, simulated based exercises on the learning platform.

Course Outcomes (CO):

Digital marketing is now a critical part of a company's marketing plan. By attending this course on digital marketing, the participants will be:

CO1: Able to design and implement digital marketing plans for their own business or company brands.

CO2: Able to seek employment opportunities within digital marketing agencies or digital marketing departments of companies.

CO3: Those already working with traditional media marketing can

- Gain an understanding of digital marketing so that they can bring in cross channel integration.
- Use this course as a starting point to move to digital marketing roles or start a digital marketing group if the company currently does not have one.

CO4: Able to gain a marketing view point of digital marketing, if they currently have only a technical understanding.

Session Plan:

Week 1: Module 1: Intro to Digital Marketing

Syllabus, Past to Present: Traditional to Digital, Past to Present: Traditional to Digital (2), Present to Future: Digital Trends, Digital Marketing Roles, The Customer Journey, The Marketing Funnel, B2B vs B2C, Summary

Week 2: Module 2: SEO & the Google Ad Ecosystem

How do search engines make money?, Know your target audience, How to build a customer profile, What is SEO, SEO vs SEM, How does the algorithm work?, On page vs. Off page SEO, On page SEO 1

Week 3: On page SEO 2, Technical SEO, Technical SEO 2, Effective keyword strategies, Effective keyword strategies 2, Off Page SEO, Off Page SEO 2 , SEO review

Week 4: Google search ads, Google search ads 2, Google display ads, Google display ads

2, So you want to be a YouTuber?, YouTube 2, Google programmatic, Google programmatic 2

Week 5: Google Ads review, SEO metrics, SEO metrics 2, Google Analytics, Google Analytics 2, SEO reporting review, Summary , Summary 2

Week 6: Module 3: social media + Mobile Marketing

The state of social media today, B2B vs B2C social media strategies, Facebook, Facebook 2, Twitter, Twitter 2, LinkedIn, LinkedIn 2

Week 7: Instagram

Instagram 2, Snapchat, Tik Tok , Brand reputation through social media, Content trends across social media, Social media reporting / metrics, Social media summary

Week 8: The mobile ecosystem today, Mobile marketing strategies, Mobile marketing strategies 2, Apps vs websites, Mobile website optimization, SMS / Whatsapp strategies, Mobile reporting / analytics, Mobile marketing summary

Week 9: Module 4: Email Marketing

You've got mail! Intro to email marketing, Email marketing strategies, Email marketing strategies 2, The customer email journey, Drip marketing through email

Mailing list management, Automated workflows for email. Movie trailers: Email subject + preview

Week 10: Module 5: Customer Journey and Marketing Funnel

Engaging email copy, Honoring user preferences and data privacy, Email campaign reporting / metrics, Email marketing summary, Bringing it all together: The customer journey, Customer Journey mapping, Deep dive into the funnel, Deep dive into the funnel part 2

Week 11: TOFU, TOFU 2, MOFU, MOFU 2, BOFU, BOFU 2, Closing the deal: The shop experience, back for more: Customer loyalty

Week 12: Customer Journey for B2B, Customer Journey for B2B Part 2, Power your journey with content, Build our own customer journey, Build our own customer journey 2, Brand case studies in customer journey, Case studies 2, Customer Journey summary

Week 13: Module 6: Digital Marketing Metrics / Analytics

Is it working? How do we know?, A/B Test for success, KPIs: Every marketer's favorite three letters, How do we determine ROI?, Marketing as sales enablement, Seeing is believing: Data visualization, Keep working on it: Optimizing campaigns, Bringing all together: Building the best campaign report

Week 14: Module 7: Learn from the best - Digital marketing success stories

Case study 1, Case study 2, Case study 3, Case study 4

Week 15: Module 8: It's a wrap! Summary

SEO in review, Social Media in review, Mobile in review, Email in review, Customer

journey in review, Metrics in review, Case studies in review, Bring it all together one last time.

Textbook and Reading Materials:

23MM403EA

Sales and Distribution Management

3

Course Description/Objectives:

The success of any business depends greatly on effective and efficient Sales management.

Distribution management, in most industry verticals, is an important sub-set of the sales function.

Course Outcomes (CO):

CO1: To understand birds eye view of organization and critical interaction (external & internal) & role evolution of sales & distribution.

CO2: To reinforce the criticality of “CONSUMER” & “CONSUMPTION”

CO3: Sales:

- strong fundamental understanding of Sales team hiring I sales training I sales process I sales compensation I sales motivation I ROI
- To understand and work on to improve skills required to manage external environment which sales team focusses and get into solution mode.

CO4: Distribution:

- Distribution management I Distribution service standards I ROI I International distribution management

CO5: Retail:

- Retail management I service standards I different types of retailers

CO6:Case study to understand above basics

CO7:Impact of distribution in various sectors due to technology & pandemic

CO7: Start up concepts I types I valuation

Session Plan:

Week 1: Organization structure from interaction level

- Role evolution
- Changing landscape of Indian market
- Understanding market construct

- Responsibilities of sales manager
- Sales & marketing difference
- Stake holders in selling process.

Week 2: Intro & Scope of Sales Management

Key traits of successful salesperson, Sales and Distribution Operational flowchart

Sales process, Modes of sales presentation, Designing and delivering of sales presentation, Sales & distribution acronyms.

Week 3: Sales Manpower:

Week 4: Controlling Sales personnel and managing sales evaluation programs

Week 5: Planning sales Territory & Travel plans

Week 6: Distribution critical elements:

Week 7: Designing Customer Oriented marketing Channel

Week 8: Designing Customer Oriented marketing Channel

Week 9: Warehousing I Inventory management I Transport management

Week 10: Channel info system I

Week 11: Ecommerce distribution

- Introduction & definition
- Types of ecomm by marketplace I Benefits

Week 12: Managing wholesale & Franchisees

- Types of wholesales
- Franchise definition & key traits
- Retail stores types
- Retail marketing mix
- Merchandising strategies
- Factors influencing merchandising
- Operational criticality of merchandising
- Category management

Week 13: Merchandising planning process

- Deciding customer service
- Customer communication – Objective & scenario
- Trade area
- Store layout

Week 14: International channel brief

- Market entry strategy
- Implications of different entry strategy

- International logistics management
- International export procedure
- International logistics intermediaries
- Case study – HBS review

Week 15: Channel evolution propelled by digital explosion & Pandemic- High Impact sectors.

Textbook and Reading Materials:

1. Sales and Distribution Management ,
2. Tapan K.Panda.Sunil Sahadev, Oxford Higher education
3. Sales Management:Concepts Practices and cases. Johnson, E M etc. New York, McGraw hill;
4. Sales Management, Still, R R. & Cundiff Englewood Cliff, New Jersey, Printice Hall Inc.,
5. Marketing Channels by A T Coughlan, E Anderson, L W Stern & A I El-Ansary – Pearson Education
6. Marketing Channels – a management perspective by Bert Rosenbloom,The Dryden Pres
7. Regular reading of Economic Times & Mint

23MM401EA

Marketing Communications

3

Course Description/Objectives:

The course promotes in depth understanding of basic marketing concepts of marketing communications, which help in creating a promotional campaign. The basic concepts will be discussed through the lens of practical applications and ethical considerations. The course will touch upon concepts of advertising, brand management, digital marketing as value added topics to enhance the understanding of marketing communication techniques.

Course Outcomes (CO):

CO1: Apply marketing communication concepts learnt in the class to create promotional campaigns.

CO2: Apply a systematic approach to the evaluation of an advertising campaign.

CO3: Develop a marketing communication plan

CO4: Evaluate and measure the effectiveness of a promotional campaign

Session Plan:

Week 1: Introduction to Marketing Communications

Week 2: The Role of IMC in Marketing Process

Week 3: Organizing for Advertising and Promotions: The Role of Ad agencies and other Marketing Organizations

Week 4: Organizing for Advertising and Promotions: The Role of Ad agencies and other Marketing Organizations

Week 5: Sources, Message and Channel Factors

Week 6: Establishing Objectives and Budgeting for the Promotional Program

Week 7: Creative Strategy: Planning and Development

Week 8: Creative Strategy: Implementation and Evaluation

Week 9: Media Planning and Strategy

Week 10: Evaluation of Media

Week 11: Measuring the Effectiveness of the Promotional Program

Week 12: Display Advertising

Week 13: Search Engine Advertising

Week 14: Social Media Marketing

Week 15: Emerging Platforms

Textbook and Reading Materials:

1. Belch, G. E., & Belch, M. A. (2017). Advertising and promotion: An integrated marketing communications perspective 9th. New York: McGraw-Hill I. (For week 1 to 13)
2. Gupta, S. (2020). Digital marketing. McGraw-Hill Education. (For week 14 to 18)

Course Learning objective:

- The purpose of this elective course is to introduce students about essential methods of marketing research using data.
- This course will offer a holistic view of data-driven marketing by including concepts from branding, campaign management, marketing metrics and marketing analytics.
- The subject will cover a variety of topics, including applying statistical methods to measure and predict consumer preferences, segment markets and to determine results of marketing activities and how to maximize effectiveness..

Module – I

Introduction, Obstacles to data-driven marketing, Roadmap for implementing data-driven marketing, Data-driven marketing strategy framework

Module - II

Customer Perspective Metrics: Share of Hearts, Minds, and Markets

Module - III

Customer Profitability/Value Metrics: Customers, recency, and retention, Customer lifetime value, Acquisition versus retention spending

Module - IV

Financial Perspective Metrics: ROI, ROMI, and NPV.

Module - V

Metrics for Sales Force and Channel Management

Module - VI

Advertising media and Web metrics

Module - VII

What Do Customers Want? Conjoint analysis to uncover the product attributes most influential to your customers.

Module - VIII

Market Segmentation - Cluster analysis to meaningfully segment and target the market based on customer needs and preferences

Module - IX

Product-Market Fit Gap Analysis, Discriminant Analysis

Module - X

Managing social media

Reference Books:

1. Data-Driven Marketing: The 15 Metrics everyone in marketing should know -Mark Jeffery
2. Key Marketing Metrics- Paul W. Farris, Neil T. Bendle, Phillip E. Pfeifer & David J. Reibstein

23MM405EA**Customer Relationship Management****3****Course Learning objective:**

- To develop an understanding of the roles of relationship marketing and customer service in adding value to the customer's perception of a service.
- To enable the students to understand the technological and human issues relating to the implementation of CRM in organizations.

Module – I

CRM concepts - Acquiring customers, - Customer loyalty and optimizing customer relationships - CRM defined - success factors, the three levels of Service/ Sales Profiling - Service Level Agreements (SLAs), creating and managing effective SLAs.

Module - II

CRM in Marketing - One-to-one Relationship Marketing – Cross-Selling & Up-Selling - Customer Retention, Behaviour Prediction - Customer Profitability & Value Modeling, - Channel Optimization - Event-based marketing. - CRM and Customer Service - The Call Centre, Call Scripting - Customer Satisfaction Measurement.

Module - III

Sales Force Automation - Sales Process, Activity, Contact- Lead and Knowledge Management - Field Force Automation. - CRM links in e-Business - E-Commerce and Customer Relationships on the Internet - Enterprise Resource Planning (ERP), - Supply Chain Management (SCM), - Supplier Relationship Management (SRM), - Partner relationship Management (PRM).

Module - IV

Analytical CRM - Managing and sharing customer data - Customer information 2 databases - Ethics and legalities of data use - Data Warehousing and Data Mining concepts - Data analysis - Market Basket Analysis (MBA), Clickstream Analysis, Personalization and Collaborative Filtering.

Module - V

CRM Implementation - Defining success factors - Preparing a business plan requirements, justification and processes. - Choosing CRM tools - Defining functionalities - Homegrown versus out-sourced approaches - Managing customer relationships - conflict, complacency, Resetting the CRM strategy. Selling CRM internally - CRM development Team - Scoping and prioritizing - Development and delivery - Measurement.

Reference Books:

1. Alok Kumar Rai, CUSTOMER RELATIONSHIP MANAGEMENT CONCEPT & CASES, Prentice Hall of India Private Limited, New Delhi. 2011
2. S. Shanmuga sundaram, CUSTOMER RELATIONSHIP MANAGEMENT, Prentice Hall of India Private Limited, New Delhi, 2008
3. Kaushik Mukherjee, CUSTOMER RELATIONSHIP MANAGEMENT, Prentice Hall of India Private Limited, New Delhi, 2008
4. Jagdish Seth, et al, CUSTOMER RELATIONSHIP MANAGEMENT
5. V. Kumar & Werner J., CUSTOMER RELATIONSHIP MANAGEMENT, Willey India, 2008

23MM406EA**Marketing Research****3****Course Description/Objectives:****Course Outcomes (CO):****Session Plan:****Module-1- Research in Marketing**

Marketing research concept, scope, importance, need – Organizing research function – Marketing research in marketing decision making, marketing research and marketing information, industrial vs consumer market research, marketing research in India,

Module -2 – Market Research Process

Steps in Market Research Process, Research Design – Types of research design (exploratory, descriptive, causal)– an overview

Qualitative Research

Focus groups in Research.

Module -3 – Marketing Research tools**Longitudinal studies**

Identification of different research designs for different marketing situations

Framing of the questionnaire – scale construction, questionnaire and form design, sampling, data collection analysis, and interpretation of data- Testing of hypothesis

Module -4 -Data analysis

An overview of the different analyses – Anova, Correlation and regression, conjoint analysis, factor analysis, cluster analysis (theory only)

Preparation of report and making a presentation

Module – 5

Applications of MR

Market Potential Studies – Market Segmentation Studies

New Product Research – Brand Positioning Research – Brand Perception Research – Brand Equity Research

Advertising Research – Effectiveness of Promotions – Consumer Behaviour Research

Pricing Research – Distribution Effectiveness Studies

Customer Satisfaction Studies.

Note

1.SPSS or Excel was not taught as part of the course as these were handled separately as value-added courses or as part of the research methodology.

2.Undertaking a field-based marketing research study was given as an assignment.

Textbook and Reading Materials:

Course Learning objective:

- To define retailing and understand the contemporary retail business scenario
- To understand the ways that retailers use marketing tools and techniques to interact with their customers
- To understand the role of Information Systems in the changing retail industry

Module I – Introduction to Retailing: Introduction, Meaning of Retailing, Economic Significance of Retailing, Retailing Management Decision Process, Product Retailing vs. Service Retailing, Types of Retailers, Retailing Environment, Indian vs. Global Scenario

Module II – Retail Marketing Environment: Introduction, Understanding the Environment, Elements in a Retail Marketing Environment, Environmental Issues

Module III – The Retail Marketing Segmentation: Introduction, Importance of Market, Segmentation in Retail, Targeted Marketing Efforts, Criteria for Effective Segmentation, Dimensions of Segmentation, Positioning Decisions, Limitations of Market Segmentation

Module IV – Store Location and Layout: Introduction, Types of Retail Stores Location, Factors Affecting Retail Location Decisions, Country/Region Analysis, Trade Area Analysis, Site Evaluation, Site Selection, Location Based Retail Strategies

Module V – Retail Marketing Strategies: Introduction, Target Market and Retail Format, Strategy at different levels of Business, Building a Sustainable Competitive Advantage, the Strategic Retail Planning Process, Retail Models, Retail “EST” model

Module VI – Store Location and Layout: Introduction, Target Market and Retail Format, Gauging Growth Opportunities, Building a Sustainable Competitive Advantage, the Strategic Retail Planning Process, Differentiation Strategies, Positioning Decisions

Module VII – Retail Merchandising: Introduction, Understanding Merchandising Management, Activities of a Merchandiser, Retail Merchandising Management Process

Module VIII – Private Branding in Retail: Introduction, Difference between a Store/Private, Brand and a National Brand, Growth Drivers of Private Label, Global Scenario of Private Labels, Indian Market Scenario, Advantages of Private Label, Disadvantages of Private Label

Module IX – Integrated Marketing Communication in Retail: Introduction, Understanding Integrated Marketing Communication, Elements of Communication Process, Communication Plan - Integrated marketing process, Tools of IMC, Upcoming tools of IMC, Factors influencing the Increased use of sales promotion

Module X – Retail Pricing: Introduction, Establishing Pricing Policies, Factors Influencing Pricing, Pricing Strategies, Psychological pricing, Mark-up and Mark-down Pricing

Module XI – Customer Relationship Management in Retailing: Introduction, Benefits of

Relationship Marketing, Management of Relationship, Principles of CRM, Customer Relationship Management Strategies, Components of CRM, Customer Service in Retailing, CRM and Loyalty Program

Module XII – International Retailing: Introduction, Stages in Retail Global Evolution, Reasons for Going Global, Benefits of Going Global, Other Opportunities and Benefits of Going Global, Market Entry Methods

Module XIII – E-Tailing: Introduction, E-tailing, Role of Technology in Satisfying Market Demand, Technology in Retail Marketing Decisions, Structure and Developments in E-tailing, Factors Influences the Growth of E-Tailing, Advantages and Disadvantages of E-Tailing, Future of Electronic Retailing

Module XIV – Rural Retailing: Introduction, an Overview of the Indian Rural Market, Role of Rural retailing in India, Challenges in Indian Rural Market, Periodic Markets (Shanties/Haats/Jathras), Rural retail Players in India, Rural Retail Strategies, Future of Rural retailing

Textbook:

Marketing Channels-A Management Perspective, Rosenbloom, Cengage

Reference Book:

“Customer Relationship Management 2009”, Peelen Ed, Pearson Education

Course Description/Objectives:

In our present day economy, finance is defined as the life blood of any business. Finance has been rightly termed as the universal lubricant that keeps every enterprise dynamic. The course will enable the student to manage finance, which is an important resource of any business. Thus the relevance of the course in the curriculum.

Course Outcomes (CO):

CO1: Understand the meaning, scope and objectives of financial management

CO2: Estimation of working capital requirements

CO3: Understand the role and importance of capital budgeting decisions and techniques

CO4: Knowledge on theories of capitalisation

CO5: Understand the significance of cost of capital

Session Plan:**WEEK 1:**

- Course introduction
- Introduction to Advanced Financial Management
- Scope of financial Management
- Finance function-approaches to finance function
- Profit Maximization
- Wealth Maximization

WEEK 2

- Relationship with other functions
- Meaning and Importance of Financial Planning
- Characteristics/Essentials and Limitations of Financial Planning
- Working Capital Management
- Concepts of working capital
- Operating cycle or circular flow concept

WEEK 3

- Formulas used to determine the conversion period
- Classification or kinds of working capital
- Importance or advantages of adequate working capital
- Policies for financing Current assets
- Working capital management and its dimensions
- Forecasting or estimate of working capital requirements

WEEK 4

- Operating cycle method of forecasting working capital
- Estimate of working capital requirements for a manufacturing concern
- Motives for holding cash
- Long- term cash forecasting
- Cash management models
- Determining optimum cash balance-preparation of cash budget
- Meaning of accounts receivables
- Receivables Management

WEEK 5

- Meaning of factoring
- Types of factoring
- Nature of obligation of factor
- Forfaiting
- Strategies for managing surplus

WEEK 6

- Risk and its types
- Leverage and its applications
- Financial leverage or trading on equity
- Operating leverage
- Combined leverage

WEEK 7

- Capitalisation
- over- capitalisation-cocept, causes, its effects and remedies
- under- capitalisation-cocept, causes, its effects and remedies
- Time Value of Money: Meaning, Time preference of Money, concept of Present Value

- Calculation of present value interest factors (PVIF) and Present Value Interest Factor Annuity (PVIFA)

WEEK 8

- capital budgeting-meaning, nature and importance
- Identification of investment opportunities
- capital budgeting process and kinds of capital budgeting decisions
- Methods of capital budgeting or evaluation of investment proposals
- simple payback method, discounted payback method

WEEK 9

- Accounting or Average rate of Return(ARR) method
- Net Present Value Method(NPV)
- NPV vs IRR and NPV vs Profitability Index
- factors influencing capital budgeting
- Capital rationing

WEEK 10

- Social Cost Benefit Analysis (Social Accounting) -meaning& objectives
- Major areas of social accounting-benefits and approaches
- Social accounting in India
- Cost of Capital: Meaning, significance and classification of cost
- Cost of Debt
- Cost of Preference Share capital

WEEK 11

- Cost of equity Share capital
- Cost of retained earnings
- Cost of weighted average cost of capital
- Marginal cost of capital
- Capital structure-meaning, patterns & Importance

WEEK 12

- Capitalisation, capital structure and financial structure
- Major considerations in capital structure planning
- EBIT-EPS Analysis, Financial Break-even Point
- Optimal capital structure & Risk -return trade off

WEEK 13

- Theories of capital structure
- Net Income Approach
- Net Operating Income Approach
- The Traditional theory

WEEK 14

- Modigliani and Miller Approach
- Arbitrage process
- Capital structure management or planning the capital structure
- Essential features of a sound capital mix
- Factors determining the capital structure

WEEK 15

- Financing decision Equity vs. Debt and its effect on EPS maximization. EBIT EPS indifference point between different capital structure alternatives.

Textbook and Reading Materials:

1. Prasanna Chandra – Financial Management, TMH
2. I. M. Pandey – Financial Management, Vikas Publishing
3. M. Y. Khan & P. K. Jain – Financial Management, TMH
4. Sharma, Shashi K Gupta – Financial Management, Kalyani Publishers
5. Rajiv Srivastava, Anil Misra – Financial Management, Oxford University Press

Course Description/Objectives:

This course provides an introduction to the techniques, best practices followed in the creation of financial models. It covers the full financial modelling workflow using Microsoft Excel, all the way from concept and data collection to results and Visualization. This 18 week course covers the major topics in the field of Corporate finance and would equip the learner to confidently construct robust, transparent financial model in MS Excel, that are easy to understand and use.

Course Outcomes (CO):

On successful completion of the course, the students will be able to-

CO1: Demonstrate the knowledge and skill of using the features and functions of MS Excel, developing macros and VBA programming.

CO2: Design and construct financial models adhering to the best practices and the generally accepted financial modelling code.

CO3: Apply appropriate MS Excel techniques to solve business financial problems and

CO4: Use financial models to understand the current financial situations predict future performances of the business and in decision making.

CO5: Create visually appealing reports that effectively communicate business performance and provide valuable insights for decision making, using tools and techniques of financial modelling.

Session Plan:

Week 1: Basics of Financial modelling & MS Excel -Introduction to Financial models: Understanding financial models, Financial Model types, Model requirements & Tasks, Structuring Models in modules, Financial Modelling code.

Financial Modelling with MS Excel: Creating Financial model template.

Week 2: Financial Modelling with MS Excel:Spreadsheet Design- Setting Objectives, User needs and Interfaces, Managing Calculations, Menu Structure, Management reports/summaries, Protection as an application, Documentation

Week 3: MS Excel Features & Functions – Formatting, Use of functions and functionalities in MS Excel, Add-ins, Data Validation, Controls- Combo boxes and buttons, Graphics and Dynamic Graphs, Data Tables, Scenarios, Goal Seek, Solver.

Week 4: Building Integrated Financial Model

Three Statement financial Model: Components of Income Statement, Income statement

sheet Layout, Assumptions, Input, Income & Cost forecasts, Calculations, and Output

Week 5: Building Integrated Financial Model

Balance Sheet: Balance sheet elements, Layout of Balance sheet, Balance Sheet Input.

Balance sheet forecasting, Balancing the Balance Sheet.

Week 6: Building Integrated Financial Model

Cash flow Statement: Layout of Cash flow statement, Connecting Cash flow statement to Balance sheet.

Week 7: Building Integrated Financial Model

Cash flow statement forecasting, Error Checks and Feasibility check with Cash flow statement.

Building Scenarios, Ratios and Performance Analysis

Week 8: Macros & Visual Basics for Application

Macros: Preparing Excel for macros, Recording Macros, (Joachim) Executing macros,

Week 9: Macros & Visual Basics for Application

Programming with VBA: VBA Program development environment, Variables, Data types, Programming commands and operators, data input and output, User Defined functions in VBA, Sub routines and user interactions

Week 10: Corporate Valuation models.

Corporate Valuation Basics. Building Corporate Valuation Models-Accounting Approach, Efficient Market Approach.

Week 11: Corporate Valuation models.

Discounted Cash flow (DCF) approach.

Week 12: Corporate Valuation models.

Weighted Average Cost of Capital (WACC) calculation.

Week 13: Models for valuation of Bonds and Valuation of Options

Bond Valuation: Bond Price Vs Bond value, Assumptions for the bond, Bond Pricing, Analysing Bond from Issuers and Investor perspectives, Duration, and Immunization strategies.

Week 14: Models for valuation of Bonds and Valuation of Options

Options: Terminology and types of options, Value drivers in Option pricing, Basics of Option pricing, Models for determining Option pricing

Week 15: Models for valuation of Bonds and Valuation of Options

Option Strategies: Long Call, Short Call, Short Put, Long Put and models for decision making.

Textbook and Reading Materials:

1. Hacker Joachim, Dietmar Ernst.(2017). Financial Modelling- An Introductory guide to Excel and VBA Application in Finance. Macmillan Publishers Ltd.
2. Tjia John S. (2009). Building Financial Models 2nd Edition. McGraw-Hill, Chicago USA
3. Beninga Simon. (2014). Financial Modelling 4th Edition. MIT Press, England.
4. Rees Michael. (2008). Financial Modelling in Practice- A concise guide for Intermediate and Advanced Level. John Wiley & Sons Ltd. England.
5. Fairhurst Danielle Stein. (2017). Financial Modelling for Dummies. John Wiley and Sons, New Jersey.
6. Papelu Krishna G., Paul Healy, Eric Peek.() A Framework for Business Analysis and Valuation using Financial Statements. Thomson South-Western, Canada.

Course Description/Objectives:

The course on Investments essentially to understand about financial markets; various financial instruments & their suitability in an investment portfolio; preparation of investment strategies; creation of optimum portfolio & its evaluation

Course Outcomes (CO):

The course aims to give an opportunity to understand various investment products and to analyse the products and create a suitable investment portfolio by applying the acquired knowledge in practical scenario. At the end of this course, the students should be able to:

CO1: Understand the world of investments, the investment choices available and aspects of securities markets;

CO2: Understand interplay between the risk and return.

CO3: Develop investment strategies for an investor, construct portfolios and evaluate their performance.

CO4: Have an overview about various related topics to broaden their knowledge base on the subject.

Session Plan:

Week 1: Overview of Investment World

Week 2: Investment Choices

Week 3: Securities Market

Week 4: Basic concepts of Risk & Return

Week 5: Time Value of Money

Week 6: Financial Statement Analysis

Week 7: Basics of Portfolio Theory

Week 8: Fixed Income Securities

Week 9: Equity Shares & Derivatives

Week 10: Mutual Funds, Alternative Investments & International Investing

Week 11: Basics of Fundamental & Technical Analysis

Week 12: Portfolio Management: Investment Policy, Implementation and Review

Week 13: Behavioural Finance

Week 14: Financial Planning

Week 15: Crypto currencies; Other topics

Textbook and Reading Materials:

Investment Analysis & Portfolio Management by Prasanna Chandra – Latest edition

Course Description/Objectives:

- The focus of the course is on the core functions of strategic financial management.
- To acquire knowledge of the legal, procedural, and practical aspects of Corporate Restructuring.

Module I:

Introduction to Strategic Financial Management: Overview of Strategic Financial Management; Corporate Strategy and Financial Policy; Strategic Investment decisions- Evaluation of Risky Proposals for Investment Decisions-Investment decisions under uncertainties- Effect of Inflation on Capital Budgeting Decisions- Sensitivity Analysis, Certainty Equivalent Approach, Decision Tree Analysis, Standard Deviation in Capital Budgeting, Risk Adjusted Discount Rate, Options in Capital Budgeting

Module II:

Strategic Financing Decisions: Capital Structure and Value in a Perfect World; Modigliani and Miller Theorem on Capital Structure; Arbitrage Mechanism; Imperfections and Capital Structure; Cost of Financial Distress; Agency Costs; Signaling Theory. Numerical Problems: Modigliani and Miller Model.

Module III:

Meaning of Corporate Restructuring -Need, Scope and Modes of Restructuring Historical Background -Emerging Trends-Planning, Formulation and Execution of Various Corporate Restructuring Strategies - Mergers and Acquisitions: Types of Mergers; Motives for Mergers; Mergers and Acquisition Process; Valuation for Mergers and Acquisitions; Reverse Mergers. Takeovers: Methods of Takeovers; Takeover Tactics for Hostile Takeover; Takeover Tactics for Friendly Takeover; Defensive Strategies for Hostile Takeover. Numerical Problems: Mergers and Acquisitions.

Module IV:

Corporate Restructuring: Reasons for Corporate Restructuring; Major Forms and Techniques of Corporate Restructuring; Expansion Techniques: Strategic Alliances; Joint Ventures; Foreign Franchises; Disinvestment Techniques: Sell-off; De-Merger (Spin-off); Divestiture; Equity-Carve-outs Management Buyout; Leveraged Buyout (LBO); Going Private.

Module V:

Leasing Decisions- Lease Financing – Evaluation of Lease vs Buy options- Break Even Lease rental determination- Cross Boarder leasing, Sale and Leaseback.

Textbook and Reading Materials:

1. Prasanna Chandra. Strategic Financial Management. New Delhi: McGraw Education(India) Private Limited.
2. Prasanna Chandra. Corporate Valuation and Value Creation. New Delhi: Tata McGraw Hill Education Private Limited.
3. Aswath Damodaran. Investment Valuation: Tools and Techniques. New Delhi: Wiley India Pvt. Ltd.
4. Frank J. Fabozzi. Bond Markets, Analysis and Strategies. New Delhi: Pearson Education India.
5. Jakhotiya, G.P., Strategic Financial Management, 2nd Revised Ed, Vikas Publishing House Private Limited, 2008.
6. Pandey I. M.: Financial Management, Vikas Publishing House Pvt. Ltd., New Delhi.

Course Description/Objectives:

The objective of the course is to introduce the students to the FinTech sector and to understand how emerging technology is causing disruptions and innovations in the finance sector:

1. To trace the evolutionary journey of financial technology
2. To explain the impact of financial technology on financial services
3. To provide an understanding of the technical intricacies of financial technology
4. To take stock of the technological trends sweeping the financial services sector

Module-1

Introduction to FinTech: What is FinTech Industry? Evolution of FinTech, FinTech Evolution 1.0: Infrastructure, FinTech Evolution 2.0: Banking industry, FinTech Evolution 3.0 & 3.5: Startups and Emerging Markets, Importance of FinTech, Global FinTech Investment, Main FinTech Hubs.

Module-2

FinTech Reshaping Financial Services Industry-I: FinTech in Payment Industry-Multichannel digital wallets, applications supporting wallets, onboarding and KYC application, FinTech in Lending Industry- Formal lending, Informal lending, P2P lending, POS lending, Online lending, Payday lending, Microfinance, Crowdfunding

Module-3

FinTech as disruptor empowering Financial Services Industry-II: FinTech in Wealth Management Industry-Financial Advice, Automated investing, socially responsible investing, Fractional Investing, Social Investing. FinTech in Insurance Industry- P2P insurance, On-Demand Insurance, On-Demand Consultation, Customer engagement through Quote to sell, policy servicing, Claims Management, Investment-linked health insurance.

Module-4

Technology Disruptions enabling FinTech Innovations: 4G and 5G networks fuelling FinTech Opportunities, transforming customer experience using Mobile Applications and smartphones, embedded sensors and social media, Cloud computing, Web 2.0, Rapid Web Design, JavaScript Technologies, IoT, Big Data, analytics, and AI and Blockchain.

Module-5

The state of FinTech globally: US-The revolution starter, Europe and the UK-The fintech hub,

Germany, Sweden, France, China-The FinTech dragon awakens, India-The tiger is roaring, Africa-A young FinTech continent, Australia, New Zealand, and Brazil-the emerging FinTech countries, Regulatory and Policy Assessment for Growth of FinTech. FinTech as disruptors, financial institutions collaborating with FinTech companies, The new financial world.

Module-6

Case Studies in FinTech: Paytm, Aadhar, Credit Karma, eToro, Robinhood, Policy Bazaar

Textbook and Reading Materials:

1. Arner D., Barbers J., Buckley R (2015) The evolution of FinTech: a new post-crisis paradigm, University of New South Wales Research Series.
2. Susanne Chishti, Janos Barberis (2016). The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries (Wile01) Paperback, Wiley Publications
3. Richard Hayen (2016). FinTech: The Impact and Influence of Financial Technology on Banking and the Finance Industry

23FI505EA

Treasury And Risk Management

3

Course Learning objective:

- Manage Cash, Liquidity & Working Capital to reduce finance costs and improve returns
- Recommend appropriate Methods of Short-term and Long-term Finance
- Evaluate Capital Investment Opportunities
- Determine and implement the company's Risk Management Strategy
- Recommend Hedging and Risk Management Decisions

Module I:

The Role of Treasury Management – An Overview

- The Role & Scope of Treasury Management
- Operation & Location of a Treasury Department – Cost or Profit Centre; Centralised or Decentralised
- Cash & Liquidity Management
- Working Capital Management
- Capital / Finance Management

- Risk Management

Module II:

Cash & Liquidity Management – A Detailed Analysis

- Cash Forecasts: Role & Preparation
- Investment of Cash Surpluses to Maximize Return
- Meeting Cash Calls and Short-Term Cash Shortages / Short Term Finance
- Working Capital Management – Determining the Optimum Level
- Multi-national & Group Cash Management
- Cash Budgets: Process & Control

Module III:

Financing And Capital Management

- Strategic Objectives: Consolidation, Growth, M & A; Joint Ventures, Diversification, etc.
- Financing Strategic Objectives / Long Term Finance (Public & Private Equity vs. Buyer & Supplier Debt)
- Optimizing the Capital Structure to Minimize the Cost of Capital (WACC)
- The Capital Asset Pricing Model (CAPM)
- Capital Investment Appraisal – *NPV*; *IRR*, *Payback*
- Capital Rationing: Internal & External

Module IV:

Risk Management

- Identifying Risks and Uncertainties – Internal & External; Financial & Non-Financial
- Measuring Risk – Volatility; Variance; Standard Deviation; Probability; Value at Risk
- Determining the Risk Management Strategy – Assessing Impact and Probability
- The 4 T's – Tolerate; Terminate; Transfer; Treat
- Internal Controls & Internal Auditing
- Credit & Counterparty Risk Management

Module V:

Currency, Interest Rate & Commodity (Oil Price) Risk Management

- Forward Contracts and Forward Rate Agreements
- Options – Calls & Puts; European & American
- Futures – Market Correlation; Margin Payments, etc.
- Swaps – Currency & Interest Rate Risk and Benefits
- Foreign Currency Accounts other Internal Methods / Tactics

- Foreign Currency Borrowing

Reference

1. Indian Institute of Banking & Finance - Treasury, Investment and Risk Management, Taxmann Publications Pvt. Ltd., 2019
2. Steven M. Bragg - Treasury Management: The Practitioner's Guide: 6 (Wiley Corporate F&A) 2010

23FI506EA

Insurance And Risk Management

3

Course Description/Objectives:

1. To gain knowledge of the concept of risk and its significance
2. To explain the techniques of risk identification, risk measurement and risk management
3. To be aware of the basic principles of insurance

Module I – Risk: An Introduction, interpretations of the term ‘risk’, types of business and personal risks, significance of risk management function within business organizations

Module II – Insurance and Risk: Significance of insurance and risk, general structure of the insurance market, significant aspects of this industry

Module III – Reforms in Indian Insurance Industry: Importance of the privatization of insurance industry, problems associated with public insurance enterprises, relation between insurance and economic growth

Module IV – Regulations Relating to Insurance Accounting and Management: Framework for IRDA rules and regulations regarding general insurance investment in the country, role of financial reporting in managing insurance operations, significance of determining solvency margins.

Module V – Life Insurance: Factors influencing the key functioning of insurance organizations, insurable interest, role of riders in insurance policies.

Module VI – Non-life Insurance - I: Elements of fire insurance contract and its ancillary features. Significance of marine insurance and its various policies, the role of rural insurance in making people's lives better in rural India

Module VII – Non-life Insurance – II: Types of motor insurance policies, critical aspects of aviation industry in the country, significance of liability insurance in India

Module VIII – Functions and Organization of Insurers: Components of the distribution system of life insurance companies in the country, role of agents in the life insurance sector in India, important activities carried out in a life insurance organization.

Module IX – Product Design and Development: Product development in the life and non-life insurance sectors in India, role of risk evaluation in the process of insurance product formation, future trends in the domain of insurance product design and development

Module X – Insurance Underwriting: Need for insurance underwriting, factors that affect the activities performed by the underwriter, steps involved in the process of insurance underwriting

Module XI – Claims Management: Factors affecting the insurance claim management system, types of documents needed in various types of claims, meaning of 'Causa Proxima' in insurance claim settlement

Module XII – Insurance Pricing and Marketing: principles of insurance pricing and marketing, tools and techniques used in pricing individual life and health insurance

Module XIII – Financial Management in Insurance Companies and Insurance Ombudsman: Importance of financial management in insurance companies, tools of managing expenses in the insurance companies, modes used by the insurance companies in channelizing their funds

Module XIV –Reinsurance: Reinsurance in the insurance sector. Areas of the application of reinsurance

Module XV – Information Technology in Insurance: Application of information technology in the insurance sector, role of insurance companies in insurance security, contours of the future of insurance in rural areas

Textbook:

Textbook and Reading Materials:

1. Risk Management & Insurance Planning, Jatinder Loomba, PHI Learning

23HR301EA

Recruitment and Retention Management

3

Course Description/Objectives:

Acquiring right human resources for the organization is most essential for successful performance of roles and activities. The role of HR personnel in the organization does not end with the recruitment of such human resources, rather it involves ensuring availability of them throughout. This course highlights the importance of recruitment and retention. Employee engagement strategies are covered in-depth.

Course Outcomes (CO):

CO1: Able to plan recruitment and retention strategies for organization (L6 Create)

CO2: Able to assess strategic importance of recruitment and retention in organization (L5 Evaluate)

CO3: Able to validate the role of stakeholders in recruitment and employee engagement (L5 Evaluate)

CO4: Able to examine theories in employee engagement and career development (L4 Analyze)

Session Plan:

Week 1: Recruitment

Week 2: Recruitment Channels and Talent Acquisition

Week 3: Process of Talent Acquisition

Week 4: PESTLE Analysis

Week 5: Retention

Week 6: Retention Strategies and Employee Engagement

Week 7: Employee Engagement Lifecycle

Week 8: Employee Engagement Theories

Week 9: Role of HR in Organization

Week 10: Strategic Importance of HR in Business Organization

Week 11: Dave Ulrich Model

Week 12: HRM Models

Week 13: Career Development

Week 14: Role of Managers in Career Development of Employee

Week 15: Career Development Strategies

Textbook and Reading Materials:

1. Human Resource Management, K Aswathappa and Sadhna Dash, McGraw Hill
2. Human Resource Management, Gary Dessler and Biju Varkkey, Pearson Education
3. Hiring and Keeping the Best – Harvard Business Essentials Publication
4. Employee Engagement – The key to realizing competitive advantage – Richard S. Wellins, Paul Bernthal and Mark Phelps

23HR302EA

Performance Management

3

Course Description/Objectives:

This course aims to help students understand turnover intentions and will show them how they can assist organisations to gain a competitive advantage through being able to keep their most valued employees Motivated & Loyal using the tool of “Performance Management System”. It also is aimed to examine the importance of an effective performance management system in helping organizations define and achieve short and long term goals. It explains and reinforces the concept that performance management is not a one-time supervisory event, but an ongoing process of planning, facilitating, assessing, and improving individual and organizational performance. In addition, the course emphasizes the importance of measuring the effectiveness of human resource activities that are designed to enhance individual and organizational performance.

Course Outcomes (CO):

CO1: Understand the Concept and Practices, while being able to design a performance management process that is compliant with law as well as supports organizational mission and strategy.

CO2: Compare and contrast various organizational performance management programs and best practices and define attributes of effective performance management systems.

CO3: Employ job-related performance standards and performance indicators that reflect the employee’s range of responsibilities.

CO4: Assess how increased employee involvement can contribute to effective performance and coach employees to identify career paths and resources available to support individual

development.

CO5: Identify and communicate appropriate actions with employees (e.g. training and development, wage increase, promotion, bonus etc.) based on their performance strengths and weaknesses.

Session Plan:

Week 1: Understanding Performance Management

Week 2: Aims & Scope of PM

Week 3: Characteristics & Critiques of PM

Week 4: Theories & Guiding Principles of PM; Best Practices of PM

Week 5: Psychological Contract in PM

Week 6: PM Process and Types

Week 7: Need for Performance Measurement

Week 8: Planning and Objective Setting of Performance Standards

Week 9: Measures, Outcomes, and Impact of Employee Assessment

Week 10: Effective Evaluation Methods

Week 11: Strategies to Effectively and Efficiently Evaluate Performance

Week 12: Performance Review Skills and Evaluating Reviews

Week 13: Introducing PM Practices

Week 14: PM Application & Improving Performance

Week 15: Importance of Training in PM

Textbook and Reading Materials:

1. Performance Management by Michael Armstrong & Angela Baron
2. Performance Management System by RK Sahu
3. The Balanced Scorecard by Robert S. Kaplan and David P. Norton
4. Competency at Work- by Spencer & Spencer

Course Description/Objectives:

This course intends to make students aware of the various actors as part of the industrial relations (which also includes the influence of the state, ILO and so on) and understand the labor laws, issues and implications.

Industrial relations have been an area which has attracted researchers, industry leaders, HR managers and so on. While we talk of IR another important facet that surfaces are labor laws that managers come across as and when they deal with the IR issues. This course in Industrial relation and Labor laws aims to provide understanding of industrial relation problems, labor laws and a framework for analysis of such problems. When one works in an industry understanding trade unions, collective bargaining and industrial conflict becomes inevitable. The course focuses on the managerial perspectives needed to understand industrial relation issues, labor laws and generate alternative decision making.

Course Outcomes (CO):

Upon completion of this course, students will be able to complete the following key tasks:

CO1: Students will be aware of the various actors as part of the industrial relations (which also includes the influence of the state, ILO and so on) and understand the labor laws, issues and implications.

CO2: After understanding industrial relation issues, labor laws can generate alternative decision making.

Textbook and Reading Materials:

1. Ghosh, Pandan, S, Industrial relations and Labour Laws, Mc Graw Hill, 2015.
- Monappa, A, Industrial Relations, Tata McGraw-Hill, 2002
- Srivastava, S.C, Industrial Relations & Labour Laws, 5th Rev., Vikas Publication House, New Delhi, 2006
- Singh B.D, Industrial relations and labor laws, Excel books, 200

Course Learning objective:

- Understand the concept, evolution and the Purposes of HR Audit
- Identify the scope and areas of Human Resource Audit
- Learn how to become prepared and how to perform periodic and formal organizational assessments and reviews with knowledge and confidence
- Learn about the steps that HR Professional should follow in managing the Human Resource Audit process.

- Demonstrate awareness about the different approaches and models in carrying out the Human Resource Audit

Module I –

Human Resource Management Practices: Introduction, Human Resources Concept, Human Resource Planning, Recruitment and Staffing, Training and Development, Performance Appraisal, Human Resource Audit

Module II –

Human Resource Development Audit: Introduction, Components of Human Resource Development Audit, Human Resource Development Strategies and Human Resource Development Systems, Human Resource Development Structure, Culture and Competencies, Conceptualizing of Human Resource Audit, What you need to know before conducting Human Resource Audit

Module III – Conceptual Understanding of Human Resource Audit: Introduction, what is Human Resource Audit? Need for Human Resource Audit, Identifying the Human Resource Audit Goal, Defining the Audit Team, Approaches to Human Resource Audit, and Benefits of Human Resource Audit

Module IV –HR Audit Methodology and Issues: Introduction, Conducting a Human Resource Audit, Preliminary Steps, Goals of the Audit, Areas of the Audit, Issues in HR Audit

Module V – Human Resources Audit Structure: Introduction, Recruiting, Staffing, Employee Orientation Programmes, Employee and Supervisory Training, Benefit Administration

Module VI – HR Audit and Workforce Issues: Introduction, Workforce Communication and Employee Relations, Performance Management, Compensation System, Teambuilding System

Module VII – Areas for HR Audit: Introduction, Audit of HR Planning, Audit of HR Development, Audit of Training, Audit of Industrial Relations, Audit of Managerial Compliance, Audit of HR Climate, Audit of Corporate Strategies

Module VIII – The HR Audit Process: Introduction, Audit of Human Resource Function, Planning Questions, Collecting Data, Analyzing the Audit Data, Interpretation: Assessing the Ability for Change, Post Audit Steps

Module IX – Audit and HR Scorecard: Introduction, How to Approach a Human Resource

Scorecard, Understanding the Reason for Implementing the Human Resource Scorecard, Understanding Business Context of Human Resource, Maintaining Human Resource Scorecard Framework, Measuring Human Resource Effectiveness – Human Resource Scorecard Design, Balanced Scorecard

Module X – Audit and Competency Management: Introduction, Competency Management – Introduction, Competency Management Framework, Design and implementation, Competency Mapping, Integration of Competency Based HR systems

Module XI – The HR Audit for Legal Compliance and Safe Business Practices: Introduction, what does the Human Resource Audit Cover? Pre-employment Requirements, Hiring Process, New-hire Orientation Process, Workplace Policies and Practices

Module XII – HR Audit as Intervention: Introduction, Effectiveness of Human Resource Development Audit as an Intervention, Human Resource Audit and Business Linkages

Module XIII – Human Resource Auditing as a Tool of Human Resource Valuation: Introduction, Rationale of Human Resource Valuation and Auditing, Valuation of Human Resources, Issues in Human Capital Measurement and Reporting

Module XIV – HRD Audit: The Indian Experience and case studies: Introduction, Prevalence of HR Audit, HR Audit Case-Manufacturing Industry, HR Audit Case-Service Industry

Module XV – HR Audit Questionnaire: Introduction, Areas to be Concentrated, A Comprehensive Coverage of the Entire Human Resource Practices, A Sample Internal Human Resource Audit Questionnaire

Textbook:

HR Audit, T V Rao, SAGE

Reference Book:

HR Audit, Durdana Ovais Rajni Gyanchandani, Everest Publishing House

Course Learning objective:

- Gain an appreciation for the impact of change management on organizational results
- Understand foundational aspects of change management and the critical role managers play in the change process
- Learn a practical framework for processing the many changes that impact managers
- Create action plans to move employees past barrier points and on to desired outcomes

Module I – Organisational Change Management: Understanding Organizational Transformation, Transformation Strategies, Process of Organizational Transformation, Nature of Organizational Change, Perspectives of Organizational Change

Module II – Models of Organizational Change: Process-based Change Models, Content-based Change Models, Individual Change Models, Integration of Change Models

Module III – Communicating Change: Need for Communicating Change, Factors Involved in Communicating Change, Methods and Techniques for Communicating Change, Role of Top Management in Communicating Change

Module IV – Process of Change Management: Change Management Process, Phases of the Change Management Process, Change Management Process Control

Module V – Resistance to Change: Concept of Resistance to Change, Forms of Resistance, Reactions to Change, Resistance to Organizational Change Initiatives, Overcoming the Resistance to Change, Techniques to Overcome Resistance

Module VI – Implementing Change: Implementation of Change, the Delta Technique, Developing an Implementation Plan, Gaining Support and Involvement of Key People, Developing Enabling Organizational Structures, Celebrating Milestones

Module VII – Strategies for Implementing Change: Introduction, Types of Change Management Strategies, Factors Affecting the Choice of a Change Strategy, Formulating and Facilitating Change, Implementing Change

Module VIII – Leading Changes: Visionary Leadership, Leadership Framework, Creating Shared Vision, Role of Leaders in the Phases of Organizational Change

Module IX – Maintaining Organizational Effectiveness: Meaning of Organizational Effectiveness, Difference between Effectiveness and Efficiency, Approaches to Organizational Effectiveness, Perspectives of Organizational Effectiveness, Factors in Achieving Organizational Effectiveness

Module X – Evaluating Organizational Change: Concept of Monitoring and Evaluation, Measurement and Methods of Evaluation, Feedback Process, Continuous Incremental Change

Module XI – Change Agents: Meaning and Concept of Change Agents, Types of Change Agents, Role and Competencies of a Change Agent, Change Agent Styles, Areas that Change Agents can change

Module XII – Culture and Change: Introduction, Concept of Organizational Culture, Dimensions of Culture, Type of Culture, Assessing Organizational Culture, Role of Culture in Managing Change

Module XIII – Individual Change: Need for Individual Change, Personality and Change, Learning and Individual Change, Approaches to Individual Change, Implications of Change in Individuals

Module XIV –Organizational Learning and Learning Organization: Concept of Organizational Learning, Process of Organizational Learning, Types of Organizational Learning, Disciplines Practiced in Organizational Learning, Concept of Learning Organizations, Individual Skill Sets in Learning Organizations

Textbook:

Change Management, James McCalman, Professor Robert A Paton & Sabina Siebert, SAGE

Reference Book:

Change Management, Derek S Pugh, David Mayle, SAGE

Course Learning objective:

- Identify the key HRM functions and operations.
- Define, explain, illustrate, and reason with the key human resource management concepts.
- Identify the linkages between HRM functions and operations and organisational strategies, structures, and culture.
- Reflect and comment in a way that demonstrates awareness of the different contexts that impact the operation of HRM; and,
- Exhibit behaviour and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, critical thinking, problem-solving, planning and teamwork.

Module I

This module will show what a strategy is and how it is formulated, and various models will be discussed here. Strategic Management: Nature and significance of strategic management, dimensions of Strategic Decisions; Formality in Strategic Management, the value of Strategic Management. Strategic Management Model and its components, Limitations of Strategic Management.

Module II

Various formulation methods and the models used for the evaluation of the environmental factors are discussed here. Strategy Formulation: Formulating a company Vision, Mission, Objectives and Goals; Analysing the Environment; Forces influencing strategy Formulation: SWOT, Portfolio Models, Porter's Model, Generic strategies, Environment forecasting, analyzing the company profiles, formulating long-term Objectives and Grand strategies. Strategy Analysis and choice. Evaluating Multinational Environments.

Module III

All the detail of how a strategy is implemented is discussed here. Strategy implementation: Operationalizing the Strategy, Annual objectives, Functional strategies, and Business Policy, Institutionalizing the strategy: structure, leadership and culture; Guiding and Evaluating the strategy corporate strategy and global strategy.

Module IV

Here a close linking of HR Strategy with Business strategy is done, and various after-effects of the implementation are discussed. Human Resource Strategy: Concept, Approaches, HRS and Business Strategy; Role of HRM in formulating Corporate Strategy, HR strategy and Functional Strategy. Change management, Assumption: Intentions, Implementation and interpretation, Change management strategies: Training and Development Strategies; Performance Management strategies; Industrial and workplace relations strategies, Culture - organizational performance and Human Resource Strategy; International Human Resource Strategy; HRM Strategy and difficulties in its implementation.

Module V

The key issues, along with various future HRM strategy, is discussed here. New Economic Policy and HRM strategy; Co-operative Human Resource Strategy; Role of Human Resources in Strategy Formulation; integrating Human Resources in Strategic Decisions; Human Resource as a Strategic Partner, HRS and HRIS; Human Resource Strategy - some key issues; HRM Strategy for Future.

Reference:

1. Catherine Bailey, David Mankin, Clare Kelliher, Thomas Garavan (Author) - Strategic Human Resource Management OUP Oxford Publishers, 2018
2. Ananda Das Gupta - Strategic Human Resource Management Formulating and Implementing HR Strategies for a Competitive Advantage, Productivity Press Publishers, 2020

Course Learning objective:

- To equip the with required tools and techniques to effectively identify, capture, and utilize HR-related data to make effective and efficient decisions.
- Practical understanding of a range of open-source statistical GUI Software's.
- Understand about Predictive and Descriptive Analytics in HR
- Apply quantitative and qualitative analysis to understand trends and indicators in human resource data; understand and apply various statistical analysis methods.
- Helps you stay on track with other businesses and deploy technologies that will pave for better functioning of your business.

MODULE I: Human Resource Function over The Years -History of different HRM Perspectives – Michigan & Harvard Schools of Thought, Descriptive & Conceptual Perspective, Normative Perspective, Resource-based Perspective, Behavioural Perspective in HRM.

HRM from a Strategic Perspective – Universalistic approach, Contingency Approach, Configuration Approach, Institutional Theory Vs Dependency Theory.

Reinforcement of HR Strategy Factors (Recruitment & Selection, Career Development, Performance Management, Training & Development, Compensation Designing, Human Resources Planning) with HR Analytics.

HRM as a process – Models in HRM, HR as a System – Hard & Soft Systems Approach in HR.

Roles of HR Managers in the Digital Era – Strategic Partner, Employee Advocate, Change Champion, Respect and Value Diversity, Maximising Potential.

Transition of HRM to HCM – Theoretical frameworks of Strategic HCM, Emergence of HR Control Systems, Measurement tools used in HR Controlling.

Case Study – “Looking Beyond Gas Pedals – How Human Resources Lead to Toyota’s Failure”

MODULE 2 : Human Resource Decision Making & Analytics - Business Analytics – Emergence of Business Analytics, Importance and Significance of People Analytics, Benefits of People Analytics.

Phases of development of people Analytics – Descriptive Analytics, Correlation Analytics, Futuristic/Predictive/Prescriptive Analytics.

Steps to implement people Analytics (Clarity on People Analytics, Top Management Acceptance, Incremental Approach, Understanding Terminologies, Develop Cross-Functional Team, Train the People).

History of People Analytics - People Analytics and Changing role of HR Managers

MODULE 3: HR Data Collection & Predictive Analytics in HR – Steps in Collecting HR Data, BIG Data for Human Resources, Transforming HR data into HR Information, Process of data Collection for HR Analytics - Qualitative & Quantitative Data, Data Visualisation or HR Report Visualisation, Performing Root Cause Analyses.

MODULE 4: Predictive Analytics in HR – Reactive Decision Making, Predictive Decision Making,

Framework of HR Analytics – The LAMP Model, The Factor Model, Steps for alignment of HR Analytics with Business Goals and Strategies, Application of HR & Predictive Analytics, Data & Information for HR Predictive Analysis, Software Solutions – SPSS, Minitab, Stata, SAS, R, JASP,

Predictive Analytics Tools & Techniques – Linear Regression, Discrete Choice Models, Logistic Regression, Multinomial Logistic Regression, Probit Regression, Neural Networks, Decision Tree & Scenario Analysis.

Case Study:- Strategic HR Analytics – Lessons from Walmart

MODULE 5: Statistics & Statistical Modelling for Research & HR Decision Making -

Descriptive Statistics Vs Inferential Statistics, HR Research Tools & Techniques – Correlational Research, Casual Comparative Research, Experimental Research, Dispersion.

HRIS- Parametric and Nonparametric Tests in HR, Linear Programming, Other Optimisation tools and Predictive Statistics in HR Analytics, Predictive HR Analytics & Regression Analyses, Linear

regression, Least Squares Model, Predictive Statistical Tool – Learning Curves, Net Present Value (NPV) Methods, Multivariate Statistics in HR Analytics – Multiple Regression, MDA, Factor Analysis, Cluster Analysis, MNOVA, MANCOVA, Canonical Correlation Analysis, Multi-Dimensional Scaling, Conjoint Analysis.

References:

1. Bhattacharya Kumar Dipak, HR Analytics – Understanding Theories & Application,
2. SAGE Publishers, New Delhi, 2017, ISBN – 978-93-860-6271-0
3. Banerjee Pratyush, Pandey Jatin , Gupta Manish - Practical Applications of HR Analytics, SAGE Publishing, New Delhi, 2019, ISBN – 978-93-532-8296-7
4. Fitz-enz Jac, Mattox II John (2014), “Predictive Analytics for Human Resources”, Wiley, ISBN- 1118940709

Course Description/Objectives:

This is an Operations Management elective course. Participants intending to specialize in the areas of operations & supply chain management, enterprise resource planning and related information systems would find this course useful. The course would help participants equip themselves with skills that would help them build a career in the areas of, manufacturing supply chain management, information systems development & implementation and operations consulting.

Course Outcomes (CO):

CO1: Define all the important terms used in Operations Management.

CO2: Describe the concepts, theories, practices, and strategies used in context of Operations Management in organizations.

CO3: Apply the concepts and methodology to design various activities on product/process development.

CO4: Analyze the various operational strategies in process and product design in manufacturing and service organization.

Session Plan:

Week 1: Introduction to Manufacturing Control & Planning

Week 2: Plant Layout & Types

Week 3: Capacity Planning

Week 4: Inventory Management

Week 5: Push & Pull System

Week 6: Management Information System

Week 7: Applications of Machine Learning

Week 8: Virtual reality & Augmented reality

Week 9: Computer Integrated Manufacturing

Week 10: Agile Manufacturing

Week 11: ISO Series

Week 12: Waste Management

Week 13: Quality Control

Week 14: Need Factors & Benefits of Control Charts

Week 15: Robotics, Advantages, Applications

Textbook and Reading Materials:

1. The APICS Dictionary
2. JOSEPH ORLICKY, MATERIAL REQUIREMENTS PLANNING, McGraw -Hill BookCompany,1975, ISBN 0-07-047708-6
3. Schonberger, R. J., World Class Manufacturing, The Free Press, Collier Macmillan Publ.,London, 1986.
4. Wight, Oliver, Manufacturing Resource Planning: MRPII, Essex Junction, Vermont, Oliver Wight Ltd., 1984.
5. BILL SCOTT, MANUFACTURING PLANNING SYSTEMS, McGraw-Hill Book CompanyEurope, 1994, ISBN 0-07-707743-1
6. Ohno Taiichi, Toyota production system, Productivity press
7. Richard J. Schonberger, Japanese Manufacturing Techniques –Nine hidden lessonsin simplicity, The Free Press – Macmillan Publishing, New York.
8. Taiichi Ohno & Setsuo Mito, Just-In-Time for Today and Tomorrow, Productivity Press
9. Fogarty, Blackstone and Hoffmann, Production and Inventory Management, 2nd Ed., South-Western, 1991.
10. Umble M & M L Srikanth, Synchronous Manufacturing, Spectrum Publishing, 1995
11. Goldratt Eliyahu M, The Goal, Productivity & Quality Publishing, 2013 (special edition)

23OM402EA

Total Quality Management

3

Course Description/Objectives:

To introduce students to the various concepts of quality, quality management tools and the quality measuring process. Total quality is a description of the culture, attitude and organization of a company or a business that aims to provide, and continue to provide, its customers with products and services that satisfy their needs. The culture requires quality in all aspects of the company's or business operations intending to perform things right at the very first attempt and defects and waste are eradicated fully from operations. TQM, QC, SQC, PC, TQC and are varied nomenclatures being used in literature to achieve the goal of quality. The quality of the product or services at reasonable cost with good design that can bring country at the top of technologically advanced nations today.

Course Outcomes (CO):

- CO1** Explain the different meanings of the quality concept and its influence.
- CO2** Describe, distinguish and use the several techniques and quality management tools.
- CO3** Identify the elements that are part of the quality measuring process in the industry.
- CO4** Predict the errors in the measuring process, distinguishing its nature and the root causes.
- CO5** Explain the regulation and the phases of a quality system certification process.

Session Plan:

Week 1: Basics of Total Quality Management

Week 2: Leadership

Week 3: Customer Satisfaction

Week 4: Employee Involvement

Week 5: Supplier Partnership

Week 6: Continues Process Improvement

Week 7: 7 tools of quality

Week 8: Statistical Fundamentals

Week 9: Control Charts

Week 10: Six Sigma

Week 11: New seven Management tools

Week 12: Bench Marking & Total Productive Maintenance

Week 13: Quality Function Deployment

Week 14: Taguchi Quality Loss Function & Failure Mode and Effect Analysis (FMEA)

Week 15: Quality Systems.

Textbook and Reading Materials:

1. Dale H.Besterfield, et al., Total Quality Management, Pearson Education, Inc. 2003. (Indian reprint 2004). ISBN 81-297-0260-6.

REFERENCES

1. James R.Evans& William M.Lindsay, The Management and Control of Quality, (5th Edition), South- Western (Thomson Learning), 2002 (ISBN 0-324-06680-5).
2. Feigenbaum.A.V. "Total Quality Management, McGraw Hill, 1991.

Course Description/Objectives:

This course deals with the basic concepts and the language of logistics and supply chain management. It is revised with the additional inputs on applied data analysis skills to analyse the supply chain data and helps the students to get the knowledge on evaluating supply chain performances to take better business decisions. The subject deals with procurement planning and implementation, logistics management, distribution networks and the design of channels, transportation, warehousing, E business and distribution networks, measuring the performance of the supply chain and the current trends in supply chain management. When it comes to the supply chain of services a much broader description can be “A supply chain consists of all parties involved, directly or indirectly, in fulfilling a customer request”.

Course Outcomes (CO):

CO1: To facilitate the students to understand the basic concepts and knowledge on supply chain management.

CO2: To familiarize the students with the process of procurement, logistics, transportation and warehousing.

CO3: To gain the working knowledge of logistics principles and to expose students to refine applied data analysis skills by analysing and using supply chain data to evaluate supply chain performance and to make business decisions.

CO4: To create awareness about the current challenges faced by supply chain management professional and to explore best practices and trends in the field of supply chain management.

Session Plan:

Week 1: Understanding Performance Management

Week 2: Aims & Scope of PM

Week 3: Characteristics & Critiques of PM

Week 4: Theories & Guiding Principles of PM; Best Practices of PM

Week 5: Psychological Contract in PM

Week 6: PM Process and Types

Week 7: Need for Performance Measurement

Week 8: Planning and Objective Setting of Performance Standards

Week 9: Measures, Outcomes, and Impact of Employee Assessment

Week 10: Effective Evaluation Methods

Week 11: Strategies to Effectively and Efficiently Evaluate Performance

Week 12: Performance Review Skills and Evaluating Reviews

Week 13: Introducing PM Practices

Week 14: PM Application & Improving Performance

Week 15: Importance of Training in PM

Textbook and Reading Materials:

1. Martin Christopher, Logistics and Supply Chain Management
2. James F. Roerch and Copacino, Logistics Hand Book
3. Jeremy F. Shapiro, Modeling the Supply Chain
4. N. Channrasekharan, Supply Chain Management
5. Bowersox, Closs, Cooper, Supply Chain Logistics Management, Mc Graw Hill.
6. Donald J Bowersox, David J Closs, Logistical Management (The integrated Supply Chain Process), TMH
7. Sunil Chopra, Peter Meindl, Supply Chain Management (Strategy, Planning and Operation), Pearson Education, India.
8. Burt, Dobbler, Starling, World Class Supply Management, TMH.
9. Martin Christopher, Logistics and Supply Chain Management.
10. N. Chandrasekharan, Supply Chain Management
11. Janat Shah – Supply Chain Management – Pearson Publications
12. John J. Coyle, C. John Langley, Brian J. Gibson, Robert A. Novack, A Logistics Approach top Supply Chain Management

Course Learning objective:

- To provide a contemporary and forward-looking on the theory and practice of Enterprise Resource Planning Technology.
- To focus on a strong emphasis upon practice of theory in Applications and Practical oriented approach.
- To train the students to develop the basic understanding of how ERP enriches the business organizations in achieving a multidimensional growth.
- To aim at preparing the students technological competitive and make them ready to self-upgrade with the higher technical skills

Module 1: Introduction to ERP

This module explains the concept of ERP, gives brief history of evolution of ERP, assesses the benefits of ERP, and analyses the reasons for failure of ERP

Module 2: Enterprise- An Overview

This module defines the role of Enterprise, assesses the need of an Enterprise, evaluates the business modelling approaches, and the method to integrate the management information to the enterprise

Module 3: ERP and Related Technologies

This module analyses the technologies that are related to ERP systems. It explains how technologies like BPR, enables organisations to analyse their business functions better, thereby facilitating a more efficient ERP implementation. This module analyses how predecessors of ERP like MIS, DSS, and EIS will slowly phase out. It explains how new technologies and concepts like data warehousing, data mining, OLAP, and Supply Chain Management (SCM) help, to increase the power, usefulness, efficiency, and effectiveness of ERP systems.

Module 4: ERP Tools and Software and Selection Methodology

This module analyses the methodology and criteria used in ERP selection. It explains the ERP selection process, analyses the ERP tools available in the market, identifies different ERP vendors, and also explains the ERP vendor selection process.

Module 5: ERP Modules

This module evaluates different and popular modules of an ERP package like finance, manufacturing, plant maintenance, materials management, and so on. It describes subsystems or sub-modules of these models, and also describes how these modules function together.

Module 6: ERP – A Manufacturing Perspective

This module analyses and introduces the various techniques and technologies used in the manufacturing industry. It explains how ERP and other concepts like MRP, MRP-II, CAD/CAM, PDM, and so on to improve the competitiveness of a company and assess the different types of manufacturing operations like MTS, MTO, ETO, ATO, and CTO, and so on

Module 7: ERP – A Purchasing and Sales Perspectives

This module explains the functioning of the purchase department in an organisation. It elucidates the features and benefits of ERP – Purchase module, analyses the importance of the Sales and Distribution module, and describes the functioning of various sub-module of the Sales and

Distribution module.

Module 8: ERP – An Inventory Control Perspective

This module explains inventory management and its function, lists out the features of inventory management, and elucidates the benefits and drawbacks of inventory management. It analyses how ERP inventory systems can be installed and implemented, explains Web ERP and its benefits, illustrates the types of inventory management and the process of transactions in an organisation, and also describes the Inventory ERP software module.

Module 9: ERP – CRM Perspective

This module explains the concept of CRM, describes the types and sub-modules of CRM, lists out the benefits and challenges of CRM, and elucidates the implementation of CRM.

Module 10: ERP – HR Perspective & Finance Perspective

This module explains the concept of Human Resources (HR), describes the activities of Human Resource Management systems, and lists out the benefits and features of the Human Resources Management module. It elucidates the role of ERP in Human Resource Management systems and explains the role and workflow of ERP in the financial module of an organisation.

Module 11: ERP Implementation Lifecycle

This module describes the implementation lifecycle for an ERP package, assesses the various approaches for the implementation of ERP, and selects the right methodology for ERP implementation.

Module 12: Benefits of ERP

This module compares the direct and indirect benefits of ERP implementation. It explains how the integration of information and automation of business processes make improvements possible.

Module 13: ERP Market

This module describes the ERP market, explains the major player in it, and their respective market share. It assesses the various market trends in ERP, recognises the target market of ERP, analyses and tells how to potentially use ERP in the market-driven economy, and assesses the seven major ERP vendors—SAP AG, Baan, PeopleSoft, JD Edwards, Oracle, QAD and SSA.

Module 14: ERP Vendors, Consultants, and Users

This module evaluates the three major players in an ERP implementation and their profiles. It describes the roles of each of these players and elucidates the reasons for the success of an ERP implementation.

Module 15: Future Directions in ERP

This module describes the future direction of the ERP market and trends. It elucidates how these trends will shape future ERP products. It also describes how ERP vendors striving for more

market share make their products more efficient and loaded with features by using new technological innovations.

Reference Book

1. Bansal, V., 2012. Enterprise Resource Planning. Pearson Education India.
2. Leon, A., 2008. ERP demystified. Tata McGraw-Hill Education.
3. Magal, S.R. and Word, J., 2011. Integrated business processes with ERP systems. Wiley Publishing.
4. Monk, E. and Wagner, B., 2012. Concepts in enterprise resource planning. Cengage Learning.
5. Motiwalla, L. and Thompson, J., 2008. Enterprise systems for management. Prentice Hall Press.
6. O'Leary, D.E., 2000. Enterprise resource planning systems: systems, life cycle, electronic commerce, and risk. Cambridge university press.
7. Wallace, T.F. and Kremzar, M.H., 2002. ERP: making it happen: the implementers' guide to success with enterprise resource planning (Vol. 14). John Wiley & Sons.

23OM405EA

Operation Research

3

Course Learning objective:

- To familiarize students with quantitative techniques applied in business decision-making scenarios.
- To comprehend the mathematical methods to optimize the company resources and find the optimal solution within constraints.
- To identify, formulate and analyze models to optimize organizational resources and maximize profit.
- To choose the appropriate management tool to lead a team and provide solutions in complex decision-making Scenarios.
- To apply continuous learning and help improve company financials by efficiently managing projects.
- To analyse the data and comprehend on performance based on scheduling, queueing and inventory.

Module 1:

Evolution of OR – Fundamentals of OR Modelling Approach – Linear Programming – Assumptions – formulation -graphical method -simplex method – duality theory- primal-dual relationships -sensitivity analysis Transportation and Assignment Problems – Specific features and methods of transportation problem -Hungarian method for solving assignment problems –

travelling salesman problem – Dynamic Programming – Characteristics – optimality principle - deterministic problems.

Module 2: Network Models- Project Networks- CPM / PERT- Project Scheduling – crashing networks and cost considerations – Resource leveling and smoothing, shortest route problem – minimal spanning tree problem – maximal flow problem Decision Theory – Decision making under uncertainty – decision trees – decision under risk – EMV, EOL, EVPI – Game theory – mixed strategies – dominance property – $2 \times n$ and $m \times 2$ games.

Module 3: Flow shop scheduling– Johnson’s algorithm for n jobs and two machines and n jobs and m machines – Inventory Models – Deterministic manufacturing and purchase models – quantity discounts Queueing models – Poisson arrival and exponential service times – Single server and multi-server model Simulation –Monte Carlo simulation – simple problems.

Reference Book

- Taha, H A, “Operations Research – An Introduction”, Sixth Edition, Prentice Hall of India Private Limited, N. Delhi, 2004.
- Ravindran, A., Phillips, D.J., and Solberg, J.J., “Operations Research- Principles and Practice”, John Wiley & Sons, 2005.
- Wagner H M, “Principles of Operations Research”, Second Edition, Prentice Hall of India Private Limited, New Delhi, 2003.
- Hardley, G., “Linear Programming”, Narosa Book Distributors Private Ltd 2002.

Course Learning objective:

- An overview of Service and Operations Management as a management function in general.
- Develop an understanding of the terminology and responsibilities that relate to Service Operations Management.
- Describe the function of the Service Operations Management discipline in various sectors of the economy through case study.
- Interpret basic tools and skills used in solving problems traditionally associated with operating the service operations system

Module 1: Nature of Services and Classification The role of services in the nation's economy, the evolution of services and drivers of growth of the service sector. Each service exhibits distinctive characteristics, which makes services different from goods. The service sector comprises various diverse industries in terms of labour requirements, investment requirements and many other aspects. The labour requirement, for example, ranges from a hair salon service with few employees to the airline industry with a huge employee base. Various classifications help in categorizing different service industries under a common category.

Module 2: Service Strategy and competitiveness A service strategy is defined by considering the competitive environment of services using Porter's model. Various competitive strategies are discussed which can be adopted by service organizations to achieve a competitive environment. Various elements of strategic service vision are discussed.

Module 3: Service design and development Role of innovation in services and new service development cycle. Various approaches towards service delivery design are discussed, complementing the service delivery process.

Module 4: Human resource management in services Human resource planning and selecting the right employees for the right jobs. People management byways of effective training programmes, rewarding employees, proper communication channels, managing teams and encouraging empowerment and motivation. Work measurement techniques for evaluating the effective utilization of personnel for their respective jobs.

Module 5: Managing Service Quality Various perspectives on service quality, various dimensions of service quality and gaps between perceived service quality and expected service quality. Quality

parameters about customer requirements right at the time of designing service product. Quality control and TQM tools in Services.

Module 6: Facility location for services to analyze the facility layout process for a smooth service flow. To discuss important considerations and decision factors of service facility location
Quantitative models for facility location

Module 7: Demand management in Services Qualitative and quantitative techniques to forecast demand, various strategies to have smooth customer demand either by segmenting customers based on arrival pattern or by offering price incentives or by adopting an overbooking strategy

Module 8: Capacity or Supply Management in Services Various challenges and strategies in managing service capacity. The major capacity-related challenge is to manage the trade-off between having idle capacity during low demand and having waiting customers during high demand. Strategies to increase revenues for service organizations having relatively fixed capacity. Scheduling workforce based on the varying demand in the intervals over a finite time horizon

Module 9: Scheduling in Services Scheduling workforce based on the varying demand in the intervals over a finite time horizon

Module 10: Introduction and Characteristics of queuing systems Any kind of waiting time in a queue may result in customer dissatisfaction and sometimes result in losing a customer. Queuing characteristics based on queuing theory are presented, which is comprised of arrival distribution, service time distribution, number of servers in the queuing system and finite or infinite population.

Module 11: Queuing models M/M/1 Queuing Model, M/M/c Queuing Model, M/M/1/N Queuing Model

Module 12: Service Inventory Management To discuss the role of service inventory and types of inventories in the service sector. Forms of Service Inventory. Managing Inventory in services versus managing inventory in the manufacturing sector

Module 13: Service Supply chain the objective of achieving efficiency and or responsiveness is equally important and relevant in the whole network of participants involved in delivery service called the service supply chain. The structure of a supply chain can vary from a simple serial supply chain to a broad network of supply chain entities.

Module 14: Quantitative Models to manage service Operations using DEA To demonstrate the concept of data Envelopment Analysis to compare the performance of service units/ DEA can be used to analyse the performance of several units to set a benchmark. The analysis can be used to discover the inefficient operations or units even for the most profitable organizations; DEA techniques are based on linear algebra and are related to linear programming concepts. The technique is similar to mathematical duality relations in linear programming.

Module 15: Use of Simulation in Service Operations management Simulation is a powerful technique for solving various problems. Simulation is an imitation of the operation of a real-world process or system over time. Simulation is an experimental technique. It is a fast and relatively inexpensive method of experimenting on the computer. The idea is to Model the given system using some equations and determines its time-dependent behaviour. It can be used as an analysis tool or a design tool.

Reference Book

1. Cengiz Haksever, Service Management and Operations
2. John McManus, Matsroth ,et al. Service Operations Management: A Strategic Perspective
3. David W. Parker, Service Operations Management: The Total Experience

Course Learning objective:

- To identify the factors that affect demand and expose to the data types and identification problem.
- To equip with qualitative and quantitative forecasting techniques and illustrate the forecasting techniques.
- To enable the interpretation of results.

MODULE I: Demand analysis: an overview, significance of demand analysis and forecasting, determinants of demand, elasticity of demand, revenue and profit of a firm.

MODULE II:

Estimation of demand, marketing research techniques, consumer surveys, consumer clinics and focus groups, market experiments in test stores, statistical estimation, variable identification, time series and cross-sectional data collection, specification of the model, estimation of the parameters, interpretation of regression statistics.

MODULE III:

Forecasting demand, selecting a forecasting technique, purpose of forecast, type of users, patterns in the data series, lead time, minimum data requirement, desired accuracy, cost of forecasting, qualitative forecasting techniques, survey and opinion polling techniques, time series analysis, trend analysis, cyclical variations, seasonal effects, random fluctuations.

MODULE IV:

Smoothing techniques, moving averages, exponential smoothing and other advanced techniques, barometric techniques, leading, lagging and coincident economic indicators, diffusion and composite indexes.

MODULE V:

Accuracy of forecast, short run forecast, long term forecast, use of software packages for forecasting.

Reference Book:

1. John E. Hanke and Dean Wichern, Business Forecasting, Pearson Education Ltd., New Delhi
2. Keith Ord and Robert Fildes, Principles of Business Forecasting, South-Western College Publications, London
3. John Silvia, Azhar Iqbal, Kaylyn Swankoski, Sarah Watt, Sam Bullard, Economic and Business Forecasting: Analyzing and Interpreting Econometric Results, Wiley, <http://as.wiley.com>
4. George E. P. Box, Gwilym M. Jenkins, Gregory C. Reinsel, Greta M. Ljung, Time Series Analysis: Forecasting and Control, Wiley, <http://as.wiley.com>

Course Description/Objectives:

Intellectual Property Rights being an emerging area of Law is vital for both private players and State agencies in this era of technological advancement and competition. This course aims to equip professionals, managers, entrepreneurs and students with knowledge about the different facets of Intellectual Property Rights. The deep insights offered through this course would help identify the different types of protection available for different works, strategies and products in addition to identifying the ambit of violations of IP rights.

Course Outcomes (CO):

CO1: Understand the intricacies of Intellectual Property Law and its various subsets such as Patents, Trademarks, Copyrights, etc.

CO2: Gain knowledge about protection and violations of Intellectual Property rights in a competitive environment.

CO3: Learn the process of statutory filings and related protection available to registered intellectual property rights.

CO4: Gain insight into the need for intellectual property protection at an organisational level and to foresee issues of intellectual property theft and/or contradictions.

Session Plan:**Week 1:** Introduction to Intellectual Property Rights

- Concepts and theories
- Types of Intellectual Property Rights
- Economic analysis of Intellectual Property Rights
- Private rights v/s Public interests
- Advantages and disadvantages of IPR

Week2: International Regime Relating to IPR

- TRIPS and other Treaties (WIPO, WTO, GATTs)
- Politics of Intellectual Property Rights

Week3: Introduction to Trade Marks

- History of trade marks
- Rationale and meaning of trade marks
- Conditions for registration of trade marks
- Types of trademarks
- Doctrine of honest concurrent user
- Registration Restrictions
- Procedure for registration – national and international

Week4: Trade Marks – rights, procedures and doctrines

- Rights of trade mark holder
- Assignment and transmission
- Licensing
- Offences, penalties and procedure
- Doctrine of passing off

Week5: Trade Marks – Infringement and defences

- Distinction between passing off and infringement
- Dilution
- Defences – honest practice, acquiescence, prior use
- Injunction, damages, jurisdiction

Week6: Introduction to Patents

- History of Patents in India and United Kingdom
- International developments
- Treaties and conventions
- Requisites - Novelty and anticipation

Week7: Patents – other features and requisites

- Requisites – Obviousness – tests and theories
- Patentable subject matter – frivolous inventions, inventions contrary to natural laws, patenting of micro-organisms, traditional knowledge, Sec. 3 Patents Act

Week8: Patents – procedure, rights, and the law

- Patents Act overview
- Patent prosecution
- Patent application process- specifications, opposition.
- Rights of patentees
- Paris Convention, Patent Cooperation Treaty
- Ownership and Assignment
- Revocation of patents
- Surrender of patents
- Restoration of patents

Week9: Patents – Compulsory Licensing, Infringement, Defences

- Compulsory licensing, exclusive marketing rights
- Infringement – rules, doctrines, tests
- Defences
- Remedies – injunction, damages, lost profits, Anton Piller orders
- Powers of Controller

Week10: Introduction to Copyright

- Background of copyright – history, development
- International framework – Berne Convention, Universal Copyright Convention, WIPO Copyright Treaty
- Basic principles – Idea v. expression
- Doctrine of merger

Week11 : Copyright – principles and types of work

- Originality requirement
- Doctrines, tests and judicial precedents
- Fixation

Copyrightable works – literary, dramatic, artistic, musical works, sound recordings etc.
Derivative works

Week12: Copyright – ownership, rights, infringement and procedure

Ownership of copyright – first owner of the work, joint ownership

Assignment

Licences – licences by owners, compulsory licences

Copyright Societies

Neighbouring rights – performer's right, moral rights, broadcast reproduction right

International Copyright - Registration of copyright

Infringement of copyright

Defences – fair dealing, de minimis

Remedies – civil and criminal remedies, jurisdiction

Week13: Traditional Knowledge, Plant Variety Protection

TRIPS Flexibilities and access to Medicines

Traditional Knowledge and Intellectual Property Rights

Plant Variety Protection Laws

Biological Diversity and Intellectual Property

Week14: Introduction to Designs, Geographical Indications and Trade Secrets

Meaning of Design

Requirement of Originality

Copyright versus Design

Registration of Design

Reliefs

Geographical Indications

Meaning of Geographical Indication

Registration of Geographical Indication

Rights conferred by registration

Infringement of registered Geographical Indication

Infringement of unregistered Geographical Indication

Defences

TRIPS Agreement and Geographical Indication

Trade Secrets

Requirements for protection

Trade secret protection in India

Week 15: Contemporary issues in IPR Contemporary issues in patent law- Biotechnical inventions, Software related inventions

Contemporary issues in trademark law – Trademarks and domain names, Personality merchandising

Textbook and Reading Materials:

1. Elizabeth Verkey, Law of Patent, Eastern Book Company, Lucknow (2005).
2. Janice M. Mueller, Patent Law (Wolters Kluwer Law & Business, New York, 2009)
3. Holyoak & Torremans, Intellectual Property Law, OUP, (2016).
4. Phillips, F.-K., Intellectual Property Rights in Traditional Knowledge: Enabler of Sustainable Development, Utrecht Journal of International and European Law, 32(83), 2016, pp.1–18.
5. Apte, T. (2006), A Simple Guide to Intellectual Property Rights, Biodiversity and Traditional Knowledge, Kalpavriksh, GRAIN, and IIED, Pune/Delhi.
6. Phillips, F.-K., Intellectual Property Rights in Traditional Knowledge: Enabler of Sustainable Development, Utrecht Journal of International and European Law, 32(83), 2016, pp.1–18.
7. Balasubramanian, K, (1997), Herbal Remedies: Consumer Protection Concerns, consumers International, Penang.
8. Bera, R.K. (2008), Nine perceptions about patents in India, Current Science, 94:1565-1566.
9. Correa, C. (2000), Integrating public health concerns into patent legislation in developing countries, South Centre, Geneva.
10. Downes, D. (1997), Using Intellectual Property as a Tool to Protect Traditional Knowledge, Madrid: Centre for international Environmental Law (CIEL)

Course Description/Objectives:

This course is to introduce students to different areas of consulting. In doing so, it prepares them to have a good idea to be prepared for a career in consulting. This course is designed to initially overview the consulting profession with a subsequent emphasis on organization consulting issues.

Course Outcomes (CO):

Upon completion of this class, students will be able to:

CO1: Identify and Describe The Major Management Consulting Firms,

CO2: Identify the Top Management Consultants,

CO3: Understand the Most Influential Consulting Frameworks, And

CO4: Understand Strategic and Cultural Organization Change.

CO5: Students Will Also Understand How to Work Within A Consulting Firm, And Will Learn

How To Offer

CO6: Insights on A Multi-Stage Management Consulting Project.

CO7: Students Will Also Gain Insight into Pursuing A Consulting Career.

Session Plan:

Week 1: Introduction to Management Consulting.

Week 2: Development of this profession

Week 3: Industry View

Week 4: Consulting Process

Week 5: Consulting Process Phases

Week 6: Consulting research.

Week 7: Understanding Industry Supply Chain Dynamics. Using benchmarks as starting points.

Week 8: Problem definition & scope.

Week 9: Frameworks used. Importance of Data.

Week 10: Data Collection Techniques

Week 11: Consulting approach to problem solving. Consulting presentations & storytelling.

Week 12: Intervention and Change

Week 13: Consultant as a transformational agent

Week 14: Managing consulting firms.

Week 15: Future of consulting

Textbook and Reading Materials:

1. Management Consulting in India – Practice and Experiences for Business Excellence by U.K. Srivastava, Pramila Srivastava, (Sage Publications).
2. Websites of leading consulting firms, Newspapers, Annual Reports, Investor Presentations

Course Description/Objectives:

This course places a significant emphasis on leadership qualities rather than technical knowledge because technical expertise is only a small part of what it takes to be an effective manager. At the beginning of the course, there will be a presentation that provides an overview of the differences between leadership and management. This will be followed by an introduction to the most important theories and models of leadership, as well as the evolution of leadership from a variety of different perspectives. Following that, you will gain the skills necessary to make judgments in a number of different leadership contexts. As a follow-up, you will investigate other ways to lead without exercising direct authority. The final unit will place an emphasis on the management of different groups and teams. After finishing this course, you won't automatically become a leader, but you will have a greater knowledge of the attributes that make a good leader. This course covers management roles/functions/styles, interpersonal communication, and workplace group dynamics. It enhance pupils decision-making dynamics. This course develop abilities in students to critical analysis on issues such as power and politics, reduce and manage conflict, and engage in and accomplish organisational advancement.

Course Outcomes (CO):

- CO1:** Explore Leadership models and figure out how to choose the right leader for the right situation.
- CO2:** Examine the various precarious circumstances and determine the most effective course of action for guiding a group through each one.
- CO3:** Examine how to lead effective and transformative organizational change.
- CO4:** Learn how to apply your knowledge of business theory to real-world situations.

Session Plan:

- Week 1:** Leadership Basics
- Week 2:** Managerial Roles, Functions, and Styles-I
- Week 3:** Managerial Roles, Functions, and Styles-II
- Week 4:** Leadership in Organization -I
- Week 5:** Leadership in Organization –II
- Week 6:** Leadership in Organization -III
- Week 7:** Leadership and Power -I
- Week 8:** Leadership and Power -II

Week 9: Leadership and Power -III

Week 10: Leadership and Power -IV

Week 11: Leadership and Organizational effectiveness -I

Week 12: Leadership and Organizational effectiveness -II

Week 13: Leadership and Organizational effectiveness -III

Week 14: Leadership in practice-I

Week 15: Leadership in practice-II

Textbook and Reading Materials:

1. Stephen P. Robbins, Timothy A. Judge. Organization Behavior— 15th ed. p. cm. ISBN-13: 978-0-13-283487-2.

Course Learning objective:

- Gain basic knowledge about the corporate restructuring process
- Be acquainted with procedures of mergers and acquisitions
- Be acquainted with valuation methods, accounting treatment and applications
- Be familiar with legal and regulatory framework for mergers and acquisitions
- Be able to do the valuation prior to mergers and acquisitions
- Be familiar with the procedures of takeover defences and post-merger integrations

Module I –

Introduction to Mergers and Acquisitions: Meaning of mergers and acquisitions (M & A), motives behind the M & A, advantages and disadvantages of M & A, types of mergers and steps for a successful merger.

Module II –

Strategic Evaluation of M & A Opportunities: selection approaches and criteria, modalities of fixing the acquisition price, key steps in the strategic planning of a merger, feasibility analysis in respect of cash and stock deals, describes fair value: institutional criteria and special features of acquisition of sick companies.

Module III –

Strategising and Structuring M & A Activity: Merger process right from planning the merger till implementation, five-stage model, methods of financial mergers and capital budgeting decision.

Module IV –

Synergy and Value Creation in Mergers: Synergy and its different types, the role of an industry life cycle, value creation in synergy, theoretical factors that would affect M & A activity.

Module V –

Corporate Restructuring: meaning of corporate restructuring, need for corporate restructuring, methods of corporate restructuring.

Module VI –

Demergers: Meaning of demerger, characteristics of demerger, the structure of demerger, and tax implication of demergers

Module VII –

LBOs, MBOs, MLPs and ESOPs: meaning of LBO, MBO, MLP, ESOP, governance and mode of purchase in LBO, key motives behind an MBO, structure of MBO, types of MLP and ESOP, regulations that govern ESOPs.

Module VIII –

Joint Ventures: Meaning of joint ventures, characteristics of a joint venture, states the rationale for joint ventures, the role of joint ventures in business strategy, defines joint venture and complex learning, tax aspects of joint ventures, international joint ventures, reasons for the failure of joint ventures, and joint venture vis-à-vis anti-trust policy.

Module IX –

International M & A: Introduction of international M & A activity, the opportunities and threats, role of M & A in international trade growth, the external advantages in differential products, impact of government policies and political and economic stability on international M&A decisions, the recommendation for effective cross-border M & A

Module X –

Takeover Defences: Types of takeovers, techniques of bidding for a takeover, defences against takeover bids, regulations and amendments, and guidelines for takeovers

Module XI –

Valuation: valuation approaches, the basis of valuation, different methods of valuation, valuation of synergy, corporate control, and LBO

Module XII –

Accounting for Amalgamation: Meaning of amalgamation, types of amalgamation, methods of accounting for amalgamation, the meaning of consideration, treatment of goodwill, reserves, and other profits.

Module XIII –

Legal and Regulatory Framework of M & A: Provisions of the Companies Act, 1956 relating to M & A, buyback of shares, provisions of SEBI act, 1992 and 1997, provisions relevant to M & A activity in the Income Tax Act, and Foreign Exchange Management Act

Module XIV –

Post-Merger Integration: Integration planning, factors in post-merger integration model, post-merger integration model, strategic interdependence and autonomy, political and cultural aspects in integration, cultural profiling, and assessment of cultural compatibility, HRM issues, and problems in integration and five rules of the integration process

Module XV –

Prominent Cases of Mergers and Acquisitions: Examples of M & A in the Indian and international contexts

Textbook:

Mergers & Acquisitions & Corporate Restructurings, Patrick A. Gaughan, Wiley Publications

Reference Book:

Mergers & Acquisitions A Step-by-step & Practical Guide, Miller Jr., Segall, Wiley Publication.

Module 1:

Concept of Regulation of financial statements, Role of the International Accounting Standards Committee Foundation, Various International Accounting Standards (IAS) and International Financial Reporting Standards (IFRS).

Module 2:

The concept of fair presentation, financial statements: Income statement, Statement of comprehensive income, Statement of financial position.

Module 3:

Financial Modelling for Project Appraisal, Use of Functions like Net Present Value (NPV), Internal Rate of Return (IRR), etc., and Forecasting techniques.

Module 4:

The Analysis of the Statement of Shareholders' Equity, Reformulating the Statement of Owners' Equity, Comprehensive Income Reporting, Financial Analysis – ratio analysis and report writing.

Module 5:

The Analysis of the Balance Sheet and Income Statement, Reformulation of the Balance Sheet, Reformulation of the Income Statement (Tax allocation, issues in reformulating income statements), Relevant ratio Analysis.

Module 6:

The Comparative analysis of the Balance Sheet and Income Statement (Common size analysis; trend analysis), Year to year, peer to peer and industry to the company.

Module 7:

The Analysis of the Cash Flow Statement, GAAP Statement of Cash Flows and Reformulated Cash Flow Statements, Analysis of cash flow statement and quality of earnings, Cash Flows, and Cash Flows Management.

Module 8:

The Analysis of Profitability, Du Point Analysis, cutting to the Core of Operations (the analysis of profitability), Distinguishing financing and operating activities and the effect of leverage, Drivers of operating profitability, Profit margin drivers; turnover drivers; borrowing cost drivers

Module 9:

The Analysis of Growth and Sustainable Earnings, Growth Analysis, The Analysis of Changes in Profitability and Sustainable Earnings, Analysis of changes in operations, Issues in identifying sustainable earnings, and Operating leverage.

Module 10:

Analysis of changes in financing, The Analysis of Growth in Shareholders' Equity, Growth,

Sustainable Earnings, Evaluation of P/B Ratios and P/E Ratios, Articulation of price-to-book ratios and trailing P/E ratios, Training Price-Earnings Ratios and Transitory Earnings, P/E Ratios and Analysis of Sustainable Earnings.

Module 11:

Business Valuation Basics, Principles, and techniques of valuation – DCF, Multiple methods, accounting-based valuation, Asset Valuation; Earning Valuation; Cash flow valuation; Other valuation basis.

Module 12:

Valuation in Mergers and Acquisitions, Assets and Cash Flows – strengths and weaknesses of various valuation methods, Recognition of interest of various stakeholders, Selection of the appropriate cost of capital for valuation, Synergistic benefits, Forms of Consideration and terms of acquisitions.

Module 13:

Post-merger integration process, Implications of regulations for business combinations, Types of exit strategies and their implications, Shareholder Value Analysis, and Exchange Ratio Bases used for Computation.

Module 14:

Fair Value in Accounting Measurement, Concepts, Measurement techniques and standards, Challenges, and Accounting treatment.

Module 15:

Valuation of Intangibles, Intellectual Property, Intangibles, Brand Valuation

Reference Book

1. Krishna G. Palepu & Paul M. Healy- Business Analysis and Valuation using Financial Statements
2. Dr. John Robertson - Financial ratio analysis - John Robertson publishers

Course Learning objective:

- Elucidate the Corporate governance system, its historical development, and principles.
- Evaluate the importance of effective leadership for good governance using case studies of companies.
- Explain and contrast the models and theories of corporate governance.
- Evaluate the governance issues and identify its stakeholders in the corporate sector.

Explain Business Ethics and contrast the importance of Business Ethics and ethical issues to the organization.

Module 1: Corporate governance an overview –

Corporate governance – Meaning – definition, History of Corporate Governance, Characteristics of Good Governance, Essentials of a sound corporate governance system, 4 Ps of Corporate Governance, Consequences of failure of Corporate Governance System

Module 2: Theoretical base of corporate governance,

Models of Corporate Governance: Anglo Saxon – German - Japanese – Control – Indian Model, Principles of corporate governance, Theories of Corporate Governance – Agency Theory - Stewardship Theory – Resource Dependency Theory – Stakeholder Theory – Transaction Cost Theory – Political Theory. Effective leadership for good Governance – Qualities of effective leadership and its impact on good governance. Stake Holders of Corporate Governance – Obligations.

Module 3: Regulatory framework of Corporate Governance

Legal aspects of CG - SEBI Act – Companies Act – Clause 49 of Listing Agreement. Standardization of CG. Corporate Governance Committees. OECD principles

Module 4: Corporate governance practices in Global scenario, Development of CG in various countries. Pioneers in CG practices. The emergence of CG issues in India – Implementation of Birla Committee recommendations. Landmark cases in corporate frauds in recent years – Enron – World com – AIG Insurance – Baring Bank – Lehman Brothers Sathyam - Tata – Sahara – Harshad Mehta – Mundra.

Module 5: Business Ethics: Ethics –

Meaning - Objective. Business ethics – Characteristics – Need – Evolution – Arguments against Business Ethics. Views of Business Ethics – Unitarian Separatist view- Integration view. Relationship between ethics & corporate governance. Value-oriented Holistic Management – Needs. Quality of work life in Indian philosophy – Concept of ethics in work-life according to Bhagavat Gita. Ethics for transnational business in view of globalization. Ethical Issues in Business Organization

REFERENCES

1. SK Bhatia, Business Ethics and Managerial Values, Deep and Deep.
2. CVS Murthy, Business Ethics and Corporate Governance, Himalaya.
3. SK Mandal, Ethics in Business and Corporate Governance, Tata Mc Graw Hill
4. Manisha Paliwal, Business Ethics, New age international press. New Delhi.
5. Patrick J. A. & Quinn J. F. Management Ethics, Response Publishing, New Delhi.

Course Learning objective:

- Understand the concept, process and various Research Methods used in business research
- Understand the rationale underlying Research methods, especially in the real business world
- Be equipped with most of the important techniques used in data collection, data representation, statistical analysis, and decision making
- Be able to collect, analyse, present and interpret research data
- Be able to identify and apply the appropriate methods to do research and analyse the data in different situations and interpret the research outcome
- Be proficient to do statistical enquiry and analysis by using excel and other software like SPSS, etc.

Module I –

Introduction to Research: Meaning of research, Types of research- Exploratory research, Conclusive research, The process of research, Research applications in social and business sciences, Features of a Good research study

Module II –

Research Problem and Formulation of Research Hypotheses: Defining the Research problem, Management Decision Problem vs Management Research Problem, Problem identification process, Components of the research problem, Formulating the research hypothesis, Types of Research hypothesis, Writing a research proposal, Contents of a research proposal and types of research proposals

Module III –

Research Design: Meaning of Research Designs, Nature and Classification of Research Designs, Exploratory Research Designs, Secondary Resource analysis, Case study Method, Expert opinion survey, Focus group discussions, Descriptive Research Designs, Cross-sectional studies and Longitudinal studies, Experimental Designs, Errors affecting Research Design

Module IV –

Primary and Secondary Data: Classification of Data, Secondary Data, Uses, Advantages, Disadvantages, Types and sources, Primary Data Collection, Observation method, Focus Group Discussion, Personal Interview method

Module V –

Attitude Measurement and Scaling: Types of Measurement Scales, Attitude, Classification of Scales, Single item vs Multiple Item scale, Comparative vs non-Comparative scales, Measurement Error, Criteria for Good Measurement

Module VI –

Questionnaire Design: Questionnaire method, Types of Questionnaires, Process of Questionnaire Designing, Advantages and Disadvantages of Questionnaire Method

Module VII –

Sampling: Sampling concepts- Sample vs Census, Sampling vs non-Sampling error, Sampling Design, Probability and Non-Probability Sampling design, Determination of Sample size, the Sample size for estimating a population mean, Determination of sample size for estimating the population proportion

Module VIII –

Data Processing: Data Editing, Field Editing, centralized in-house editing, Coding, Coding Closed-ended structured Questions, Coding open-ended structured Questions, Classification and Tabulation of Data

Module IX –

Univariate and Bivariate Analysis of Data: Descriptive vs Inferential Analysis, Descriptive Analysis of Univariate data- Analysis of Nominal scale data with only one possible response, Analysis of Nominal scale data with multiple category responses, Analysis of Ordinal Scaled Questions, Measures of Central Tendency, Measures of Dispersion, Descriptive Analysis of Bivariate data

Module X –

Testing of Hypothesis: Concepts in Testing of Hypothesis, Steps in the testing of hypothesis, Test Statistic for a testing hypothesis about a population mean, Tests concerning Means- the case of a single population, Tests for Difference between two population means, Tests concerning population proportion- the case of a single population, Tests for the difference between two population proportions

Module XI –

Chi-square Analysis: Chi-square test for the Goodness of Fit, Chi-square test for the independence of variables, Chi-square test for the equality of more than two population proportions

Module XII –

Analysis of Variance: Completely randomized design in a one-way ANOVA, Randomized block design in two-way ANOVA, Factorial design

Module XIII –

Research Report Writing: Types of research reports – Brief reports and Detailed reports, Report writing: Structure of the research report- Preliminary section, Main report, Interpretations of

Results and Suggested Recommendations, Report writing: Formulation rules for writing the report: Guidelines for presenting tabular data, Guidelines for Visual Representations

Module XIV –

Ethics in Research: Meaning of Research Ethics, Clients' Ethical code, Researchers' Ethical code, Ethical Codes related to respondents, Responsibility of ethics in research

Textbook:

Research Methodology Concepts and Cases, Deepak Chawla, Neena Sondhi, Vikas Publishing House

Reference Book:

Business Research Methods, Cooper, Schindler, JK Sharma, Tata McGraw Hill