

MASTER OF BUSINESS ADMINISTRATION-EXECUTIVE

(WEEKEND PROGRAMME)

RULES, REGULATIONS AND COURSE STRUCTURE



**SCHOOL OF MANAGEMENT
DOON UNIVERSITY
DEHRADUN
UTTARAKHAND, INDIA**
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MASTER OF BUSINESS ADMINISTRATION-EXECUTIVE

Doon University Overview

The Doon University is dedicated to promoting excellence in teaching and research while offering a full range of multi-disciplinary academic programmes at the undergraduate, postgraduate and doctoral level. Aiming at creating an autonomous and accountable institution of higher learning, the university was established by the Government of Uttarakhand by Doon University Act, 2005 (Uttaranchal Adhiniyam Sankhaya 18 of 2005) and recognized under 12 (B) of UGC Act.

School of Management

Since its inception in year 2010, the School of Management initiated a variety of innovative management programmes. At the beginning, it conducted, a two year full time post graduate degree programme - Master of Business Management (2 Years), and then Integrated Master of Business Administration (5 Years) to facilitate imparting management education for desiring candidates with 10 +2 who can be trained to get industrial jobs. With continuous rigor for scientific and social research and innovation, the School of Management in Year 2013-14 initiated PhD Programme in Management in various interdisciplinary domains of Finance, Human Resource Management, Marketing, Supply Chain Management and Entrepreneurship Management.

A Beginning in this Direction

The School of Management has taken initiative in visualizing the quality education to cater the 21st century's industrial needs by introducing E-MBA programme under Self Financing Scheme from the academic Session 2018-19. The School has its separate well-maintained computer lab with Internet facility. Case-Discussion, Management Games, Assignments, Business Quizzes, are the regular inputs given to the students along with theoretical aspects to shape them into better managers of tomorrow. The School has a highly qualified and well-experienced faculty in the major functional areas of management. The School is equipped with well stocked library and computer laboratory with the latest statistical software like SPSS. Virtual Classroom facility is planned to be accessible to students to interact with eminent experts and management professionals.

MBA (Executive) Weekend Program

Programme Objectives:

SoM, Doon University's Master of Business Administration (Executive) is a carefully designed weekend program specially for working professionals of public and private sector with the following objectives:

- To transform the executives into successful managers and global business leaders.
- To develop knowledge in core areas of business.
- To refine the interpersonal skills and leadership qualities.

Program Specific Outcomes (PSO)

PSO1 Develop a solid foundation in the fundamental practices of business needed to succeed in senior leadership roles in finance, international politics, people management, organizational strategy etc.

PSO2 Provide knowledge needed to work cross-functionally within the organization and become more skilled in the basics of business management.

PSO3 Empower students with the tools and techniques needed to successfully meet the challenges of today's global business environment with the help of Critical thinking and creative solving problem

PSO4 Develop skills needed for problem solving, decision-making, and implementation by application of theoretical knowledge in business organizations across the world

PSO5 Expansion of professional and personal network. Students benefit from the diversity of participants in the class, maximizing learning by challenging assumptions and broadening perspectives

ELIGIBILITY CRITERIA:

- Bachelor Degree from any recognized & statutory University with 50 % marks or equivalent CGPA.
- 3 years of managerial/ entrepreneurial/ professional experience after graduation.

SELECTION PROCEDURE

The selection to the programme will be based on academic qualification, work experience and personal interview.

AWARD OF DEGREE

On successful completion of the program, the degree of MBA (Executive) is awarded by Doon University, Dehradun.

FEE STRUCTURE: Rs.25,000/- per Semester payable in two equal installments of Rs.12,500/-

NUMBER OF SEATS: 25

WEEKEND SESSIONS

Duration of the Programme	Two Years
Week end Batch	Saturday – 9:00 AM to 4:00 PM Sunday - 9:00 AM to 4:00 PM

PROGRAMME STRUCTURE

- The Executive MBA program is distributed into two years programme comprising of four semesters.

		Semester-Odd	Semester-Even
PART I	First Year	Semester I	Semester II
PART II	Second Year	Semester III	Semester IV

- The program consists of 18 core courses and 6 elective courses, with 768 contact hours. (table 2 & 3).

Table 2

	First Semester & Third Semester		Second Semester & Fourth Semester		Total Courses &	
	Core Courses	Elective Courses	Core Courses	Elective Courses		
I Year	6	0	6	0	12	1200
II Year	3	3	3	3	12	1200
	09	3	9	3	24	2400

Table 3

Total Number of Core Courses	18
Total Number of Elective Courses	6
Total Number of Courses	24
Number of Weeks per Semester	16
Number of Contact Hours Per Course Per Week	02
Total Number of Hours per course	32
Total Number of Contact Hours	768
Total Number of Credits	68

SEMESTER I

COURSE CODE	COURSE TITLE	Credits	Hours Per Week
E- 101	Management Theory and Practice	2	2
E- 102	Economic Environment of Business	2	2
E-103	Business Communication	2	2
E-104	Managerial Economics	2	2
E-105	Accounting for Managerial Decisions	2	2
E-106	Decision sciences and Business Computing	2	2

SEMESTER II

COURSE CODE	COURSE TITLE	Credits	Hours Per Week
E- 201	Managing People in Organizations	2	2
E-202	Organizational Behavior	2	2
E-203	Marketing Management	2	2
E-204	Entrepreneurship Development	2	2
E-205	Managerial Finance	2	2
E-206	Operations Management	2	2

SEMESTER III

COURSE CODE	COURSE TITLE	Credits	Hours Per Week
E-301	Strategic Management	2	2
E-302	Business Ethics & Corporate Governance	2	2
E-303	Case study development	12	2
Elective 1, Elective 2, Elective 3 (2 Credits per elective)			

SEMESTER IV

COURSE CODE	COURSE TITLE	Credits	Hours Per Week
E-401	Global Business Management	2	2
E-402	Sustainable Business and Development	2	2
E-403	Dissertation	12	2
Elective 1, Elective 2, Elective 3 (2 Credits per elective)			

List of Electives

COURSE CODE	COURSE TITLE	Credits	Hours
ELECTIVES	MARKETING MANAGEMENT	2	2
E-111	Consumer Behavior	2	2
E-112	Brand management	2	2
E-113	Sales Force Management	2	2
E-114	Global marketing	2	2
E-115	Advanced marketing Research	2	2
E-119	Service Marketing	2	2
E-116	Advertising Management	2	2
E-117	Digital Marketing	2	2
E-118	Product Innovation	2	2
E-120	Retail management	2	2
	HUMAN RESOURCE MANAGEMENT		
E-221	Training and development	2	2
E-222	Performance management	2	2

E-223	Counselling skills for managers	2	2
E-224	Change and intervention strategies	2	2
E-225	Industrial Relations	2	2
E-226	Talent management	2	2
E-227	Global HRM	2	2
E-228	HR analytics	2	2
E-229	Organizational leadership: inspiration dilemma and action	2	2
E-230	Cross Cultural and Global Management	2	2
E-231	Strategic human resource management	2	2
	FINANCE		
E-331	Financial modelling and business forecasting	2	2
E-332	Security analysis and Portfolio Management	2	2
E-333	Financial markets and investment management	2	2
E-334	International Financial Management	2	2
E-335	Corporate Tax planning	2	2
E-336	Merchant banking and financial services	2	2
E-337	Behavioral finance	2	2
E-338	Working capital management	2	2
E-339	Derivatives and risk management	2	2
	LOGISTICS AND SUPPLY CHAIN MANAGEMENT		
E-441	Operations strategy	2	2
E-442	Supply chain analytics and strategy	2	2
E-443	Demand and revenue analytics	2	2
E-444	Total quality management	2	2
E-446	Big Data Analytics	2	2
E-447	Digital Supply Chain Management	2	2
E-448	Circular and Sustainable Economy	2	2
Elective 4, Elective5, Elective 6 (2 credits per elective)			

Note: Admission to Part-II Second Year of the programme shall be open to only those students who have successfully cleared at least 08 papers out of the 12 papers offered during First Year of the programme, comprising of 1st and 2nd Semesters taken together.

Scheme of Examination

- English shall be the medium of instruction and examination.
- Written examinations shall be conducted at the end of each semester as per the Academic Calendar notified in advance.
- Each course will carry 100 marks of which 30 marks shall be reserved for internal assessment and the remaining 70 marks for written examination.
- Internal assessment will be based on the various components such as quizzes, assignments, project work, class participation, mid-semester exams, etc.
- The duration of written examination for each paper shall be three hours.
- The minimum marks for passing the examination for each semester shall be 45% in aggregate and a minimum of 40% marks in the semester-end examination in each theory paper, and 40% in internal assessment marks of each paper.

Re-Examination

A candidate who has secured the minimum marks to pass each paper but has not secured the minimum marks to pass in aggregate (45%) or has secured the minimum marks in aggregate but has not secured the minimum 40% marks in the semester-end examination in any paper, may take re-examination in that/those paper/s in order to be able to secure the minimum marks prescribed to pass the semester, any time during the span period of the programme. A student shall be allowed to re-appear in any paper in any of the semesters. However, the total number of attempts in a paper shall not exceed more than four during the span period of the programme.

Duration of the Programme

The span period of the programme is four years from the date of registration in the programme. A student to be eligible for award of degree has to clear all the papers offered during the two-year programme within the span period.

Attendance

No candidate shall be considered to have pursued a regular course of study unless he/she is certified by the Head, School of Management , Doon University to have attended 75% of the total number of class room sessions conducted in each semester during his/her course of study. Any student not complying with this requirement shall not be allowed to appear in the semester examinations. However, the Dean may condone the required percentage of attendance by not more than 10 percent during a semester on very genuine grounds. But a student so permitted shall not be deemed to have completed the course of the study in the next succeeding semester unless he/ she makes up the shortage so condoned as per rules. A student not allowed to appear in the preceding semester examinations due to shortage of attendance, may appear in the papers of the preceding semester along with the papers of the current semester after making up the shortfall in the attendance. No remedial/ special classes shall be arranged by the Faculty for the purpose of making up the attendance shortfall.

COURSE CONTENT

E-101, Management Theory and Practice

Conceptual framework of Management: Managerial roles & skills - Evolution of Management thought - Trends and Challenges of Management in Global Scenario. Nature and purpose of planning - Planning process - Types of plans – Objectives - Managing by objective (MBO) Strategies - Types of strategies - Policies - Decision Making - Types of decision - Decision Making Process - Rational Decision Making. Conditions of Certainty, Risk and Uncertainty; Bounded rationality.

II Organising: Concept, nature and principles. Organization Structure and Design- Departmentalization- Functional Organizations, Product Organizations, Matrix Organizations, Boundaryless Organization. Authority and responsibility, Division of Labour, Span of Control, Line versus Staff Positions, Decentralization and delegation.

III Directing: Concept, Leadership-concept, theories and styles, Communication Process, Channels and barriers, - Organization Culture - Elements and types of culture - Managing cultural diversity. Motivation: Concept and implication of Motivational theories on work behavior.

IV Controlling -Elements of managerial control, management control techniques, Types of control - Budgetary and nonbudgetary control techniques - Managing Productivity - Cost Control - Purchase Control – Maintenance Control - Quality Control. Recent Trends in Management: - Social Responsibility of Management – environment friendly management, Management of Change, Management of Crisis, Diversity Management, Total Quality Management, Stress Management and International Management.

Suggested Readings:

1. Robbins, Stephen P., Mary K. Coulter, and David A. DeCenzo. "Fundamentals of management.", Pearson, 2017.
2. Stoner, James A.F., Freeman, R. Edward, and Gilbert, Daniel R., 'Management', Pearson, 2018.
3. Robbins & Coulter, (2015), Management, (13th Edition.), Prentice Hall of India.
4. Koontz, H. & Weihrich, H., "Essentials of Management: An International, Innovation, and Leadership Perspective", Mc-Graw Hill, New-Delhi, 2015.

E-102, ECONOMIC ENVIRONMENT OF BUSINESS – 02 Credits

Course Objectives: To acquaint students with the issues of domestic and global environment in which business has to operate and to relate the impact of environment on business in an integrated manner.

Course Content: Dynamics Of Business And Its Environment – Technological, Political, Social And Cultural Environment - Corporate Governance And Social Responsibility - Ethics In Business - Economic Systems And Management Structure - Family Management To Professionalism - Resource Base Of The Economy - Land, Forest, Water, Fisheries, Minerals - Environmental Issues. Infrastructure - Economic- Social, Demographic Issues, Political Context - Productivity Factors, Human Elements And Issues For Improvement - Global Trends In Business And Management - MNCs - Foreign Capital And Collaboration - Trends In Indian Industry - The Capital Market Scenario.

Suggested Readings:

- Keith-davis & William Frederick, BUSINESS AND SOCIETY, McgrawHill, Tokyo.
M.M. Sulphery & Az-Har Basheer, LAWS FOR BUSINESS, Phi Learning Pvt. Ltd. Delhi, 2011
Maheswari & Maheswari, MERCANTILE LAW, Himalaya Publishing House. Mumbai
Rudder dutt & Sundaram, INDIAN ECONOMY, Vikas Publishing House, New Delhi.
Veena Keshav Pailwar, ECONOMIC ENVIRONMENT OF BUSINESS, Phi Learning Pvt. Ltd, New Delhi, 2010

E-103, BUSINESS COMMUNICATION – 02 Credits

Course Objective: The objective of this paper is to develop and enhance the skill of candidates in such a manner so that they can communicate effectively through either written or oral source. The focus will be on the practical session with emphasis on skill development of the participants.

Course Content: Concept, Significance and Practice of Business Communication, Types & Elements of Communication, Channels of Organizational Communication, Written Communication: Principles, Proposal, Report & Letter Writing. Oral Communication: Meeting, Interviews, Negotiation Skill, Role of Technology in Communication, Barriers and Facilitators, Role Play, Legal aspects of Business Communication; Cross Cultural Issues in Communication. Practical Sessions: a) Communication as a skill: Negotiation Skill, Presentation Skill, Group Discussion, Personal Interview, Etiquette & Mannerism, Assertiveness Skill b) Issues in Communication: Loaded, Gender free & Cross Cultural Communication.

READINGS:

1. Argenti, P., & Forman, J. (2002). The Power of Corporate Communication: Crafting the Voice and Image of your Business. New Delhi: Tata McGraw Hill.
2. Bovee, C., & Thill, J. (2011). Business Communication Today (11th ed.). Prentice Hall Inc.
3. Post, Emily. (2005). The Etiquette Advantage in Business (2nd ed.). New York: Collins.
4. Sandra, M. O. (2004). Handbook of Corporate Communication and Strategic Public Relations: Pure and Applied. Routledge.

E-104, MANAGERIAL ECONOMICS – 02 Credits

Course Objective: This course is intended to provide a foundation on the principles of managerial economics and to demonstrate the application of economic theory to business decisions.

Course Content: General Foundation of Managerial Economics – Economic approach, Circular flow of activity, Nature of the firm, Demand & Supply Analysis, Production and Cost: The Production Function; Returns to Scale, Productivity Measurements, Constrained Optimization Approach to Developing Optimal Input Combination Relationships, Derivation of Cost Curves, Introduction to National Income Accounts – Models of National Income Determination – Economic Indicators; Technology and Employment – Issues and Challenges; Business and Government. Inter-Sectoral Linkages: Macro Aggregates and Policy Interrelationships – Fiscal and Monetary Policies; Industrial Finance – Money Market, Capital market and Institutional Finance.

READINGS:

1. Allen, W. B., Doherty, N. A., Weigelt, K., & Mansfield, E. (2010).
2. Baumol, W. J. (2009). Economic Theory & Operations Analysis (4th ed.). New Delhi: Prentice Hall.
3. Brickley, J. A, Smith, C. W., & Zimmerman, J. L. (2008). Managerial Economics & Organizational Architecture (5th ed.). New Delhi: McGraw Hill.
4. Hirschey, M. (2010). Managerial Economics: An Integrative Approach (1st ed.). USA: Cengage Learning.
5. Koutsoyiannis, A. (2010). Modern Micro Economics (2nd ed.). New Delhi: Palgrave, McMillan.
6. Mark, H. (2009). Fundamentals of Managerial Economics (9th ed.). USA: Cengage Learning.
7. Petersen, H. C., Lewis, W. C., & Sudhir, K. J. (2009). Managerial Economics (9th ed.). New Delhi: Prentice Hall of India.
8. Salvatore, D. (2007). Managerial Economics (6th ed.). London: Oxford University press.

E-105, ACCOUNTING FOR MANAGERIAL DECISION – 02 Credits

Course Objective: This course intends to acquaint the students with the fundamentals principles of financial, cost and management accounting, to enable the learners to prepare, analyse, interpret financial statements, and take decisions using management accounting tools.

Course Contents

Accounting elements and principles, Branches of accounting: Financial, Cost and Management accounting, and their interrelationships, Book-keeping, Financial analysis and planning, Comparative, Common Size Statements and Trend Analysis, Ratio analysis: Profitability ratios – Liquidity ratios – Turnover ratios, Cash flow statement, Financial modeling using spreadsheets, Cost accounting basics- Introduction to cost accounting – Objectives of cost accounting – Concept of cost – Elements of cost – Classification of costs, Material cost: Material purchasing, receiving, storing, issuing including pricing of issues, Labour cost: Direct labour and indirect labour – Time keeping and time booking – Idle time – Labour turnover, Budgetary control- Purpose of budgetary control – Types of budgets – Budget preparation, Advantages & limitations of budgetary control, Installation of budgetary control system, Zero base budgeting, Fixed & flexible budgeting, Performance budgeting. Standard costing & variance analysis, Standard costing: Introduction to standard costing – Advantages and limitations of standard costs – Determination of standard costs – Reporting system – Revision of standards, Variance analysis: Material variance – Labour variance – Overheads variance – Sales variance – Profit variance, Control of variance, Marginal costing and profit planning, Concept of marginal cost – Marginal costing – Difference between marginal and absorption costing, Advantages and limitations of marginal costing, Cost-Volume-Profit (CVP) analysis.

READINGS

1. Anthony, R. N., Hawkins, F. D., & Merchant, K. A. (2006). Accounting: Text and Cases (12th ed.). New Delhi: Tata McGraw Hill.
2. Belverd, E., Needles, Jr. & Powers, M. (2010). Principles of Financial Accounting (11th ed.). South Western Publication.
3. Sawyers, Jackson, Jenkins, Arora; Managerial ACCT; 1st Edition, Cengage Learning.
4. Horngren, Charles T., Datar, Srikant M. and Foster, George; Cost Accounting – A Managerial Emphasis; 11th Edition; Prentice Hall of India, New Delhi.

E-106, DECISION SCIENCES – 02 Credits

Course Objective:

Business environment is changing very rapidly and to make balance with these changes organizations requires some statistics to make inferences related to situations. This subject aims to familiarize the learners towards perceiving and analyzing modern business activity in numerical terms and apply statistical techniques for arriving at sound management decisions. The course helps in identifying and establishing relationships between real life variables using tools like correlation and regression and comprehend the concepts of probability & probability distributions.

Course Content: Statistics in business, Sampling & its Distribution, Collection and presentation of data, Descriptive Statistics- Measure of Central Tendency, Measure of Variance & Measure of Association, Correlation & Regression Analysis, Probability distribution, Statistical Inference: Estimation for Single Populations, Statistical Inference: Hypothesis Testing for Single Populations, Statistical Inference: Hypothesis Testing for Two Populations, Analysis of Variance (ANOVA), Analysis of Categorical Data.

Nature and scope of Operations Research/Management Science; Linear Programming (LP): Model formulation, Application of linear programming: Transportation and trans-shipment problems, Assignment problems.

READINGS:

1. Aczel, A., & Sounderpandian, J. (2006). Complete Business Statistics (6th ed). New Delhi: Tata Mcgraw Hill Education.
2. Albright, S. C., & Winston, W. L. (2009). Management Science: Modelling with spreadsheets (1st ed.). New Delhi: Cengage Learning.
3. Anderson, D. R., Sweeny, D. J., & Williams, T. A. (2002). Statistics for Business and Economics (1st ed.). New Delhi: Cengage Learning India.
4. Anderson, D. R., Sweeny, D. J., & Williams, T. A. (2009). An Introduction to Management Science (13th ed.). New Delhi: Cengage Learning.
5. Black, K. (2009). Business Statistics: For Contemporary Decision Making, (5th ed.). New Delhi: Wiley India Pvt Ltd.
6. Hillier, M. (2010). Introduction to Management Science: A Modelling and Case Studies Approach with Spreadsheets, (4th ed.). India: Tata McGraw Hill Higher Education.
7. Levin, R. I., & Rubin, D. S. (2011). Statistics for Management, (7th ed.). New Delhi: Pearson.
8. Newbold, P. (2009). Statistics for Business and Economic. New Delhi: Pearson.
9. Stevenson. (2006). Introduction to Management Science. New Delhi: Tata McGraw Hill Education Private Limited.
10. Webster, A. (2010). Applied Statistics for Business and Economics (3rd ed.). New Delhi: Tata McGraw Hill Education Private Limited.
11. Winston, W. L. (2004). Operations Research: Applications and Algorithms, (4th ed). New Delhi: Cengage Learning.

SECOND SEMESTER

E-201, MANAGING PEOPLE IN ORGANIZATION – 02 Credits

Course Objective: Managing people in an organization is the key responsibility of any manager. The objective of the course is to provide the future manager with inputs with a view to enhancing the appreciation of the Human Resources function as a potential career option, Understanding the interface of the Human Resources function with Operations, Marketing, and Finance functions. The course is designed to provide better understanding of using HR practices as competitive tool for organizational excellence.

Course Content

Human Resource Philosophy, Changing environments of HRM - Strategic human resource management - Using HRM to attain competitive advantage - Trends in HRM, International Dimensions of HRM; Contemporary Issues and Challenges in HR management, Employment planning and forecasting and Optimal Deployment – Recruitment, selection process- Building employee commitment, Performance, Compensation & Reward Management, Promotion from within – Sources- Induction, Orientation & Training, Leadership issues in HR; Developing Managers : Management Development. Managing careers: Career planning and development - Managing promotions and transfers. Job Analysis and Competency Profiling, Labour Welfare : Importance & Implications of labor legislations - Employee health - Auditing -Future of HRM function, Employee Relations and Trade Unions; Grievance Redressal, Dispute Resolution and Conflict Management.

READINGS:

1. Armstrong, M. (2009). Armstrong's Handbook of Human Resource Management Practices (11th ed.). London: Kogan page.
2. Cascio, W. (2009). Managing Human Resources. New Delhi: McGraw Hill.
3. Dessler, G. (2008). Human Resource Management (9th ed.). N. Delhi: Pearson Prentice Hall.

4. Gary Dessler, "Human Resource Management", Seventh edition, Prentice-Hall of India
5. Gomez-Mejia, L., Balkin, D., & Cardy, R. L. (2010) Managing Human Resources. (6th Ed.). New Delhi: Prentice Hall-Pearson.
6. Hernandez, R. S., & O'Conner, S. J. (2009). Strategic Human Resource Management in Health Services Organizations (3rd ed.). USA: Cengage Learning.
7. Martin, J. (2010). Key Concepts in Human Resource Management (1st ed.). New Delhi: Sage Key Concepts Series.
8. Mathis, R. L., & Jackson, J. H. (2010). Human Resource Management (13th Ed.). USA: Cengage Learning.
9. Pynes, J. E., & Lombardi, D. N. (2011). Human Resource Management For Health Care Organizations: A Strategic Approach. John Wiley.

E- 202 ORGANIZATIONAL BEHAVIOUR – 02 Credits

Course Objective:

The course will help in understanding the individual, group and organizational behavior and their impact on overall organizational effectiveness. It will provide a knowledge frame to the executives to understand the behavioral and organizational approach and to adopt strategic moves for enhanced productivity and efficacious organizational performance.

Course Content

An overview, Individual Processes in Organizations: Foundations of Individual Behavior, Personality, Learning, Perception, Values, Emotions & Mood, Work Attitudes, Motivation, Stress and wellbeing at work , Work Teams & Group Processes in Organizations, Power and political behavior in organizations; Leadership, Role of leadership in creating cultures; Contemporary leadership styles, theories of leadership, Strategic leadership and high performance, leadership and ethics, global differences in leadership; Managerial Effectiveness, Conflict, Negotiation, Career Management, Culture: meaning, contemporary models of culture, organizational culture, Managing organizational change and development. Spirituality at Work.

READINGS:

1. Cummings, T. G., & Worley, C. G. (2007). Organization Development and change (8th ed.). USA: Thomson Cengage Learning.
2. Harigopal, K. (2006). Management of Organizational Change, Leveraging Transformation (2nd ed.). New Delhi: Response Books .
3. Luthans, F. (2009). Organizational Behaviour (10th ed.). New Delhi: McGraw- Hill.
4. McShane, L. S., & Glinow, V. M. (2008). Organizational Behaviour (4th ed.). New Delhi: Tata McGraw-Hill.
5. Nelson, D., Quick, J. C., & Khandelwal, P. (2012). Understanding Organisational Behaviour. New Delhi: Cengage Learning India (Forthcoming).
6. Nilakant, V. (2006). Change Management. New Delhi: Sage Publications.
7. Nilakant, V., & Ramnarayan, S. (2006). Change management: altering mindsets in a global context (1st ed.). New Delhi: Response Books Sage Publications.
8. Robbins, S. P., & Judge, T. A. (2013). Organizational Behaviour (15th ed.). New Delhi: Prentice-Hall of India.

E-203, MARKETING MANAGEMENT – 02 Credits

Course Objective: To introduce the learners to the concepts, strategies and contemporary issues involved in the marketing of products and services.

Course Content: Introduction to Marketing: Nature and Scope of Marketing, Marketing Concepts, Marketing Philosophies, Responsibilities of Marketing Management - Marketing Strategy Planning - Managing a Marketing Program - The Environment of Marketing - Analyzing Market

Opportunities. Marketing targeting - Buyer Behaviour: Consumers and Industrial Buyers - Market Segmentation, Targeting and Positioning - New Product Planning - Marketing Strategies with reference to Product Life Cycle and Competitive Strategies. Marketing Mix. Introduction to Internet Marketing, Nature and scope. Evolution of online marketing, Digital Marketing Process. Marketing with Networks, Internet and Intranet, Global Matrix .Introduction to CRM, CRM technology components, customer life style, customer interaction, features of CRM, Sales Force Automations (SFA)- Definition and need of SFA, barriers to successful SFA functionality, technological aspect of SFA, Impact of CRM on Marketing Channels- Meaning, how does the traditional distribution channel structure support customer relationship, emerging channel trends that impact CRM. Introduction to Rural Marketing, Profile of rural market in India. Main problem areas in rural marketing channel Management, Marketing communication, Market Segmentation and Marketing of rural products, Strategies for Rural Marketing, Social and sustainability aspects of rural marketing.

READING:

1. Kotler, P., & Armstrong, G. (2007). Principles of Marketing (12th ed.). New Delhi: Prentice Hall.
2. Kotler, P., Keller, K. L., Koshy, A., & Jha, M. (2008). Marketing Management: A South Asian Perspective (13th ed.). New Delhi: Pearson.
3. Aaker, D and Joachimsthaler, E (2000) Brand leadership, The Free Press
4. Assael, H. (1992) Consumer Behaviour and Marketing Action, 4th Edition, USA: PWS-Kent
5. Booms, B.H. and Bitner, M.J. (1981), Marketing strategies and organisation structures for service firms, in Marketing of Services, J. Donnelly and W.R. George (eds), American Marketing Association.
6. Brassington, F and Pettitt, S, (2000), Principles of Marketing, Second Edition, Prentice Hall, Harlow
7. Loudon, D.L. and Della Bitta, A.J. (1993) Consumer Behaviour, 4th Edition, USA: McGraw Hill
8. Lovelock (2001) Services Marketing, people, technology, strategy, Prentice Hall.

E-204 ENTREPRENEURSHIP – 02 Credits

Objective: The aim of this paper is to provide the idea about entrepreneurial processes and skills for creating new business and to facilitate with the knowledge about how entrepreneurship can contribute in Indian Economy.

Contents: Concept and Evolution of Entrepreneurship, Classification and type of entrepreneurs, nature and importance of Entrepreneurs, Approaches to entrepreneurship, Opportunity Assessment in Entrepreneurship: Feasibility Plan Outline, Environmental Assessment in Entrepreneurship, Entrepreneurial Ventures and Financial Analysis, Writing an Effective Business Plan, Financial Sources for Entrepreneurial Ventures: Venture Capital financing, Angel investors and others, Entrepreneurial issues in various cultural context. The Entrepreneurial mind- set in individuals: Entrepreneurial motivation; Entrepreneurial process and strategies: developing Ideas and business opportunities, Business Models; Growth and Social Responsibility: Growth strategies, Harvesting and Exit strategies, The Entrepreneurial mind-set in Organizations: Corporate entrepreneurship; The Social entrepreneur.

READING:

1. Casson, M., Young, B., Basu, A., & Wadson, N. (Ed). (2008). The Oxford Handbook of Entrepreneurship. New York: Oxford University Press.
2. Donald, F. Kuratko., & Jeffrey, S. Hornsby. (2009). New Venture Management: The Entrepreneurship Roadmap. New Delhi: Pearson Education.

3. Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2010). Entrepreneurship (8th ed.). Irwin: McGraw-Hill.
4. Kaplan, J. M., & Warren, A. (2010). Patterns of Entrepreneurship Management (3rd ed.). Wiley.
5. Khanna, T. (2008). Billions of Entrepreneurs: How China and India Are Reshaping Their Futures and Yours. Harvard Business School Press.
6. Kuratko, D. F., (2009). Entrepreneurship: Theory, Process, Practice (8th ed.). South Western, Cengage Learning.
7. Mullins, J. (2010). The new business road test: What entrepreneurs and executives should do before writing a business plan (3rd ed.). Harlow: Prentice Hall Financial Times.
8. Mullins, J., & Komisar, R. (2009). Getting to Plan B Breaking through to a better business model. Boston: Harvard Business Press.

E-205, MANAGERIAL FINANCE – 02 Credits

Course Objective: The course is designed in a manner to facilitate the learners for the comprehension of essential elements of financial management and the environment in which the business organizations operates. This syllabus will explain the strategic investment decisions and objectives of shareholder with modern perspectives and their impact on various decisions in modern era.

Course Contents–

Introduction to Financial Management, Time Value of Money, The Cost of Capital, The Basic Goal: Creating Shareholder Value, Agency Issues, Business Ethics and Social Responsibility, Strategic Investment Decisions - Basics of Capital Budgeting, Risk analysis in Capital Budgeting, Leverage, Management of Working Capital, Introduction to Optimal Capital Structure, Sources of Finance, Introduction to Dividend Decisions, Theories of dividend - Gordon model, Walter model, MM Hypothesis, Share Splits, Strategic Financing Decisions - Capital Structure, Theories and Value of the firm, Modigliani Miller model, Capital Structure. Long Term Finance.

READING:

1. Brealey, Myers, Allen., & Mohanty .(2007). Principles of Corporate Finance (8th ed.). New Delhi: Tata McGraw Hill.
2. Brigham., & Houston. (2006). Fundamentals of Financial Management (10th ed.). Thomson.
3. Brigham., & Phillip, Daves. (2006). Intermediate Financial Management. (9th study guide ed.). South Western.
4. Horne, V. et.al. (2009). Fundamentals of Financial Management (13th ed.). New Delhi: PHI Learning.
5. Keown, Martin. Petty., & Scott, Jr. (2008). Foundations of Finance (6th ed.). New Delhi: Pearson Prentice Hall.
6. Megginson, Smart., & Gitman. (2009). Corporate Finance (2nd ed.). Thomson.
7. Ross, S., Field, R. W., & Jordon, B. (2007). Fundamentals of Corporate Finance (8th ed.). New Delhi: Tata Mc-Graw Hill.
8. Watson., & Head, Anthony. (2002). Corporate Finance–Principles and Practice (2nd ed.). New Delhi: Pearson Education.

E-206 OPERATIONS MANAGEMENT – 02 Credits

Course Contents: Nature and scope of Operations Management, Operations as a Competitive Strategy; Product and Service design, Facility location, Production processes and Facility layout, Work Simplification. Aggregate Production Planning, Production Scheduling. Introduction to project scheduling techniques, Management of Quality, TQM approach, Statistical process control, Six Sigma approach, Introduction to TPM, Inventory Management: Models and Applications; JIT

and Lean Operations; Concept of Supply Chain Management; Introduction to emerging concepts in Production & Operations Management such as Environment, occupational safety, behavioural , sustainability and humanitarian aspects in operations management.

Suggested Readings

1. Bozarth, Cecil. C., & Handfield, R. B. (2007). Introduction to Operations and Supply Chain Management (2nd ed.). New Delhi: Prentice Hall.
2. Chase, Aquilano., & Agrawal. (2006). Operations Management for Competitive Advantage (11th ed.). New Delhi: Tata McGraw Hill.
3. Heizer, J., & Render, B. (2010). Operations Management. USA: Prentice Hall.
4. Krajewski, L., Ritzman, L., & Malhotra, M. (2009). Operations Management (9th ed.). New Delhi: Prentice-Hall India.
5. Kruger, David., Wit Piet de., & Ramdass, Kenn. (2005). Operations Management.

THIRD SEMESTER

E-301: Strategic Management (2 credits)

The course emphasizes the value and process of strategic management. In addition to familiarizing students with new subject matter, students are expected to integrate and apply their prior learning to strategic decision making in organisations. The Strategic Management course is designed to explore an organisation's vision, mission, examine principles, techniques and models of organisational and environmental analysis, discuss the theory and practice of strategy formulation and implementation such as corporate governance and business ethics for the development of effective strategic leadership

Upon successful completion of this course, students will be able to:

- Understand the strategic decisions that organisations make and have an ability to engage in strategic planning.
- Explain the basic concepts, principles and practices associated with strategy formulation and implementation.
- Integrate and apply knowledge gained in basic courses to the formulation and implementation of strategy from holistic and multi-functional perspectives.
- Analyze and evaluate critically real life company situations and develop creative solutions, using a strategic management perspective.
- Conduct and present a credible business analysis in a team setting.

Strategic Management : Managers Need Strategy; Value Creation and Value Capture; Basic Theories of Economics and Management vis-à-vis Strategic Mapping; Strategic plans for Global Emerging Markets (GEMs); *Industry Analysis*: Industry Analysis and the Five Forces Framework; Industry Analysis: Managing the Value Chain; Firm Level Strategy: Choosing How to compete; Low-cost Leadership; Positional Advantage; Strategic Budget and Audit; *Corporate Strategy*: Synergies; Technology Management and Discontinuation; Game Theory and Strategy; Operational Effectiveness; Global Strategic Planning and Optimization, Inorganic growth models. *Strategy Implementation*., Mc Kinsey's 7S Model, Organization Life Cycle, Management and Control, Activity based Costing, Strategic Information System; Structural Issue- organization structure and control, balance score card, strategy execution, innovation management, corporate governance, strategic change, strategy process and wrap up.

READINGS:

Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2016). *Strategic management: Concepts and cases: Competitiveness and globalization*. Cengage Learning.

Rothaermel, F. T. (2016). *Strategic management: concepts* (Vol. 2). McGraw-Hill Education.

Schilling, M. A., & Shankar, R. (2019). *Strategic management of technological innovation*. McGraw-Hill Education.

E-302: Business Ethics and Corporate Governance (2 Credits)

Course Objectives

The course seeks to bridge the gap between ethical behaviour of the individual and ethical challenges posed by organized business activity in the global marketplace. It further seeks to educate students about the importance of Corporate Governance and its implications with legal, social and personal ethics in business. The course aims to sensitize participants towards consequences of their decisions involving ethics. Finally the course does not provide solutions to critical dilemmas, but encourages critical ethical thinking and decision-making that are aligned with law of the land and morality.

Course Learning Outcomes

1. The course seeks to develop an understanding of philosophical frameworks that shape sense of morality while doing business in a cross-cultural global business environment.
2. It sensitizes participants towards negative outcomes of unethical practices at the level of organization, community, environment and self.
3. Facilitates the development of critical thinking to solve ethical dilemmas in work life.
4. Understand how areas of business often engage in unethical practices while conducting business functions like marketing, finance, human resources and others.
5. Learning to build an ethical work culture in an organization through an ethical policy, and its implementation.
6. Understanding the role of Corporate Governance in creating ethical and sustainable organizations.

Contents

Conceptual framework: Ethical considerations in business and the costs of being unethical. What is the purpose of business: profit maximization versus corporate social responsibility?

Philosophical frameworks for ethical decisions: Western Teleological, Deontological and Modern theories; Islam and business ethics; Chinese and Confucian ethics of business and Indian ethics.

Workplace ethics in human resources management: hiring, promotions, discipline, discharge; and discrimination related to gender, caste and class. Sexual harassment.

Mergers & Acquisitions: reorganization, rationalization & redundancy. Labor and unions tactics that are not ethical but practiced by organizations.

Marketing ethics: price, packaging and labelling problems; issues related to ethical advertising and communication; consumer protection and product safety.

Financial issues: insider trading, integrity of financial statements and reporting and disclosure issues.

Ethical choices facing employees: obligation and loyalty to the firm; abuse of official position; bribes & kickbacks; gifts and entertainment. Whistle blowing.

Corporate governance systems in Indian & multinational organizations. Institutionalizing ethics in organizations. Regulatory mechanisms and ethical audit and code for ethical conduct in organizations. International agencies like the United Nations Global Compact 10th principle on anti-corruption and Triple Bottom Line.

Suggested Readings

1. Fernando, A.C. (2012). *Business Ethics and Corporate Governance*. New Delhi: Pearson.
2. Mohapatra, S. (2012). *Case Studies in Business Ethics and Corporate Governance*. New Delhi: Pearson.
3. Griseri, P., & Seppala, N. (2010). *Business Ethics and Corporate Social Responsibility*. South-Western Cengage Learning.
4. Sims, R.R. (2003). *Ethics and Corporate Social Responsibility: Why Giants Fall*. Greenwood Publishing.
5. Sekhar, R. C. (2002). *Ethical Choices in Business*. New Delhi: Response.
6. Flynn, G. (2008). *Leadership and Business Ethics*. Springer.
7. Chakraborty, S. K. (2001). *The Management of Ethics Omnibus*. Oxford University Press.
8. Coomaraswamy, A. K. (1993). *Spiritual Authority and Temporal Power in the Indian Theory of Government*. New Delhi: Indira Gandhi Centre for Arts.
9. AIMA (2007). *Corporate Governance and Business Ethics*. New Delhi: Excel.
10. Valasquez, M. G. (2011). *Business Ethics: Concepts and Cases* (7th ed.). USA: Prentice Hall.

E-303: CASE STUDY DEVELOPMENT (2 credits)

FOURTH SEMESTER

E-401: Global Business Management (2 credits)

Course Objectives

The course focuses on key global business environmental factors and introduces to the students the nature of international business and the internationalised firm. It will help the students to understand the factors contributing to the diverse and complex international business environment and the influence of global competitive forces and the resources needed to compete effectively in global market

Contents

Unit 1: Introduction to Global Business

Globalization – Meaning, Implications, Globalization as a driver of International Business, International Business contrasted with domestic Business, Drivers of International Business, The Multinational Corporation – evolution, features and dynamics – from the Conglomerate to the Born Global Enterprise. Theories of International Business (Traditional theories for developed country incumbents vs Modern theories for Emerging Markets – Stage Model, Accelerated Internationalisation Models, LLL Theory, Leapfrogging and Spring-boarding theories, Modes of Entry into International Business – Trade, Contractual Entry and Investment related modes.

Unit II: Global Trading Environment

Theories of International Trade, Political Economy of International Trade – Tariff and Non-tariff Barriers, Global Regulation of International Trade – WTO, UNCTAD; Regional Economic Integration – theory, stages, working

Unit III: Global Investment Environment

Theories of Foreign Direct Investment, Traditional and Modern theories of FDI, Modes of FDI - Greenfield, Mergers and Acquisitions and Brownfield Investment, Motives of FDI, FDI contrasted with FPI

Suggesting Readings

1. Adekola, A., & Sergi, B.S. (2007). Global Business Management: A Cross-Cultural Perspective (1st Ed.). Routledge.
2. Hill, C. W., & Arun, K. (2017) International Business: Competing in the Global Marketplace (10th ed). McGraw Hill Education
3. Daniels, John D, Lee H Radenbaugh, Daniel P Sullivan, Prashant Salwan (2010) International Business – Environments and Operations, (12th edition), Pearson Ltd.
4. Michael R. Czinkota, Ilka A. Ronkainen and Michael H. Moffett, International Business, John Wiley & Sons Inc., eighth edition, 2011.
5. Griffin, Ricky R and Michael W Pustay (2007) International Business: A Managerial Perspective, Prentice Hall.
6. Morrison, Janet (2012) International Business: Challenges in a Changing World, Palgrave Macmillan
7. Cherunilam, F. (2010). International Business: Text and Cases (5th Ed.). Prentice Hall India
8. Varma, S. (2012). International Business (1st Ed.). Pearson.

E-MBA 402 SUSTAINABLE BUSINESS AND DEVELOPEMNT (2 Credits)

Course Objective

The objective of this course is to provide an overview of the concept of sustainability and sustainable businesses, debate the currently emerging discourse on sustainable development and discuss the changes, which are being or can be brought about in the present model of running businesses so that there comes about an alignment between the broader objectives of the market economy and the goals of sustainable development. Such an alignment is the need of the hour as the activities of companies as well as their product and services have significant environmental ramifications. The course aims to develop an understanding of the meaning of sustainability in terms of business, which provides both competitive advantage and fosters economic growth.

Course Learning Outcome

1. Understanding of the concept of sustainable development and the discourse associated with the same.
2. Understanding of the issues pertaining to sustainable businesses and the myriad perspectives pertaining to the role of business in sustainability.
3. Understanding of the business risks and opportunities created by the new global order and the need to adopt more sustainable practices along with understanding the challenges posed by sustainable development for companies and their associated responsibilities and the scope of their actions.
4. Understanding of the concepts of sustainability at the individual, organisational and societal level, with a special emphasis on the evolving role of business in society.
5. Understanding of the various sustainable business management practices.
6. Understanding of the international legal environment pertaining to sustainable business.

Course Content

1. **Unit 1:** Introduction to Climate Change and Sustainable Development; Millennium Development Goals; Historical and Emerging Themes in Sustainable Business; Business Case for Sustainability

2. **Unit 2:** Sustainable Firm – Corporate Social and Environmental Sustainability; Redefining the Traditional Business Models; Sustainability and New Product Development; Sustainable Retail; Supply Chain Restructuring
3. **Unit 3:** Sustainable Business Management –Sustainability Accounting and Reporting; Triple Bottom Line Accounting; Carbon Accounting and Auditing for Business; Socially Responsible Human Resource Management; Socially Responsible Investing and Finance
4. **Unit 4:** (Re)Transformation of Business – Sustainable Infrastructure; Re-working Transportation Networks; Energy Efficiency; Green Buildings
5. **Unit 5:** International Legal Environment of Sustainable Business – International Trade Laws; Climate Change Treaties and their Impact on Business

E-403: Dissertation (2 credits)

ELECTIVES

Area 1-Marketing management

E-111: Consumer Behavior (2 credits)

Course Objectives

Marketing involves decision making in areas like product, pricing, branding, distribution, and promotion. Consumers and customers subjected to these decisions with an aim to extract desired response. Marketing effectiveness can be significantly improved if these decisions based on consumer insights. Marketing success depends on a thorough understanding of why consumers behave the way they do to marketing stimuli? This course is designed to provide insight into consumer psychology with special focus on how consumers think, feel and respond to marketing

stimuli. The course aims to equip the participants to view marketing phenomena from customer's perspective.

Course Learning Outcomes

1. Develop an understanding of factors that influence consumer buying behaviour.
2. Appreciate mental processes that precede the act of purchase.
3. Learn models that map and explain consumer buying processes.
4. Learn to how to base marketing decisions on consumer insights.
5. Understand the influence of socio-cultural factors on consumer behaviour.

Contents

Marketing success and failure and consumer behaviour: manager and consumer perspectives, strategy consistency and inconsistency.

Consumer behaviour models: Mapping consumer's mind, deterministic and probabilistic approaches, Howard and Sheth, Nicosia and Engle and Blackwell model.

Consumer involvement: perceived risk, antecedents and consequences Consumer decision making: psychology of simplification, elaborate to routine buying Habit: loyalty, inertia and strategic implications for incumbent and entrant.

Consumer perception and knowledge: categorization process and discrimination, Types

of thresholds, consumer memory network. Consumer learning: connectionist and non -connectionist approaches.

Motivation and drive: theories, means and end chain, Hierarchical value mapping. Personality and self-concept influence: Personality theories, Freud, Jung and Trait theories, consistency hypothesis, personality and image, measurement of personality and self-image, creating aspiration brand.

Demographic and psychographic segmentation: lifestyle and psychographics Reference group influence: categories and types of influence Consumer culture: values and orientation, subculture, social class Family decision making: decision making unit, roles and influence, types of decisions Organizational consumer behaviour: differences, models and strategies.

Suggested Readings

1. Assael, H. (2009). *Consumer behaviour and marketing action*. New Delhi: Cengage Learning.
2. Blackwell, R. D., Miniard, P. D., & Engle, J. F. (2009). *Consumer behaviour*. USA: Thomson-South Western.
3. Evans, M., Jamal, A., & Foxall, G. (2009). *Consumer behaviour* (2nd Ed.). New Jersey: John Wiley & Sons.
4. Hawkins, D. I., Mothersbaugh, D. L. & Mookerjee, A. (2014). *Consumer behaviour: building marketing strategy*. New Delhi: McGrawHill.
5. Lindquist, J. D., & Sirgy, J. M. (2010). *Consumer behaviour*. New Delhi: Cengage Learning.
6. Lindstrom M. (2010) *Buyology: Truth and Lies about Why We Buy and the New Science of Desire*. New York: Business Books.
7. Peter, J. P. & Olson, J. C. (2010). *Consumer behaviour and marketing strategy*. New Delhi: McGraw Hill.
8. Schiffman, L. G., & Kanuk, L. L. (2010). *Consumer behaviour*. New Delhi: Prentice Hall.
9. Sheth, J. N., & Mittal, B. (2004). *Consumer behaviour: A managerial perspective*. Ohio: Thomson-South Western.

E-112: Brand Management (2 credits)

Course Objectives

This course seeks to impart understanding of the role brands play in contemporary businesses. Brands have come to acquire center stage in marketing and they are often labeled as ‘the’ asset of value creation. This course is designed to provide an understanding of how brands are created and managed overtime.

Course Learning Outcomes

1. To build an appreciation of the role of brand and branding in winning competitive battles
2. Developing understanding of the key issues in creating and managing brands
3. To develop a grasp of theoretical concepts and frameworks of branding
4. To provide with skills and knowledge to develop and execute strategies in managing brand
5. Learn strategies to create powerful brand in specific areas like commodity, technology and services

Contents

Brand and marketing success: corporate and country perspective; Firm, balance sheet, assets and ‘the’ asset; brand outcomes: customer and company; Anatomy of brand, brand meaning ;Brand types and consumer value spaces- functional, emotional and experiential brands.

Creating a brand- brand visioning; Brand identity and image, brand identity frameworks; Product and brand position, brand relevance and differentiation; Brand positioning strategies, positioning statement, choice of category and interest positioning.

Growth strategies and options; Leveraging internal assets; line extension strategy ; Brand equity- Keller and Aaker Framework ; Brand and customer response; External leveraging – locating external assets ; Brand stretch; Brand extensions.

Brand strategies- tradeoff between efficiency and effectiveness; Brand architecture and portfolio; Product life cycle, brand life cycle- challenges and strategies; Managing brand overtime. Brand and consumer insights: consumer behaviour analysis and insight mining; Branding in different industries- political, industrial, technology, service ; Brand outcomes and value; valuation methods.

Suggested Readings

1. Aaker, D. and Joachimsthaler E. (2000). *Brand Leadership: The Next Level of the Brand Revolution*. NY: The Free Press.
2. Kapferer JN (2008). *The New Strategic Brand Management: Creating and Sustaining Brand Equity Long Term*. London: Kogan Page.
3. Kevin Lane Keller (2012), *Strategic Brand Management: Building, Measuring, and Managing Brand Equity*. NJ: Prentice Hall.
4. Kumar R (2002). *Managing Indian Brands*. New Delhi: Vikas Publishing.
5. Travis, D (2000). *Emotional Branding*. California: Random House.
6. Verma H V (2013). *Brand Management: Text and Cases*. New Delhi: Excel Books.
7. Verma HV (2010). *Branding Demystified: From Plans to Payoffs*. New Delhi: Response Books.

E – 113 Sales Force Management

Course Objectives

The purpose of the course is to develop an understanding of concepts, which are helpful in designing sound programs for organizing and managing the sales force.

Course Learning Outcomes

1. Understanding the role, importance and various aspects related to sales management, personal selling and salesmanship.
2. Understanding the issues related to organizing, selecting and developing of sales force.
3. Understanding about designing and implementation of various aspects related to operating sales force market structure and how supply is determined in each.
4. Understanding the techniques of controlling and evaluating sales efforts.

Contents

Unit I: Personal Selling and Marketing Strategy: Sales Management and the business Enterprise, sales management, personal selling process and salesmanship, setting personal selling objectives, determining sales related marketing policies, formulating personal selling strategy.

Unit II: Organizing, Staffing and Training salesforce: Sales organization structures, recruiting and selecting salespeople, planning, executing and evaluating sales training programs.

Unit III: Directing Sales Force Operations: motivating sales personnel, compensating sales people, sales meetings and contests, sales quotas and sales territories.

Unit IV: Evaluating and Controlling the Sales Effort: The sales budget, analysis of sales volume and profitability and evaluating salesperson's performance.

Suggested Readings

1. Jobber, D., Lancaster, G. (2015). *Selling and Sales Management* (10th Ed.) Pearson Education.
2. Johnston, M. W., Marshal, G. W. (2013). *Sales Force Management* (11th Ed.). New Delhi: Tata McGraw-Hill Education.

3. Spiro, R., Rich, G., & Stanton, W. (2015). Management of a Sales Force (12th Ed.). New Delhi: Tata McGraw-Hill Education.
4. Still, R.R., Cundiff, E. W., & Govoni, N. A. P. (2011). Sales Management: Decision, Strategy and cases (5th Ed.). Pearson Education.
5. Tanner Jr., J.F., Honeycutt Jr., E.D., Erffmeyer, R. C. (2013). Sales Management, (1st Ed.). Pearson education.

E 114 Global Marketing

Course Objectives

The scale and scope of marketing has become global. Firms directly or indirectly participate in markets. This course is designed to make the participants learn about the challenges involved in marketing across borders. The environmental differences cause firms to adapt their marketing strategy and mix which requires a nuanced approach to dealing with changes.

Course Learning Outcomes

1. Developing basic vocabulary and understanding of marketing in the global environment
2. Understanding of different markets and cultures as marketing opportunity
3. Evaluate different options of operations in international markets
4. Apply theoretical frameworks to guide decision making for marketing in global context
5. Understand and appreciate the role of socio-legal-cultural factors on marketing mix variables

Contents

Unit I: Introduction to globalization and marketing across borders; global trade and marketing; Drivers of globalization; Multinational corporations; Dynamic environment of international trade; Trade theories. 148

Unit II: Global market environment; political environment, political systems, dumping ; legal environment; tariff barriers, multiplicity of legal environments; political risk; culture dynamics and influence on marketing mix; and consumer behaviour and social dimensions.

Unit III: Assessing global market opportunities; global marketing research; Quantitative and qualitative research; Problems in gathering data; Data reliability; Marketing information system; Foreign market entry strategies; Market regions.

Unit IV: Product strategy: levels, lifecycle management, brand strategy, international branding strategy, brand levels and alternatives, new product development for global markets; Product and culture; International pricing: pricing strategies, psychological pricing, pricing models, non-price factors, strategy for price leadership.

Unit V: Distribution in global marketing: distribution pattern, alternative middlemen choices, and factors affecting choice of channels; Export logistics; Global promotion: designing and selecting sales force, global advertising, and creative challenges, advertising appeals, message strategy and advertising effectiveness.

Suggested Readings

1. Cateora PR and Graham JL (2009). International Marketing. Boston: McGraw Hill/ Irwin.
2. Czinkota M. R. and Ronkainen (2010). International Marketing. Cin OH: South-Western Cengage Learning.
3. Hollis, N (2008). The Global Brands. NY: Palgrave Macmillan.
4. Johansson, J.K. (2009). Global Marketing. NY: McGraw Hill.
5. Keegan W.J. and Green M.C. (2005). Global Marketing. Upper Saddle River: Prentice Hall.
6. Onkvisit S and Shaw JJ (2009). International marketing: Strategy and Theory. NY: Rutledge.
7. Rajagopal (2007). International Marketing. New Delhi: Vikas publishing.

E – 115 Advanced Marketing Research

Course Objectives

The objective of this course is to familiarize the students with higher order research tools and techniques. The key to achieving marketing effectiveness lies in the ability to take decisions based on insights. In this regard knowledge and skills are essential to be able to conduct research in marketing areas like advertising, pricing and consumer behaviour and make decisions based on evidence.

Course Learning Outcomes

1. Understanding of the essence of decision making in the context of marketing
2. Strengthening and extension of the foundation laid in marketing research
3. Understanding multivariate techniques that can be used in practicing marketing
4. Learning to apply tools like discriminant analysis, conjoint analysis and cluster analysis
5. Learning to use statistical software in the conduct of data analysis

Contents

Unit I: Introduction to an interface between marketing and research: marketing problems and need for investigation; Research process: defining problems, determining objectives and development of research design; Types of research; Online and offline data sources.

Unit II: Qualitative research and quantitative research; Causal research and challenges; Survey instrument design: process and psychometric properties; Scaling and statistical properties; Multidimensional scaling.

Unit III: Multivariate analysis: decision involving more than a single variable; Multivariate analysis in consumer and market research; Factor analysis: finding dominant patterns and latent structures; Relationships between columns in data tables; multiple regression analysis.

Unit IV: Consumer value, product design and conjoint measurement; Extracting consumer preferences during the purchasing process into a quantitative measurement; Data requirements for conjoint analysis; two factor trade off analysis, full profile analysis ; Choice based and adaptive conjoint analysis.

Unit V: Cluster analysis: organization of observed data into meaningful categories; Cluster analysis method: tree clustering, block clustering and k-means clustering; Structural equation models.

Suggested Readings

1. Gilbert, A., Churchill, Jr., and Iacobucci, D. (2005). Marketing Research: Methodological Foundations. OHIO: South Western.
2. Hair, J.F. (2010). Essentials of Marketing Research. Boston: McGraw – Hill /Irwin.
3. Kerlinger, F.N., Rinehart, H. (1989). Foundations of Behaviour Research. New York: Winston.
4. Kinnear, T.C., and Taylor, J.E., (1996). Marketing Research: An Applied Approach. NY: McGraw Hill.
5. Malhotra, N.K., and Birks D.F. (2010). Marketing Research: An Applied Orientation, N.J: Prentice Hall.
6. Zikmund, W.G., and Babin, B.J. (2010). Essentials of Marketing Research (4th Ed.). Cengage Learning.

E-116: Advertising Management (2 credits)

Course Objectives

The purpose of this course is to familiarize the students with the role of advertising in the context of promoting products and services. Advertising is one of the most ubiquitous promotional tools on which big money is spent. It is important to understand the advertising process and key decision areas for effective management of this function.

Course Learning Outcomes

1. Understanding the marketing communication model and role of integrated marketing communication
2. Understanding various types of advertising
3. Understanding change in advertising over the years- new age advertising
4. Strengthening the concepts related to the main decision areas in advertising- mission, money, message, media and measurement
5. Understanding the role of advertising agencies
6. Develop an understanding of social, ethical and legal aspects governing advertising in India

Contents

Understanding Marketing Communication- Objective of Marketing Communication, Communication Model, Integrated Marketing Communications, Advertising in the evolving marketing environment.

Introduction to Advertising- Meaning and Importance of Advertising, Role of Advertising in the Marketing Mix, Stimulation of Demand, Effects of Advertising.

Determining Advertising Goals- Defining Advertising Objectives, DAGMAR Approach, and Hierarchy-of-Effects Model.

Building Advertising Programmes- Determination of Target Audience, Message Decisions- Content, Structure, Source and Format, Appeals in Advertising, Message tactics: copywriting. Media Planning and Budgeting- Determining Media Plan, Media decisions- Analyzing various Types of Media; Reach, Frequency and Impact, Factors influencing the choice of media, Methods of setting Advertising Budget.

Evaluating Advertising Effectiveness- Need and Importance of Measuring Advertising Effectiveness, Communication and Sales Effect; Opinion and Attitude Tests, Recognition and Recall Tests, Controlled Experiments.

Advertising Organization and Regulation- Advertising Agency and its Functions, Choosing the Agency, Agency Compensation, Legal, Ethical and Social Aspects of Advertising in India.

Suggested Readings

1. Aaker, D.A., Batra, R., and Myers, J.G. (2006). *Advertising Management*. New Delhi: Pearson Education
2. Belch, G.E. and Belch, M.A. (2018). *Advertising and Promotion: An Integrated Marketing Communication Perspective* (11th Ed.). New York: McGraw Hill.
3. Guinn O', T.C., Allen, C.T., and Semenik, R.J. (2009). *Advertising Management with Integrated Brand Promotion*. New Delhi: Cengage.
4. Sharma, Kavita (2011). *Advertising Planning and Decision Making*. New Delhi: Taxmann Publications.
5. Shimp, T.A. (2013). *Advertising and Promotion: An IMC Approach* (9th Ed). New Delhi: Cengage.
6. Wells, W., Moriarty, S., and Burnett J. (2009). *Advertising: Principles and Practice* (8th Ed.). Pearson.

E-117: Digital Marketing(2 credits)

Course Objectives

This course is designed to impart the participants with the knowledge, concepts and skills needed in marketing through digital channels. Participation in digital space is an imperative for both business and social organizations. The theories and models applicable require a revisit as digital

marketing is not the same as offline marketing. The course seeks to familiarize the participants with the concepts and techniques applicable in digital marketing.

Course Learning Outcomes

1. Appreciation of differences and similarities between non-digital and digital marketing
2. Understanding consumer behaviour on digital media
3. Learning to develop digital strategy
4. Understanding social media marketing
5. Understanding social media, web analytics

Contents

Internet penetration and digital commerce; Characteristics of Internet: Web 1.0, Web 2.0 and Web 3.0; Social media; Similarities and differences between online and offline marketing; Internet Marketing in India; Business response to emerging digital revolution; Digital devices, platforms, media, data and technology.

Digital marketing strategy; Digital conversion funnel: customer acquisition, conversion and retention; Acquisition: search engine optimization; paid advertising, search advertising, display advertising, social media marketing, email marketing; measuring success of search engine optimization, mapping search engine journey; On page and off page search engine optimization.

Online consumer behaviour: decision making process; problem recognition, information search, evaluation, choice and post purchase behaviour; online consumer segmentation; online marketing mix; consumer segments and targeting; User experience.

Social Media analytics: data type and collection, structured and semi-structured data, social media metrics, social media ROI, Social networks and social network analysis; Social media analytics with unstructured data: text mining, social customer relationship management, text mining for communication and reputation management; Big data, Internet of things. **Unit V:** Mobile Marketing, E-marketing; Internet marketing strategy: content marketing.

Suggested Readings

1. Aslam K (2017). *The 7 Critical Principles of Effective Digital Marketing*. Arizona: Scottsdale, the Stone Soup Hustler Publication.
2. Bly R.W. (2018). *The Digital Marketing Handbook*. Entrepreneur Press.
3. Giovannoni, E (2018). *The Digital Marketing Planning*. Brisbane: Chasefive.com.
4. Maity, M (2017). *Internet Marketing*. New Delhi: Oxford University Press.
5. Rayan D and Russ, H (2017). *Digital Marketing for Dummies*. NJ: John Wiley.

E-118 : Product Innovation(2 credits)

Course Objectives

This course aims to enable students to appreciate the role of technology, innovation and new product management in both corporate and public sector. It also aims to equip students with an understanding of the concerns in the management of technological innovation and new product development. The course would emphasize on strategic aspects of decision making involved in technology choices, investment options, level of technology absorption and the derived competitive advantages particularly in Indian context. It shall focus on developing innovative organization culture and suitable incubation climate. It aims to analyze the marketing and production aspects of new products and services. And appreciate the role of the State in policy making in managing new technologies

Course Learning Outcomes

1. Understanding the diversity of types of innovation, innovators and innovation environment.

2. Understanding a strategic perspective of the role of innovation and the major tools that are used increasingly to assist innovation management.
3. Understand the nature and extent of technological change and potential roles of incremental and disruptive innovation in creating and sustaining firm competitiveness
4. Knowledge of management techniques of technological new product development.
5. Analyze feasibility and viability of new product development both from a societal & a micro level perspective.

Contents

Unit 1: Introduction, Understanding innovation, Levels and types of innovation, Key drivers of innovation, Sources of innovation, and the relationship between innovation and research and technology development. Understanding creativity as a building block to innovation

Unit 2: Innovation Management, Framework for the management of innovation, Public sector services innovation, Diffusion of Innovation Creating Organizational innovative effectiveness Portfolio

Unit 3: Open Innovation, New technology transfer- Channels, Modes, levels and various concerns involved,

Unit 4: Strategic Role of R&D, New R& D approaches, Strategic evaluation of technology investments

Unit 5: New product development and life cycle management, Understanding Product platform strategy, Commercialization of core competencies, Marketing new products and technologies.

Suggested Readings

1. Khalil, T. A. (Ed.). (2009). *Technology management: Key to competitiveness and wealth creation*. New Delhi: Tata McGraw Hill.
2. O'Sullivan, D., & Dooley, L. (2008). *Applying Innovation*. New Delhi: Sage.
3. Trott, P. (2011). *Innovation Management and New product Development*. Pearson (5th edition).
4. Kahn, K. B. (2001). *New product planning*. New Delhi: Response Books.
5. Kahn, K. B. (2012). *The PDMA Handbook of new product development*. Wiley (3rd Edition).
6. Schilling, M. A. (2013). *Strategic Management of Technological Innovation*. McGraw-Hill Irwin (4th Ed).
7. Christensen, C. M. (2003). *The Innovator's Dilemma*. Collins Business.
8. Chesbrough, H. W. (2003). *Open Innovation (1e)*. Boston, MA, USA: Harvard Business School Press.
9. Porter, M.E. (1985). Technology and Competitive Advantage. *Journal of Business Strategy*, 5(3), pp. 60-78.
10. Utterback, J.M. (1994). *Mastering the Dynamics of Innovation*. Boston: Harvard Business School Press.

E-119: Service Marketing(2 credits)

Course Objectives

Most of the developed economies of the world have become service dominate about two decades ago and now developing economies are making a transition. Unique to Indian economy is the transformation from agricultural dominance to service dominance. The business space is inhabited by service companies and good companies who augment their offering with services. In this context good oriented marketing thinking and skills can be limiting. The purpose of this course is to acquaint the participants with the unique challenges faced by service marketers and augment skills and thinking to effectively marketing of services.

Course Learning Outcomes

1. Appreciation of differences between goods and services marketing
2. Understanding the process by which value is created in service businesses
3. Learning and mapping of consumer response to service buying situations
4. Understanding quality concept, measurement and implementation processes in services
5. Appreciation of differences in marketing issues like demand management and advertising

Contents

The emergence of service economy: contributory factors, consumption pattern analysis, economic transformation: agricultural, industrial and service economy, Service as marketing entity: characteristics and strategy implications, service dominant logic. Types of services: insurance, banking, air transportation, courier, education etc.

Marketing mix: concept of value and value drivers, extended framework. Relationship building: relationship marketing, bonding and lifetime value. Service encounter: moment of truth, service types and service encounter, service encounter classification. Service innovation: through encounter and system modification.

Service marketing system: servuction system, consumer and prosumer, service system mapping, front line, line of internal interactions and line of visibility, service blueprinting. Service system and functional orientations: service management trinity, interaction between production, marketing, human resources, inter-functional conflict and harmonization.

Service buying behaviour; difference in perspective, risk analysis, decision process

Service marketing strategy; segmentation, targeting and positioning, market innovation.

Competitive differentiation; competitive advantage and value chain analysis.

Service quality: concept, technical and functional quality, service quality models and measurement and implementation. Demand and supply imbalances management; challenges and strategies; Service culture; managing by values, recovery and empowerment, service culture.

Suggested Readings

1. Fisk, R. P., Grove, S. J., & John, J. (2013). *Services Marketing: An interactive approach* (4th Ed.). USA: Cengage Learning.
2. Glynn, W. J., & Barnes, J. G. (2006). *Understanding services management: Integrating marketing, organizational behaviour, operations and human resources management*. New Delhi: Prentice Hall.
3. Gronroos, C. (2007). *Service management and marketing: Customer Management in service competition* (3rd Ed.). New Delhi: Wiley India.
4. Gronroos, C. (2015). *Service management and marketing: Managing the service profit logic*. New York: John Wiley.
5. Hoffman, K. D., & Bateson, J. E. G. (2016). *Marketing of services: Concepts strategies and cases*. USA: Cengage Learning.
6. Lovelock, C., Wirtz, J. & Chatterjee, J. (2011). *Service marketing: people technology and strategy* (7th Ed.). New Delhi: Pearson Education.
7. Mudie, P., & Pirrie, A. (2006). *Services marketing management*. New Delhi: Butterworth Heinemann.
8. Shanker, R. (2002). *Services marketing: The Indian perspective*. New Delhi: Excel Books
9. Verma, H. V. (2012). *Services marketing: text and cases* (2nd Ed.) New Delhi: Pearson Education.
10. Zeithaml, V., Gremler, D., Bitner, M. J., & Pandit, A. (2013). *Services marketing: integrating customer focus across the firm* (6th Ed.). New Delhi: McGraw Hill.

E-120: Retail Management (2 credits)

Course Objectives

To introduce the student to the field of retailing management and enable them to understand the problems and issues faced by retailers and develop winning strategies for retailing business.

Course Learning Outcomes

1. Understanding the nature and importance of retail management
2. Understanding various kinds of retail formats
3. Learning the role of marketing, finance, IT, supply chain in formulation of retail strategies
4. Develop an understanding of merchandise management
5. Learning about retail store operation, design and management
6. Developing marketing competencies in retailing and retail consulting

Contents

Introduction to the World of Retailing – Concept, Nature and Scope, Functions, Economic Significance of Retailing, Retail Mix, The Retailing environment in India, Types of Retailers – Retail Formats, Theories of Retail Development and The Retail Life Cycle.

The Retail Strategy: Retail Market Strategy, Financial Strategy, Retail Locations, Human Resource Management, inventory management, Information Systems and Supply Chain Management.

Retail Management: Situation analysis, Retail organization structure, Identifying and understanding the customer, Customer Service, store positioning, CRM-Building and sustaining relationships.

Merchandise Management: Managing Merchandise Assortments, Merchandise Planning Systems, Buying Merchandise, National brands or Private labels and Retail Pricing.

Store Management: Managing retail services Store Layout and Design, Visual Merchandising, Retail Communication Mix, store maintenance and store security and Retail Promotions.

Future of Retailing: Retailing through Internet, Career opportunities in Retail and Road ahead in India.

Suggested Readings

1. Bajaj, C., Tuli, R. & Srivastava, N. (2016). *Retail Management (3rd Ed)* New Delhi: Oxford University Publication.
2. Berman, B., & Evans, Jr. (2013). *Retail management- A Strategic Approach (10th Ed.)*. New Delhi: Pearson Education.
3. Dunne, P., Lusch, R. & Carver, J. (2014). *Retailing (8th Ed.)*. Cengage.
4. Michael, L. M., Weitz, B. W. & Grewal, D. (2013). *Retailing Management*. New Delhi: McGraw Hill.
5. Newman, A. J. & Cullen, P. (2002). *Retailing Environment & Operations*. London: Cengage Learning.
6. Pradhan, S. (2017). *Retailing Management: Text and Cases*. New Delhi: McGraw-Hill.

Area 2-Human Resource Management

E – 221 Training and Development (2 Credits)

Course Objective

The objective of this course is to provide an in-depth understanding on various stages of learning, training and development process, and planning / managing the training sub -system more effectively in an organization. The course provides a skill -based approach towards designing and (2developing tools for managing training function including training needs assessment, designing of training /learning modules, resource planning including e-resources and online learning resources, management of support facilities/ services, coordination with institutions/ experts, and evaluating training/learning outcomes.

Course Content

Overview of the Training (Learning and Development) Process and training function in traditional and modern organizations; Stakeholders in training; Internal Customers and their expectations; Understanding changing nature of work place, skills and competencies needed in the context of changing technology, values and aspirations of people.

Key components of managing training function: Designing tools for and/or undertaking training needs analysis; Understanding development of training modules using principles and theories of learning; Instructional Objectives and Lesson Plans; Planning for and managing training/learning resources including e-modules, online/offline resources, audio-visual support and training aides; training calendar and training budget; Managing vendors and Institutions; Facility management.

Delivery of training/ learning modules including facilitation of training/learning climate, instructional methods; Measuring and evaluating training effectiveness and outcomes, including linkage with performance management and RoI.

Suggested Readings

1. Agochiya, D. (2018). *Every Trainer's Handbook* (2nded). New Delhi: Sage
2. Biech, E. (2014). *ASTD Handbook: The Definitive Reference for Training and Development* (2nded.). Alexandria, VA: ASTD Press.
3. Bray, T. (2012). *The Training Design Manual: The Complete Practical Guide to Creating Effective and Successful Training Programmes* (2nded.). New Delhi: Kogan Page.
4. Gane, C. (2017). *Managing the Training Function: Using Instructional Technology and Systems Concepts* (Vol.29). Oxon, UK: Routledge Library Editions.
5. Lawson, K. (2016). *The Trainer's Handbook* (4thed.). New Jersey: Pfeiffer-Wiley.
6. Lynton, R., & Pareek, U. (2011). *Training for Development* (3rded.). New Delhi: Sage.
7. Moskowitz, M. (2008). *A Practical Guide to Training and Development: Assess, Design, Deliver, and Evaluate*. New York: John Wiley.
8. Donaldson, L. & Scannell, E.E. (2000). *Human Resource Development: The New Trainer's Guide* (3rded). Cambridge, MA, USA: Perseus Pub.
9. Sleezer, C.M., Russ-Eft, D., & Gupta, K. (2014) *A Practical Guide to Needs Assessment*. San Francisco. ASTD-John Wiley.
10. Phillips, P.P. (2012) *ASTD Handbook for Measuring & Evaluating Training*. New York. Cengage.

11. Noe, R. A. (2016). *Employee Training & Development* (7thed.). USA: McGraw-Hill.
12. Phillips, P., Phillips, J. J., Stone, R., & Burkett, H. (2007). *The ROI field book: strategies for implementing: ROI in HR and training*. USA: Elsevier.

E-222 : Performance Management

(2 Credits)

Course Objective

The objective of this course is to provide both conceptual and practical insights into performance management system and in managing training and development system. The course is delivered in the form of a skill-based approach in identifying key competencies (KPAs/KRAs), designing performance appraisal form, conducting performance counselling, and tools for training needs assessment, designing training modules, and evaluating training outcomes. The course content is developed along two modules.

Course Content

Module 1: Perspectives to Performance Management System; Systems and Formats including Graphic Rating System, Behaviour Anchor System, Balanced ScoreCard System, and 360-Degree system; Identifying, defining, and measuring performance metrics and competencies (KRAs, KPAs, and KPIs); Formats for scaling and measurement; Designing Appraisal Form; Performance Feedback and Counselling; Potential Assessment and Performance Planning.

Module 2: Performance Management perspective to training sub-system; Designing Training Needs Assessment (TNA) tools; Developing Training Modules including training objectives, lesson plans, and learning climate; Effective delivery of training; Evaluating training outcomes.

Suggested Readings

1. Agochiya, D. (2018). *Every Trainer's Handbook* (2nded.). New Delhi: Sage.
2. Armstrong, M. (2018). *Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance* (6thed.). London: Kogan Page.
3. Biech, E. (2014). *ASTD Handbook: The Definitive Reference for Training and Development*. (2nded.). Alexandria, VA: ASTD Press.
4. Bray, T. (2012). *The Training Design Manual: The Complete Practical Guide to Creating Effective and Successful Training Programmes* (2nded.). New Delhi: Kogan Page.
5. Lawson, K. (2016). *The Trainer's Handbook* (4thed.). New Jersey: Pfeiffer-Wiley.
6. Lynton, R., & Pareek, U. (2011). *Training for Development* (3rded.). New Delhi: Sage.
7. Moskowitz, M. (2008). *A Practical Guide to Training and Development: Assess, Design, Deliver, and Evaluate*. New York: John Wiley.
8. Niven, P. R. (2008). *Balanced Scorecard step-by-step: Maximizing Performance and Maintaining Results* (2nded.). New Jersey: John Wiley.
9. Noe, R. A. (2017). *Employee Training & Development* (7thed.). New York: McGraw Hill.
10. Phillips, J. J., & Stone, R. (2002). *How to Measure Training Results: A Practical Guide to Tracking the Six Key Indicators*. USA: McGraw Hill.
11. Rao, T. V. (2016). *Performance Management: Toward Organizational Excellence*. (2nded.). New Delhi: Sage.
12. Sanghi, S. (2016). *The Handbook of Competency Mapping: Understanding, designing and implementing competency models in organizations* (3rded.). New Delhi: Sage.

E- 223 : Counseling Skills for Managers

(2 Credits)

Course Objectives

The objective of this course is to provide some insights to students into handling behaviour issues at work place by developing counseling skills. It is to help the budding and existing managers and supervisors to develop counseling skills and apply them appropriately in the right situation with the expected outcomes.

Course Learning Outcomes

Course Content

Unit I: Overview of Counseling

Unit II: Introduction to Counseling: Historical evolution; Definition- Common elements; Counseling and Psychotherapy and Instruction; Why workplace Counseling – Goals of Counseling

Unit III: Theoretical Foundations of Counseling: Elements of a Theory; Psychoanalysis; Behaviorism; Humanism

Unit IV : Counselor's attitudes and Skills in Counseling: Qualities of a Counselor; Counselor's needs in Counseling; Personal characteristics of an effective Counselor

Unit V: Counseling Process: 5 D Model of counseling process; Initial Interview – Assessing Client's needs; Rational Emotive Behaviour Therapy (REBT); Final phase – Role of Emotions

Unit VI: Organizational Applications of Counseling Skills: Changing behaviour through Counseling; Specific Techniques; Context of Counseling; Role conflicts of Managers and Counselors; counseling at work place; Problem subordinates

Unit VII: Ethics in Counseling

Suggested Readings

1. Carroll, M (1996). Workplace Counseling (1st Ed.). Sage publications.
2. Kottler, J.A., & Shepard, D. S. (2008). Counseling Theories and Practices (1st Ed.). Cengage Learning.
3. Moursund, J. (1990). The Process of Counseling and Therapy (2nd Ed.). Englewood Cliffs, N.J.: Prentice Hall
4. Patterson, L. E., & Welfel, E. R., (2004). The Counseling Process: A Multi-theoretical Integrative Approach (Skills, Techniques, & Process) (6th Ed.). Cengage Learning.
5. Rogers, C.R. (1961). On Becoming a Person: A Therapist View of Psychotherapy. Boston: Houghton-Mifflin.
6. Rogers, C.R. (1951). Client Centered Therapy. Boston: Houghton-Mifflin.
7. Singh, K. (2015). Counseling Skills for Managers (2nd Ed.). India: Prentice Hall of India.

E-224 : Change and Intervention Strategies

(2 credits)

Course Objective

The purpose of this course is to familiarize the students with the various aspects of change management in organizations. It helps them get acquainted with the various models, theories and tools of change management that would help organizations cope in the volatile, complex and fast changing world of today. The course primarily deals with the soft side of strategic change management and delves into the various issues and challenges related to different change management approaches and strategies.

Course Contents

Introduction to change: Theoretical approaches Models and Perspectives of change; Organizations and their changing Environment; Forces of change; Nature of Change

Organizational Structure, Design and Culture:

Culture, Leadership and Politics of Change; Different types of organizational structures and designs.

Strategies for Managing Change:

The Hard Systems models of change and the soft systems of Models of change; Understanding Organizational development in a life cycle perspective; The different challenges and resolution of conflicts along the life cycle of an organization; Nature of Planned Change; Diagnosing organizations; Collecting and Analyzing diagnostic information; Designing Intervention; Action Research & Appreciative Enquiry

Interventions of Change in Organizations:

Human Process Interventions; Techno-structural Interventions; Human Resource Management Interventions; Strategic Interventions of Change; Mergers & Acquisitions; Knowledge Management; Quality Circles etc.,

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; Factors Affecting the Choice of a Change Strategy; Formulating and Facilitating Change; Role of Change Agent; Action planning and Implementation; Action planning tools; Contingency planning; Surveys; Critical path methods; Force Field and Stakeholder Analysis, Leverage Analysis; Impact on Stakeholders; Ethics in Change Management; Kotter's 8-step Model; Lewin's Change Model; Implementing Change;

Resistance to change:

Causes, Challenges and Management of Resistance of Change; Communication during Change; Communicating Vision; Consolidating Change

Suggested Readings

1. Bridges, W. (1991). *Managing transitions: Making the most of change*. New York: Wesley Publishing Company.
2. Clarke, T. & Clegg, S. (1998). *Changing Paradigms: the transformation of management knowledge for the 21st century*. Harper Collins Business.
3. Cummings, T.G. & Worley, C.G (2009). *Organization Development and Change*. California. Cengage
4. Hammond, S. A. & Royal, C. (1998). *Lessons from the Field: Applying appreciative inquiry*. Pinto: Practical Press Inc.
5. Kanter, R. M. (1995). *World class*. New York: Simon and Schuster.
6. Kotter, J.P. (2012). *Leading Change*. Boston. Harvard Business Review Press.
7. Kotter, J.P., & Cohen, D.S. (2012). *The Heart of Change: Real Life Stories of how people change their organisations*. Boston. Harvard Business Review Press.
8. Mann, A. (2018). *Future First: How successful leaders turn innovation challenges into new value frontiers*. Routledge.
9. Peters, T. (2018). *The Excellence dividend: meeting The Tech Tide with work that wow and jobs that last*. Boston. Vintage.
10. Quinn, J. (1992). *Intelligent Enterprise*. New York: The Free Press.
11. Sharma, R. R. (2013). *Change Management and organizational transformation*. New Delhi. McGraw-Hill Education
12. Waddell, D., Cummings, T., & Worley, C.G (2017). *Organizational Change: Development and Transformation*. Australia: Cengage Learning

E – 225: Industrial Relations

(2 credits)

Course Objective

The purpose of this course is to develop an understanding about the socio-political background, issues and challenges related to employee relations in the Indian context. The course attempts to prepare the student for the ground realities of industrial strife, institutionalized mechanisms to resolve conflicts and instill harmony.

Course Contents

Introduction to Industrial Relations

Trade Unions

Collective Bargaining:

Role of Government in IR

Contract of Employment

Public Policy and Wage and Reward System

Working Conditions, Safety, Health and Environment & Social Security

Dispute Resolution and Industrial Harmony

Employee Participation and Labor-Management Cooperation

Grievance and Discipline Handling:

HRM and IR in India

ILO, India and International Labor Standards

Suggested Readings

1. Bray (2004). *Industrial relations: A Contemporary Approach*. Australia: McGraw Hills.
2. Mamoria, S., Mamoria, C.B. & Gankar. (2010). *Dynamics of Industrial Relations*. New Delhi: Himalaya Publishing House.
3. Monappa, A. (2000). *Industrial Relations*. New Delhi: Tata McGraw Hill.
4. Sen, R. (2009). *Industrial Relations in India: Text and Cases*. Laxmi Publications (P) Ltd, Mumbai.
5. Uzzaman & Sherwani (2000). *Industrial Relations in India*. Anmol Publication.
6. Venkata Ratnam, C.S., & Dhal, M. (2017). *Industrial Relations*. Oxford University Press, India.

E-226 TALENT MANAGEMENT

Course Objectives

Organizations are unlikely to remain competitive without high performing employees to execute team and organizational strategy. The objective of this course is to facilitate students in developing insights and understanding of effective management and development of talent in teams and organizations. The syllabus is intended to help students identify best practices and approaches for talent management. The course is designed for students and executives who will be significantly involved in creating and managing talent.

Course Learning Outcomes

1. Understanding Talent Management, Challenges and Dilemmas
2. Understanding best HR practices for talent management and managing talent for teams and organizations
3. Gaining insight on talent management in different organizational contexts
4. **Developing an understanding of how to identify talent and create development plans using data**

Contents

Unit I: Define Talent and Talent Management; historical context of talent management; Challenges and Dilemmas; single-ladder pipeline versus multiple pipelines; aligning strategy and talent management for competitive advantage.

Unit II: Best HRM Practices for managing talent/star employees (hiring, rewarding, retaining, performance management and succession planning etc.); employer branding and talent management; Role of social media in talent management

Unit III: Talent management in different organizational contexts: global context, disruptive organizations, complex and uncertain scenarios etc.

Unit IV: Diversity and Talent; Talent management and future directions

Unit V: Talent Analytics; preparing a talent development plan

Suggested Readings

1. Collings, D.G., Mellahi, K., & Cascio, W.F. (2017). *The Oxford Handbook of Talent Management*. Oxford University Press.
2. Wilcox, M. (2016). *Effective Talent Management: Aligning Strategy, People and Performance*. Routledge.
3. Sparrow, P., Scullion, H., & Tarique, I. (Ed). (2014). *Strategic Talent Management: Contemporary Issues in Global Context*. Cambridge: Cambridge University Press.
4. Sparrow, P., Hird, M., & Cooper, C.L. (2015). *Do We Need HR? Repositioning People Management for Success*. Palgrave Macmillan
5. Born, M., & Heers, M. (2009) *Talent Management: Alternatives to the single-ladder approach*. DEA, EHRM, Denmark (Faculty Report)
https://dea.nu/sites/default/files/Report_EHRM.pdf (accessed 19/08/2018)

E-227 GLOBAL HUMAN RESOURCE MANAGEMENT

UNIT 1

Human and Cultural Variables in Global Organisations– Cross-cultural differences and managerial implications -- Cross cultural Research Methodologies and Hofstede Hermes Study.

UNIT 2

Human Resource Management in Global Organisations: Recruitment and Selection.

UNIT 3

Compensation and Appraisal in Global Perspective: MNC and compensation system.

SUGGESTED READINGS:

1. Mohan Thite, (2004), *Managing people in the new economy response books*, a division of saga publications, New Delhi,.
2. Dr.Victor Louis Anthuvan, *The Dynamics and the Impact of Globalization*, Amirtham Publications, Madurai.
3. Adler,N.J. (1991), *International Dimensions of Organizational Behaviour*, Kent Publishing,.
4. Berlett,C & Ghoshal,S. (1995), *Transactional Management: Text, cases, and readings in cross border management*, Chicago, Irwin.
5. Dowling,P.J. (1994), *International Dimensions of Human Resource Management*, (2nd ed). California, Wordsworth,.
6. Hofstede,G. (1984), *Cultures Consequences: International Differences in work related values*, London, saga,.
7. Marcic,D & Puffer,S.M. (1994), *Management International: Cases, Exercises and readings*, St. Paul, West Publishing,
8. Mead,R. (1994), *International Management: Cross Cultural Dimensions*, Blackwell.
9. Mendenhall, M. (1995), *Global Management*, Cambridge Massachusetts., Blackwell.

E – 228 Human Resource Metrics and Analytics

Course Objective

Organizations are increasingly leveraging human resource data for not only managing current human resources more efficiently, but also use analytics for future decisions, from talent acquisition to competency development and from performance management to employee engagement. The objective of this course is to provide a detailed understanding of various qualitative and quantitative measures (metrics) of human resource activities and processes in organizations, research, and track and compile these measures in to data sets, and use statistical tools for analyzing the data. The course will also familiarize participants in the use of tools to analyze, interpret, and generate reports/ dashboards, for better human resource management decisions.

Course Content

Module 1: HR Metrics: Measuring HR functions and Processes: Concepts, Approaches and Objectives; Tools for compiling HR Data and HR metrics (e.g. Balance Score Card, Employee Surveys, Employment Test Scores, etc.); HR Functional / process related metrics: Workforce planning metrics, HR Deployment metrics, Recruitment metrics; Selection metrics, Performance metrics, Training / Learning metrics, Compensation and Benefits metrics, Employee Relations metrics; Qualitative and Quantitative HR outcome metrics (Attrition, Absenteeism, Job satisfaction, employee engagement, perceptions and attitude, HRD climate, Safety, wellness, and employee health); Social, Demographic and Occupational metrics (Diversity); Methods of data capture and benchmarking; Aligning HR Metrics and Organizational Performance.

Module 2: Analytics: Meaning and scope of analytics in HR; Typical sources of data; Overview of data formats; Quantitative and Qualitative data analysis techniques in HR analytics; Predictive analytics: basic methods and techniques, scenario planning, integration with strategic decisions; Effectiveness and Efficiency – Outcome and Impact analysis; HR Dashboards; HR Analytics and HR Decisions. Data Integrity and Security Issues.

Learning Outcomes

1. Participants will be able to understand various qualitative and quantitative measures of human resource management processes and outcomes in an organization; and the importance of using data-based reasoning to support HR decisions;
2. Participants will be able to identify (research), track, compile, analyze and interpret human resource data in order to make more effective, evidence-based decisions on managing human resources;
3. Participants will be able to develop research and analytical tools for measuring, analyzing, and developing HR decision support scenarios;
4. Participants will be able to apply skills in quantitative and qualitative data analysis using software applications and will be able to do critical analysis of results from HR analytics and communicate (implement) actionable insights.
5. Participants will be able to understand the synergy between HR decisions and outcomes, and organizational performance.

Suggested Readings

1. Bassi, L., Carpenter, R., & McMurrer, D. (2012) HR Analytics Handbook. New York: McBassi & Co.
2. Bucknall, H., & Wei, Z. (2006). Magic Numbers for Human Resource Management. New Delhi: Wiley.
3. Edwards, M.R., & Edwards, K. (2016) Predictive HR Analytics: Mastering the HR Metric. London: Kogan Page.
4. Fitz-Enz, J., & Mattox-II, J.R. (2014). Predictive Analytics for Human Resources. New Jersey: Wiley.

5. Isson, J.P., & Harriott, J.S. (2016). People Analytics in the Era of Big Data: Changing the way you attract, acquire, develop and retain talent. New Jersey: Wiley.
6. Marr, B. (2018). Data-Driven HR: How to Use Analytics and Metrics to Drive Performance. London: Kogan Page.
7. McBeath, G. (1992). The Handbook of Human Resource Planning: Practical Manpower Analysis Techniques for HR Professionals. Oxford: Wiley-Blackwell.
8. Pease, G. (2015). Optimize Your Greatest Asset - Your People: How to Apply Analytics to Big Data to Improve Your Human Capital Investments. New Jersey: Wiley.
9. Rao, T.V. (2014). HRD Audit: Evaluating the Human Resource Function for Business Improvement (2nd ed.). New Delhi: Sage.
10. Smith, T. (2013). HR Analytics: The What, Why and How ... Create space Independent Pub.
11. Soundararajan, R. & Singh, K. (2016). Winning on HR Analytics: Leveraging Data for Competitive Advantage. New Delhi: Sage. 151
12. Sundmark, L. (2017). Doing HR Analytics: A Practitioner's Handbook with R Examples. Create space Independent Pub.
13. Waters, S.D., Streets, V.N., McFarlane, L., Johnson-Murray, R. (2018). The Practical Guide to HR Analytics: Using Data to inform, transform, and empower HR Decisions. Virginia: SHRM Society Pub.

E- 229 Organizational Leadership: Inspiration, Dilemmas and Action

Course Objectives

This course examines the leadership in literature. Literature teaches that people who are intelligent can see things differently, and this happens in organizations too. Literature helps identify the really complicated issues and the stakes on all sides. Grappling with these issues through fiction is good practice for grappling with them in business.

Course Learning Outcomes

1. The students will be exposed to various theories of leadership in the context of growing organizational crisis of values.
2. The students will be exposed to different cases and models to create value based organizational culture.
3. The students will be exposed to the five disciplines of learning organizations and various tools and techniques to create a learning organization.
4. The students will be exposed to different models of creating high performing organizations.
5. The students will be exposed to value-based stake holder analyses. Contents

Unit I: Leadership – Various theories, Transactional and transformational leadership styles, Charismatic leadership, authentic leadership, and Value based leadership.

Unit II: Organizational culture – perspectives, models and challenges; Synergy between core competences and organizational culture; Virtue based organizational culture, Miami's seven step process for creating value framework, Creating a culture of value-based leadership.

Unit III: Learning Organization: Nature, concept and disciplines; Systems thinking; Mental models, Team learning, Personal mastery, Shared Vision, Application of five disciplines, Creating learning organizations.

Unit IV: High performing organizational models – key components, intellectual and psychological capital, employee involvement.

Unit V: Stakeholder theory and value creation, Value based social engagement.

Suggested Reading List

1. Senge P.M. (1990). The Fifth Discipline: The Art & Practice of The Learning Organization
2. Senge, P.M. (1994) The Fifth Discipline Field book: Strategies and Tools for Building a Learning Organization

3. Collins, J. (2001). Good To Great: Why Some Companies Make the Leap...And Others Don't.
4. Bennis, W.G. and Thomas, R.J. (2002). Geeks and Geezers: How Era, Values, and Defining Moments Shape Leaders.
5. Kraemer, H.M. (2011). From Values to Action: The Four Principles of Values-Based Leadership.
6. George, B. Authentic Leadership: Rediscovering the Secrets to Creating Lasting Value, Kindle edition.

E – 230 Cross Cultural and Global Management

Course Objective

The objective of the course is to provide conceptual framework and diagnostic tools to identify and understand how social and cultural factors influence behaviour of people and how organizational systems, management styles, and human resource practices in multinational and global organizations are influenced by the social and cultural factors. The course is designed to sensitize and create a broader appreciation of the nuances of cultural factors on managerial behaviour, business processes, and in managing human resources in transnational organizations. The course content is broadly grouped in to 3 modules.

Course Content

Module 1: Defining and understanding culture, society and nationality; Influence of Social and Cultural Concepts on individual behaviour, managerial styles and organizational processes; Theoretical frameworks to cross-cultural analysis: Kluckhohn and Strodtbeck, Murdock, Hall, Lewis, Hofstede, and Trompenaars; Cross-Cultural Research: Hermes and GLOBE studies; Ethics in International Business.

Module 2: Human Resource Management in Global Organizations; Recruiting and managing expatriates: Entry and re-entry challenges; Performance Assessment and Learning and Development in MNCs/ Global Companies; Expatriate Compensation; Communication and Negotiation in cross-cultural context; Work related regulatory and legal issues for expatriates.

Module 3: Regional and country cluster analysis.

Learning Outcome

1. Participants will be able to understand the influence of social and cultural factors on the behaviour of individual at work places, influence on managerial styles, business strategies, and other organizational processes.
2. Participants will be able to understand the complexity of managing people from diverse social and cultural background in multinational and global organizations.
3. The course provides a broader canvass of understanding the nuanced influence of culture in organizations across different cultural contexts.
4. Participants will be able to develop their own contextual framework of cultural factors while travelling / conducting business in different parts of the World.
5. The entire course is based on case studies and students will be able to understand the influence of social and cultural factors from real world examples.

Suggested Readings

1. Abramson, N.R., & R.T. Moran. (2018). Managing Cultural Differences (10th ed.). New York: Routledge.
2. Adler, N. J., & Gundersen, A. (2008). International Dimensions of Organizational Behaviour (5th Ed.). USA: Thomson Learning.
3. Browaey, M. J., & Price, R. (2015). Understanding Cross-Cultural Management. Harlow: Pearson.
4. Dolan, S.L. & Kawamura, K.M. (2015). Cross Cultural Competence: A Field Guide for Developing Global Leaders and Managers. Bingley: Emerald.

5. Dowling, P. J., & Festing, M. (2017). International Human Resource Management (7th ed.). London: Cengage.
6. Gannon, M. J., & Newman, K.L. (2017). The Blackwell Handbook of Cross-Cultural Management. UK: Blackwell Pub.
7. Hofstede, G., Hofstede, G.J., & Minkov, M. (2010). Cultures and Organizations: Software of the Mind (3rd ed.). New York: McGraw Hill.
8. Madhavan, S. (2016). Cross Cultural Management: Concepts and Cases (2nd Ed.). New Delhi: Oxford University Press.
9. McFarlin, D., & Sweeny, P. (2018). International Organizational Behaviour (2nd ed.). New York: Routledge.
10. Sparrow, P., Brewster, C. & Chung, C. (2017). Globalizing Human Resource Management (2nd ed.). New York: Routledge.
11. Vance, C.M., & Paik, Y. (2015) Managing a Global Workforce: Challenges and Opportunities in International Human Resource Management (3rd ed.). New York: Routledge.
12. Thomas, D. C., & Peterson, M.F. (2018). Cross Cultural Management: Essential Concepts (4th ed.). California: Sage. The list of cases and specific references i

E-231 STRATEGIC HUMAN RESOURCE MANAGEMENT

Strategic Human Resource Management – Concept and Aims of Strategic Human Resource Management – Models of Strategic HRM – Strategic HRM: Best Fit and Best Practice – Strategic HRM and the Resource- Based view of the firm– Strategic role of HR function. \ : Functional Strategic Human Resource Strategies- Employee resourcing strategy, Strategies for Managing Performance, Strategic Human Resource Development, Reward and Compensation Strategy, Employee.

II Strategic HRM and Strategic Change- Strategic HR issues and role of HR in the context of Change, Culture Management, Total Quality Management, Knowledge Management, Merger and Acquisition.

III Evaluating and Measuring the Impact of Strategic HRM–Overview and Approaches– Quantitative and Qualitative Criteria– Balanced Scorecard and HR Scorecard Perspective, Benchmarking etc – Evaluating strategic Contributions of Traditional HR Areas- Strategic contribution of HRM to organizational success–High Performance Work Practices (HPWP)

IV Human Resource Strategy and the Dynamics of industry-based Competition–Strategic HRM for specific business situations- Talent Management, Knowledge Management with special reference to HRM practice in Knowledge Based Industry—Strategic HR issues vis-à-vis Emerging Organizational Forms

Suggested Readings:

1. Michael Armstrong, Strategic Human Resource Management – A Guide to Action, Kogan Page.
2. G. F. Dreher and T. W. Dougherty, Human Resource Strategy, Tata Mc Graw-Hill
3. Charles Greer, Strategic Human Resource Management, A general managerial approach, Pearson Education.
4. Linda Holbeche, Aligning Human Resource and Business Strategy, Butterworth Heinemann.
5. C. Maybey and G. Salaman: Strategically Managing Human Resource, , Infinity Books.
6. Peter Boxal and John Purcell, Strategy and Human Resource Management, Palgrave, Macmillan.
7. Business-led HR Strategies, All India Management Association, Excel Book 8. Linda Holbeche, Aligning Human Resource and Business Strategy, Butterworth Heinemas

Area 3 -FINANCE

E- 331 Financial Modeling and Business Forecasting– 02 Credits

Course Objective: This course aims to equip the students with the fundamental concepts of financial modeling and business forecasting. Upon the completion of the course, the students should be able to evaluate business problems and determine suitable analytical methods, compare different analytics techniques, analyse and validate the results and gain meaning out of large data. This course also introduces the basic financial modelling.

Course Content

Introduction to Financial Statement Analysis:

- ☐ Financial Reporting Mechanics,
- ☐ Understanding Income Statement, Balance Sheet,
- ☐ Cash Flow Statement,
- ☐ Financial Analysis Techniques,
- ☐ Inventories, Long Lived Assets,
- ☐ Non Current Liabilities,
- ☐ Financial Statement Application

Introduction to financial modeling

- Understanding the links between the financial statements
- Understanding circularity
- Setting up and formatting the model
- Selecting model drivers and assumptions

Modeling and projecting the financial statements

- Projecting the income statement
- Projecting the balance sheet
- Projecting the cash flow statement
- Creating the debt and interest schedule
- Revolver modeling

Financial Ratios:

- ☐ Du point Analysis
- ☐ Peer to peer analysis
- ☐ Ratio analysis of industries and preparation of Financial Analysis report on an industry

Equity Research Modeling:

Prepare an Income Statement, Balance sheet, Cash Flow Statement, Geographic Revenue Sheet, Segment Revenue Sheet, Cost Statement, Debt Sheet, Analyze Revenue Drivers

- ☐ Forecast Geographic & Segment Revenues, Cost Statement, Debt, Income Statement, Balance Sheet, and Cash Flow Statement.
- ☐ Perform Adjustments, Income Statement - Compute Margins, Balance Sheet -Compute Ratios
- ☐ Cash Flow Statement Projection, Valuation- Discounted Cash Flow Method (DCF), Valuation – Relative Valuation (Football Field Chart)
- ☐ Valuation – Assumptions for Valuation Model, Prepare Valuation Model, Prepare Presentation Sheet, Prepare Company Overview, Sector Overview

Readings

William P. Fox, Mathematical Modeling for Business Analytics, 1 st Edition, Chapman and Hall/CRC, 2017.

“Financial Modeling” by Simon Benninga, MIT Press, 3rd edition, 2008.

Seema Acharya, Subhasini Chellappan, "Big Data Analytics" Wiley 2015.

James R. Evans, Business Analytics – Methods, Models and Decisions, 2 nd Edition, Prentice Hall, 2013. S. Christian Albright and Wayne L. Winston, Business Analytics: Data Analysis & Decision Making, 5th Edition, Cengage Learning, 2015.
 Johannes Ledolter, Data Mining and Business Analytics with R, John Wiley & Sons, 2013.
 Powell S. G. and Baker K. R. Management Science: The Art of Modelling with Spreadsheets, John Wiley & Sons, 3rd Edition, 2010

E-332 Security Analysis- and Portfolio management

Course Objectives

The basic purpose of this course is to develop a strategic and policy perspective by developing a robust understanding of the principles of Financial Investment decisions of an investor with respect to the various avenues of investment and their management strategies.

Course Learning Outcomes

After successfully completing this course, the participants will be able to –

1. Evaluate the investment environment for Indian investor for various avenues of investment
2. Formulate strategies for investment in equities, bonds and other instruments
3. Construct, revise and evaluate portfolios of different securities

Course Contents

Unit I: Introduction to Financial Investments

Concept of Investment. Investment Process. Avenues of Investments. Investment Environment. Approaches to make Investment. Investment Philosophies and Wisdom.

Unit II: Equity Investment

Economy-Industry-Company Analysis. Valuation & Equity Pricing. Active and Passive strategies of equity investment. Technical Analysis. Market Efficiency & Anomalies.

Unit III: Fixed-Income and Other Investment Alternatives

Pricing, yields and risks of investments in Fixed-Income Securities. Active and Passive strategies of fixed-income investments. Real Estate, Commodities, Derivatives and other Alternative Investments. Strategies for investments in various Investment alternatives.

Unit IV: Modern Portfolio Theories

Investor Preferences. Portfolio Formulation. Portfolio Optimization. Leveraged Portfolios and Separation Theorem. Simple Portfolio Formulation using Index model.

Unit V: Asset Pricing

Standard Capital Asset Pricing Model. Extensions of Capital Asset Pricing Model. Arbitrage Pricing Theory. Active Portfolio Management.

Unit VI: Evaluation of Investment Performances

Measures of Portfolio Performance. Return Decomposition and Attribution. Portfolio Revision. Performance Evaluation of Public investment funds.

Suggested Readings

1. Bodie, Z., Kane, A. & Marcus, A. J. (2017). *Investments*. New York: McGraw-Hill Education.
2. Chandra, P. (2017). *Investment Analysis and Portfolio Management*. Delhi: McGraw-Hill Education.
3. Elton, E. J., Gruber, M. J., Brown, S. J. & Goetzmann, W. N. (2014). *Modern Portfolio Theory and Investment Analysis*. USA: John Wiley & Sons.

4. Fischer, D. E. & Jordan, R. J. (1995). *Security Analysis and Portfolio Management*. New Delhi: Pearson Education.
5. Holden, C. W. (2014). *Excel Modeling in Investments*. England: Pearson Education.
6. Ranganathan, M. & Madhumathi, R. (2012). *Investment Analysis and Portfolio*

Management. Delhi: Pearson Education.

7. Reilly, F. K., Brown, K. C. & Leeds, S. J. (2018). *Investment Analysis & Portfolio Management*. Delhi: Cengage Learning.
8. Sehgal, S. (2005). *Asset Pricing in Indian Stock Market*. Delhi: New Century Publications.

E - 333: Financial Markets and Institutions

Course Objectives

The basic purpose of this course is to develop a broad understanding of the various markets comprising the Indian Financial System in a global context and the roles played by various institutions in the functioning of this system. Course Learning Outcomes After successfully completing this course, the participants will be able to –

1. Analyze the role of various markets in financial intermediation
 2. Analyze the roles of various market regulators in the Indian Financial System
 3. Identify the principles of operations of financial institutions and the issues faced by them.
- Course Contents**

Unit I: Introduction to Financial Intermediation Concept of Intermediation and Disintermediation. Kinds of Intermediation. Flow-of-Funds in Indian Economy. Taxonomy of Financial Markets and Institutions. Regulatory Framework and Super-regulation. Financial Sector Reforms and Contemporary issues.

Unit II: Depository Institution of Banking Overview of Banking. Principles of Banking and Credit-creation. Banking regulations and the role of market regulator. Banking products and services. Key market players. Evaluation of the banking sector.

Unit III: Capital Market Overview of Capital Market. Primary and Secondary market. Security market regulations and the role of market regulator. Capital market instruments and services. Key market players. Evaluation of Capital Market.

Unit IV: Debt Market Overview of the Money market. Wholesale and Retail Debt market. Debt market regulation and regulators. Debt market products and services. Key market players. Evaluation of Debt Market in India.

Unit V: Other Markets Overview of the markets for various Fee-based and Fund-based services. Regulatory issues and roles of market regulators. Alternative financial instruments and services. Key market players. Evaluation of each of such financial markets. 90 **Unit VI:** External Market Overview of External Financial market. International capital flows. Capital Account convertibility and other regulations. International financial instruments. International financial centers. Evaluation of external financial market.

Suggested Readings

1. Bhole, L. M., & Mahakud, J. (2017). *Financial Institutions and Markets*. Delhi: McGrawHill Education.
2. Fabozzi, F. J., Modigliani, F. P., & Jones, F. J. (2010). *Capital Markets – Institutions and Instruments*. Delhi: PHI Learning.
3. Khan, M. Y. (2018). *Indian Financial System*. Chennai: McGraw-Hill Education.
4. Madura, J. (2016). *Financial Markets and Institutions*. USA: Cengage Learning
5. Mankiw, N. G., & Ball, L. M. (2010). *Macroeconomics and the Financial Systems*. USA: Worth Publishers.
6. Ministry of Finance. (Latest). *Economic Survey*. Available Online.
7. Reserve Bank of India. (Latest). *Report on Trend and Progress of Banking in India*. Available Online.
8. Securities and Exchange Board of India. (Latest). *Annual Report*. Available Online.
9. Vij, M., & Dhawan, S. (2017). *Merchant Banking and Financial Services*. Delhi: McGrawHill Education.

E – 334 International Financial Management

Course Objectives

The course has been designed to acquaint the students with the conceptual framework of the key decision areas in multinational business finance. The objective of the course is to provide an overview of the financial environment in which multinational firms operate. Course Learning Outcomes

1. A comprehensive understanding of Globalization and its importance for the Multinational Financial Manager. Conceptual understanding of the International Monetary System.
2. Functions and how Foreign Exchange Markets work, Theories of Foreign Exchange Rate Movements and International Parity Conditions.
3. Understanding the Foreign Exchange Risks faced by MNCs.
4. Determine the Cost of Capital and Capital Structure for a Multinational Firm, Problems and Issues in Foreign Investment Analysis, Calculating NPV, IRR and APV for Foreign Investment Decisions
5. Understanding the Management of Cash for a Multinational Firm, Techniques of Country Risk Assessment.
6. Significance of the Euro currency Market for Financial Market Intermediation, Raising Funds in International Markets, Structuring a Swap Deal- Interest Rate Swaps and Currency Swaps.

Contents

Unit I: Multinational Business Finance An overview, Agency Problem, Objectives of the Firm and Risk Management, International Financial Management and Domestic Financial Management, Motivations for International Finance. International Monetary System- The Gold Standard, The Bretton Woods System, The Flexible Exchange, Alternative Exchange Rate Systems, The European Monetary System, International Financial Institutions.

Unit II: The Foreign Exchange markets Functions of the Foreign Exchange Market, The Foreign Exchange Rates- Direct and Indirect Quotations, Spot Market and Forward Market, Bid-Ask Spread, Interest Arbitrage- Covered Interest Arbitrage and Interest Parity Theory, Practical Examples, Theories of Foreign Exchange Rate Movement and International Parity Conditions- Purchasing Power Parity, International Fisher Effect.

Unit III: Management of Foreign Exchange Risk Translation Exposure, Comparison of Four Translation Methods, Transaction Exposure Measurement and Management of Transaction Exposure, Economic Exposure- Transaction Exposure versus Economic Exposure.

Unit IV: Financial Management of the Multinational Firm Cost of Capital and Capital Structure of the Multinational Firm, Cost of Capital for MNCs v/s Domestic firms, International experiences on Cost of Capital, Multinational Capital Budgeting: Problems and issues in Foreign Investment Analysis, Techniques of Multinational Capital Budgeting- NPV, IRR, APV. 92

Unit V: Multinational Cash management Centralized perspective of Cash Flow Analysis, Techniques to Optimize Cash Flow- Leading and Lagging, Netting, Matching. Country Risk Analysis- Nature of Country Risk Assessment, Techniques to assess Country Risk, Ratars of Country Risk. Unit VI: Managing Foreign Operations Eurocurrency markets- Eurocurrency Interest Rates, Domestic Issues v/s Euro Issues, International Bonds Markets, External Commercial Borrowings, Performance of Indian Euro Issues, GDRs and ADRs; Growth of the Swap market, Interest Rate and Currency Swaps- Forms, Interest Rate Swaps: Examples from Indian and Global scenario.

Suggested Readings 1. Buckley, A. (2009). Multinational Finance. (5thed.).Pearson Education.

2. Shapiro, A.C. (2013). Multinational Financial Management. (10thed.).John, Inc.

3. Brigham, E.F., & Daves, P.R. (2016). Intermediate Financial Management. (12thed.).SouthWestern. 4. Resnick, B.G., & Eun, C.S. (2014). International Financial Management. (7thed.).McGraw Hill International.

5. Hull, J.C., & Basu, S. (2018). Options futures and other derivatives. (10thed.). Prentice Hall of India.
6. Madura, J. (2018). International Financial Management. (13thed.).Cengage Learning India Pvt Ltd.
7. Butler, K.C. (2012). Multinational Finance: Evaluating Opportunities, Costs, Risks of Operations. (5thed.).Thomson South-Western.
8. Kim, S & Kim, S.H. (2006). Global Corporate Finance: Text & Cases. (6th ed.). Blackwell Publications.
9. Levi, M.D. (2018). International Finance. (6th ed.). Routledge Publications
10. Vij, M. (2018). International Financial Management (3 rd ed.). Excel Books

E-335 Corporate Tax Planning- 2 credits

Course Objectives:

The aim of this course is to familiarize the student with latest provisions of the Indian Corporate tax laws and related judicial pronouncements having implications for various aspects of corporate planning with a view to derive legitimate tax benefits permissible under the law. The knowledge acquired may find a useful application in taking different financial/managerial decisions after taking into consideration the impact of corporate tax laws.

Course Content:

Basic concepts relating to income, gross total income, total income, maximum marginal rate of tax, residential status, scope of total income on the basis of residential status, Computation of income under different heads Salaries Profits and gains of business or profession, Deductions from gross total income, Preparation of return of income, Tax deduction at source, e-TDS return/return of TDS and assessment, Meaning of tax planning and management, tax evasion and tax avoidance; Nature, scope and justification of corporate tax planning and management, Concept and application of Minimum Alternate Tax; Carry forward and set off of losses in the case of certain companies; Tax on distributed profits of domestic companies and on income distributed to unit-holders.

Implications of Tax benefits and incentives for corporate decisions in respect of setting up a new business, location of business and nature of business, Tax planning with reference to financial management decisions; International Taxation; Foreign collaborations and incidence of taxation on domestic companies; provisions for relief in respect of double taxation; important Double Taxation Avoidance Agreements with different countries like USA, UK, Mauritius, Singapore, etc; Tax credit relief; Double tax treaties: OECD Models; International tax avoidance and evasion; transfer pricing; Tax havens – Anti-avoidance measures.

Suggested Readings:

1. Ahuja, G., & Gupta, R. (2015). Simplified Approach to Corporate Tax Planning and Management. Delhi: Bharat Law House.
2. Mehrotra, H. C. & Goyal, S. P. (2018). Direct Taxes including Planning & Management. Agra: Sahitya Bhawan.
3. Kanga, P., & Vyas, D. (2013). The Law and practice of income tax (10th Ed.). Lexis Nexis.
4. Pagare, D. (2009). Direct tax planning and management. New Delhi: Sultan Chand & Sons.
5. Singhanian, V. K. (2018). Direct taxes: Law and practice. New Delhi: Taxmann.
6. Singhanian, V. K., & Singhanian. M. (2018). Direct taxes planning and management. Delhi: Taxmann Publications.

E- 336, Merchant Banking and Financial Services – 02 Credits

Course Objective:

The financial system of a country plays a crucial role of allocating scarce capital resources to productive uses. Its efficient functioning is of critical importance to the economy. The merchant banking institutions are to offer services like syndication of financing, promotion of projects, investment management and advisory services to medium and small savers and to provide funds and trusts to various types. This course will enable the students to understand the intricacies of financial services in order to equip them with working knowledge applicable to the industry. This course will emphasize an understanding of the economic forces that influence the pricing of financial assets.

Course Content:

- Merchant Banking: Nature and scope of Merchant Banking, Regulation of Merchant Banking Activity, overview of current Indian Merchant Banking scene, structure of Merchant Banking Industry.
- Financial Services: Meaning and Definition, Role of Financial Services in a financial system. Introduction to different types of financial services i.e., leasing, hire and purchase, factoring, forfeiting etc.
- Merchant Banking and Legal Regulatory Frame Work: Companies Act, Provisions under Companies Act, SCRA (Security contract regulation Act).
- Underwriting and Brokerage -This unit introduces you to the different roles played by underwriters and brokers in issue management and their responsibilities
- Depository: Meaning, Evolution, Merits and Demerits of Depository. Process of Dematerialization and Dematerialization. Brief description of NSDL and CDSL.
- Security Brokerage: Meaning of Brokerage, types of brokers. Difference between broker and jobber. SEBI Regulations relating to brokerage business in India.

READINGS:

Harrington, S. E. (2004). Risk management and insurance: Instructor manual (2nd Ed.). New York: McGraw-Hill Publishing Company.

Rose, P. S. (2008). Bank management and financial services (8th Ed.). USA: McGrawHill Higher Education.

Saunders, A., & Cornett, M. M. (2007). Financial institutions management: A risk management approach (6th Ed.). New Delhi: McGraw-Hill.

Saunders, A. (2007). Management of financial markets and institutions (6th Ed.). Tata McGraw Hill.

Whyte, I., Croft, L., & Norton, A. (2004). Management in the financial services industry. UK: Financial World Publishing.

Khan, M.Y. (2008). Financial Services (4th Ed.). New Delhi: Tata McGraw-Hill.

Pathak, B.V. Indian Financial System (2nd Ed.). Pearson Education.

Bhole, L.M. (2004). Financial Institutions & Markets: Structure, Growth & Innovations. Tata McGraw Hill.

Vij, M., & Dhawan, S. (2018). Merchant Banking and Financial Services (2nd Ed.). India: McGraw Hill Education (India) Private Limited.

E-337 Behavioral Finance- Credits

Course Objectives:

Students will gain an understanding of how individuals actually make financial decisions (descriptive) and guidance on how to improve financial decision making (prescriptive) in themselves and others.

Course Content: Non-behavioral finance, history of behavioral finance research, Introduction; Why we care: The roles of securities prices in the economy; Efficient markets hypothesis (EMH): Definitions; EMH in supply and demand framework; Theoretical arguments for flat aggregate demand curve; Equilibrium risk models; Pro-EMH evidence. Some motivating evidence: Return predictability in the stock market and other asset markets; Data mining; Joint hypothesis problem, Demand by average investors: Definition of average investor; Belief biases; Limited attention and categorization; Nontraditional preferences – prospect theory and loss aversion; Bubbles and systematic investor sentiment.

Social interactions and positional concerns, The role of advisors, advertising, Demand by arbitrageurs: Definition of arbitrageur; Long-short trades; Risk vs. Horizon; Transaction costs and short-selling costs; Fundamental risk; Noise-trader risk; Professional arbitrage; Destabilizing informed trading (positive feedback, predation), Supply by firms and managerial decisions: Supply of securities and firm investment characteristics (market timing, catering) by rational firms; Associated institutions; Relative horizons and incentives; Biased managers.

Suggested Readings:

1. Shleifer, Andrei. 2000. Inefficient Markets: An Introduction to Behavioral Finance. Oxford University Press.
2. Bardsley, Nicholas, Robin Cubitt, Graham Loomes, Peter Moffatt, Christ Starmer and Robert Sugden. 2009. Experimental Economics: Rethinking the Rules. Princeton University Press.
3. Pompian, Michael M. 2012. Behavioral Finance and Wealth Management, 2nd Edition. Wiley: New Jersey.
4. Behavioral Finance: Understanding the Social, Cognitive, and Economic Debates, by Burton and Shah .
5. Beyond Greed and Fear: Understanding Behavioral Finance and the Psychology of Investing, by Shefrin.
6. Expected Returns: An Investor's Guide to Harvesting Market Rewards, by Antti Ilmanen.
7. Quantitative Value: a Practitioner's Guide to Automating Intelligent Investing and Eliminating Behavioral Errors, by Wesley Gray

E- 338, Working Capital Management – 02 Credits

Course Objective:

Working capital can be understood as a measure of both a company's efficiency and its short term financial health. It is as old as business itself and has become more important with time as competition intensifies across industries. The course will enable the student to manage activities in the area of working capital in an enterprise and will make them learn how to apply sound techniques for managing inventory. Furthermore the theory and practice of working capital management have advanced and it makes sense for practitioners to keep abreast of the growing challenges and options. Hence, learning about managing working capital has become more important and critical in the modern scenario.

Course Content:

- Introduction to and types of working capital – Permanent vs. temporary working capital, operating cycle, factors determining working capital requirements, etc.
- Inventory Management: Introduction, tools & techniques of inventory management, Inventory control models, valuation of inventories, Inventory management and cash flow time line.

- Receivable management: Introduction, Objectives of trade credit, credit policies. Dimensions of receivable management, collections from receivables, role of factoring in receivables management.
- Management of cash – Budgeting for cash, factors affecting cash requirement, concept of float, treasury management
- Financing working capital – equity vs. debt funding, long term vs. short term funding, bank vs. non-bank sources of funding, trade-offs to be managed
- Factors determining the optimum cash balance, Models-Baumol, Miller Orr, Stone, Beranek.
- The Goods & Services Tax (GST) and its implications for working capital management in India

READINGS:

Bhalla, V. K., (2003), Working Capital Management, New Delhi, Anmol Publications Private Limited, 5th Edition.

Chandra, Prasanna, (2001), Financial Management: Theory and Practices, New Delhi, Tata McGraw Hill Publishing Company Limited, 5th Edition,.

Khan, M. Y. and Jain, P. K., (2004), Financial Management: Text and Problems, New Delhi, Tata McGraw Hill Publishing Company Limited, 4th Edition.

Maheshwari, S. N., (2004), Financial Management: Principles and Practices, New Delhi, Sultan Chand & Sons Educational Publishers, 9th Edition.

Pandey, I. M., (2001), Financial Management, New Delhi, Vikas Publishing House Private Limited, 8th Edition.

Srinivasa, S., (1999), Cash and Working Capital Management, New Delhi, Vikas Publishing House Private Limited.

E-339 Derivatives and Risk Management- Credits

Course Objective:

This course sets up a study in the field of investments and Risk Management related to derivative securities. The course will acquaint students with derivative securities, markets, pricing, hedging and trading strategies of derivative instruments, and the uses of these instruments in risk management.

Course Content:

Introduction to financial markets, Introduction to Derivatives, their uses, applications, markets, trades, common terms, Forwards and Futures, options, bonds, swaps, and other derivative instruments, Determination of forward and future prices Pricing of futures and forwards on investment assets, commodities, currencies and interest rate, basis risk, cost of carry, arbitrage, convergence, Hedging strategies using futures Short hedge and long hedge and using futures, Optimal Hedge Ratio.

Introduction to Options European options, American options, forward-spot parity, put-call parity, exercising American calls, exercising American puts, The binomial option-pricing model, Introduction to Black-Scholes pricing, volatility, Extensions of Black and Scholes formula, currency and futures, hedging using options and futures variables, options strategies in various market situations and their pay off; Swaps Transactions Interest rate swaps, currency swaps, commodity swaps, and equity swaps; Pricing and valuation of swaps. Credit default swaps, Reducing exposure to Credit risk,

Suggested Readings

1. Hull, J.C. Options Futures and other Derivatives. Prentice Hall of India.
2. Neftci, S.N. An introduction to the Mathematics of Financial Derivatives. Academic Press.

3. V.K. Investment Management. New Delhi: Sultan Chand.
4. Wimott, P. Quantitative Finance. Wiley & Sons.
5. Jarrow, R., & Stuart, T. Derivative Securities. South Western.
6. Chance, D.M., & Brooks, R. Derivatives and Risk Management Basics. India: Cengage Learning India.
7. Piliska, S. Introduction to Mathematical Finance. Blackwell Publishing.
8. www.ncdex.com for details on commodity derivatives in India
9. www.nse-india.com for stock-based derivatives
10. <http://www.theponytail.net/DOL/DOL.htm> for derivatives-based notes

Area 2 -SUPPLY CHAIN MANAGEMENT

E-441 Operations Strategy - 02 Credit

Course Objective:

The course on operations strategy explains the concepts of operating systems and operating strategy. A variety of teaching and learning techniques will be used to ensure learning outcomes. A mix of lectures, experience sharing, case discussion, numerical problems, assignments, and quizzes will be used to develop both concepts and analytical skills.

Upon successful completion of this course, students will be able to:

- Understand various operations strategy frameworks used in the industry
- Develop insights on using different methodologies to solve different problems
- Appreciate the difference between operations strategy and tactics
- Appreciate the need for managing change in an organization while implementing an operational strategy

Content:

Introduction and basics of Operations Strategy: Introduction; Key questions; Why is operations excellence fundamental to strategic success?; What is the strategy?; What is operations strategy?; What is the content of the operations strategy?; The operations strategy matrix; What is the process of operations strategy? *Operations Performance:* Operations performance can make or break any organization; The five generic performance objectives; The relative importance of performance objectives changes over time; Trade-offs – are they inevitable?; Targeting and operations focus; *Substitute for Strategy:* ‘New’ approaches to operations; Key questions; Total quality management; Lean operations; Business process reengineering; Six sigma; Some common threads; *Capacity Strategy:* What is the capacity strategy?; Key questions; The overall level of operations strategy; The number and size of sites; Capacity change; Location of capacity; *Purchasing and supply strategy:* What is the purchasing and supply strategy?; Do or buy? The vertical integration decision; Contracting and relationships; Which type of arrangement?; Supply network dynamics; Managing suppliers over time; Purchasing and supply chain risk; *process technology strategy:* What is process technology strategy?; Scale/scalability – the capacity of each unit of technology; Degree of automation/analytical content’ – what can each unit of technology do?; Degree of coupling/connectivity – how much is joined together?; The product-process matrix; The challenges of information technology; Evaluating process technology; *Improvement strategy:* Development and improvement, Setting the direction, Importance–performance mapping, Developing operations capabilities, Deploying capabilities in the market; *Product and service development and organization Method:* The strategic importance of product and service development, Key questions, Product and service development as a process, A market requirements perspective on product and service development, An operations resources perspective on product and service development; *The*

process of operations strategy-Formulation and implementation: Formulating operations strategy, What is the role of alignment?, Analysis for formulation, The challenges to operations strategy formulation, How do we know when the formulation process is complete?, Implementing operations strategy; *The process of operations strategy- Monitoring and control:* Strategic monitoring and control, Monitoring implementation – tracking performance, The dynamics of monitoring and control, Implementation risk, Learning, appropriation and path dependency, *Review and Discussions:* Review of key concepts, Industrial implications

READINGS:

Lewis, M., & Slack, N. (2014). *Operations strategy*. Pearson Education.

Stevenson, W. J. (2015). *Operations management*. McGraw-hill.

Van Mieghem, J., & Allon, G. (2008). *Operations strategy*. Belmont, MA: Dynamic Ideas.

E-442: Supply Chain Analytics and Strategy -02 Credit

Course Objective:

Supply chain Management (SCM) has emerged as a key area of Business and governance; it has witnessed a consistent academic and business evolution due to change in SCM Structures (from dyadic relation to network and circular economy), evolution of contract structures in supply chain coordination, legal aspects of trade and environment, Performance measurement and management, and globalization. The course will present an elucidative introduction of all the aforementioned dimensions. We shall explore the nuances of (I) Decision making in SCM (ii) coordination Mechanism (III) Performance Management of SCM Network (IV) Role of information in SCM and e-Business. Game Theoretic analysis will be presented to understand the strategic problems in coordination, power of agents and information sharing. We shall conclude the course with a discussion on Circular (Closed –Loop) Supply chain and Sustainable SCM.

Upon successful completion of this course, students will be able to:

- Develop analytical skills for understanding coordination mechanism for a supply chain.
- Demonstrate an overall knowledge and skills for emerging concepts, methods, and practices in
- the context of e-Business, Closed-loop Supply chain and sustainable supply chain.
- Understanding applications of game theory models in coordinating a complex SCM.
- Understanding the behavioural complexity of supply chain agents

Course Content:

The strategic value of measuring & managing performance: Performance measurements architecture –types, contexts, and perspectives of metrics; Managing performance within the supply chain and logistics functions – alignment, incentives, and strategic impact; Design and development of a Performance; Dashboard for your Supply Chain and Logistics Operations; Use of performance benchmarking for financial justification of supply chain and logistics initiatives; Strategic performance management for peripheral partners– suppliers, co-packers, and clients Technology for performance measuring and management–mobile reporting, big data analytics, available tools; *Discussions on technology issues:* Design a supply chain and logistics services performance, dashboard, applications for building dashboards, mobile reporting and big data analytics; *Discussions on cultural issues:* Results-Oriented Work Environments (ROWE), performance-based incentives & human talent evaluation, and managing performance of business partners; *SCM Decision Making Techniques:* First touch with the supply chain; Rough sketch of what “Supply chain objectives” means; A rough overview of strategic “Supply chain decision”; *The Business Strategy and the Business target:* Market segment – attributes; Financial objectives- Company values and strategic aims, Decision in a multi-criteria environment, *Process Structure:* Process organization. Artisan – Line – Functional, Simulation and examples, Strength and Weaknesses, Supply chain view and managerial focus, MTS/MTO and late differentiation, *supply Chain coordination Contracts:* Basic, Coordination, Stochastic Demand, Risk Averse Supply

Chain, *Supply Chain Game: Supply Chain coordination in Asymmetric Information, Understanding Bargaining Power in SCM, Framework Of e-Business: Basics, Comparison and convention, Lead time Competition, Sustainable Supply Chain Management: What Is SSCM, Current Practices, Review and discussions: Review of Key concepts, Industrial Implications; Recap, Project Presentations*

READINGS:

Chopra, S., & Meindl, P. (2007). Supply chain management. Strategy, planning & operation. In *Das summa summarum des management* (pp. 265-275). Gabler.

Joshi, S. & Joshi, R. (2015). *Designing and implementing global supply chain management*. IGI Global. USA

Simchi-Levi, D., Kaminsky, P., Simchi-Levi, E., & Shankar, R. (2008). *Designing and managing the supply chain: concepts, strategies and case studies*. Tata McGraw-Hill Education.

E-443: Demand and Revenue Analytics- 02 Credit

Course Objective:

Management is about matching demand and supply. This course focuses on the demand without attempting to manage the supply. But it does take the amount, location, condition, or vintage of the supplies into account. The demand must be understood first to be managed. This understanding comes partly from statistical forecasting but more importantly from the identification of the demand drivers. These drivers are specific to industries but some are common and easily obtainable such as general macroeconomic indicators, demographic data, housing inventories, and temperatures. Unlike these demand drivers, prices can be managed over time, customer classes, locations. A good portion of the course is dedicated to determining good prices depending on inventory, capacity, input costs, and previous prices. In this process, both analytical arguments and methods are presented and their appropriateness in various practical contexts are discussed.

Upon successful completion of this course, students will be able to:

- Students will be able to list and relate demand drivers to demands in specific industries, able to obtain a price-demand relationship, optimal prices and revenues, aware of revenue management practices.
- This course provides an introduction to both the theory and the practice of revenue management and pricing. Fundamentally, revenue management is an applied discipline; its value derives from the business results it achieves. At the same time, it has strong elements of applied science and the technical elements of the subject deserve rigorous treatment. The plan of this course is to discuss both these practice and theory elements.
- Analyze decision problems and design analytical models describing them. Apply fluently and effectively by the appropriate to the case examined methodological frames and Techniques.
- Develop applications using familiar software tools (EXCEL / SOLVER, ENVI, R) to solve problems. Analyze and argue on the results and propose the solution or solutions to the underlying decision problem

Content:

Introduction to pricing and revenue optimization: Introduction, Need for revenue management Theories, What is pricing strategy?; *Demand functions and price optimization:* Price-response function; *Competition:* Economics of pricing, Demand Function, Bertrand Competition, The relative importance of pricing objectives changes over time, Trade-offs, Targeting and pricing; *Demand Analytics:* Demand Drivers, 'New' approaches to forecast demand, Price-response estimation, Key questions, Some common threads, *Pricing:* Price differentiation, Volume discounts, Arbitrage and cannibalization, Consumer welfare, *Revenue Analytics:* Revenue Management, Capacity Allocation, Overbooking, Markdown Pricing.

Improvement pricing strategy: Customized Pricing, List prices vs. customized prices, Responses to competitor bids; *Applications:* New Directions in Revenue Management, Industry Applications, *Recap, Project Presentations*

READINGS:

Bodea, T., & Ferguson, M. (2014). *Segmentation, revenue management and pricing analytics*. Routledge.

Phillips, R. L. (2018). *Pricing credit products*. Stanford University Press.

Talluri, K. T., & Van Ryzin, G. J. (2006). *The theory and practice of revenue management* (Vol. 68). Springer Science & Business Media.

MBAE 444: TOTAL QUALITY MANAGEMENT

Course Objective:

To give the students an overview of quality and TQM and explaining the salient contributions of Quality Gurus like Deming, Juran and Crosby. General barriers in implementing TQM.

Course Outcome:

1. To Evaluate the principles of quality management and to explain how these principles can be applied within quality management systems.
2. To Identify the key aspects of the quality improvement cycle and to select and use appropriate tools and techniques for controlling, improving and measuring quality.
3. To create Critically appraise the organisational, communication and teamwork requirements for effective quality management
4. To Critically analyse the strategic issues in quality management, including current issues and developments, and to devise and evaluate quality implementation plans.

1. INTRODUCTION TO QUALITY MANAGEMENT: Definitions – TQM framework, benefits, awareness and obstacles. Quality – vision, mission and policy statements. Customer Focus – customer perception of quality, Translating needs into requirements, customer retention. Dimensions of product and service quality. Cost of quality.

2. PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT: Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques – introduction, loss function, parameter and tolerance design, signal to noise ratio. Concepts of Quality circle, Japanese 5S principles and 8D methodology.

3. STATISTICAL PROCESS CONTROL AND PROCESS CAPABILITY: Meaning and significance of statistical process control (SPC) – construction of control charts for variables and attributed. Process capability – meaning, significance and measurement – Six sigma concepts of process capability. Reliability concepts – definitions, reliability in series and parallel, product life characteristics curve. Total productive maintenance (TPM) – relevance to TQM. Business process re-engineering (BPR) – principles, applications, reengineering process, benefits and limitations.

4. TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT:

Quality functions development (QFD) – Benefits, Voice of customer, information organization, House of quality (HOQ), building a HOQ, QFD process. Failure mode effect analysis (FMEA) – requirements of reliability, failure rate, FMEA stages, design, process and documentation. Seven old (statistical) tools. Seven new management tools. Bench marking and POKA YOKE.

5. QUALITY SYSTEMS ORGANIZING AND IMPLEMENTATION:

Introduction to IS/ISO 9004:2000 – quality management systems – guidelines for performance improvements. Quality Audits. TQM culture, Leadership – quality council, employee involvement, motivation, empowerment, recognition and reward- Introduction to software quality.

Suggested Readings:

1. Dale H. Besterfield, at., “Total Quality Management”, Pearson Education Asia, Third Edition, Indian Reprint (Pg. 2006).
2. James R. Evans and William M. Lindsay, “The Management and Control of Quality”, 6th Edition, South-Western (Pg. Thomson Learning), 2005.
3. Oakland, J.S. “TQM – Text with Cases”, Butterworth – Heinemann Ltd., Oxford, 3rd Edition
4. Janakiraman, B and Gopal, R.K., “Total Quality Management – Text and Cases”, Prentice Hall (Pg. India) Pvt. Ltd.

E-445 Big Data Analytics - 02 Credit

Course Objective:

The rapid proliferation of social media has created an unprecedented opportunity for enterprises to engage in real-time interactions with customers and to enhance the brand, customer loyalty, competitiveness, growth, and profitability. Facebook statistics (from early 2012), which include 850 million users, 100 billion connections, 250 million daily photo uploads, and 2.7 billion daily likes, suggest that companies can ill-afford to ignore the potential of social media. According to one source, LinkedIn adds two new users every second, Instagram gets 575 likes per second, and as a country, Twitter would be the 12th largest in the world. Such numbers make it imperative to develop strategies to create and extract value from this rapidly growing phenomenon. This course is designed to showcase the virtually unlimited opportunities that exist today to leverage the power of social media. It focuses on a gamut of questions ranging from strategic to operational matters pertaining to a firm's social media initiatives, metrics to capture relevant outcomes, and predictive analysis to link social media chatter to business performance.

Upon successful completion of this course, students will be able to:

- a. Strategic aspects of social media analytics
- b. Metrics for assessing the effectiveness of social media strategies
- c. Collecting, analyzing, deriving insights from, and dashboarding social media chatter.
- d. Practical analytical and technical skills that differentiate you in any modern enterprise

Course Content:

Unit I- *Introduction*: The relevance of Social Media Analytics in the business environment Its applications in various other fields;

Unit II- *The need to measure customer network value*: Understanding the basic of social media network Matrices and its measurement, Measuring Social media network effectiveness;

Unit III- *Predictive analytics and social media*: How to predict social behavior using predictive model; *Google social media analytics*: Basics of Google Analytics; How to use Google Analytics;

Unit IV: *Social network analysis, homophiles, and affiliations*: Understanding Social Networks, Hands on using Node XL, Social Matrices, Social Influence; *Industry implications of social media Analytics*;

Unit V: *Analysing Twitter and Facebook, Text Analytics and Sentimental Analysis (With LAB)*: Understanding of Text Analytics, How to use text analytics for sentiment prediction, To explore various applications using twitter and Facebook data; *ROI of Social Media Marketing*: Understanding Social Media ROI; *Business applications of Social Media Analytics*: Effective Use of social media for businesses, Applications; *Reviews and Discussions*: Review of Key Concepts, Business Implications

READINGS:

Hansen, D., Shneiderman, B., & Smith, M. A. (2010). *Analyzing social media networks with NodeXL: Insights from a connected world*. Morgan Kaufmann.

Khan, G. F. (2018). *Creating Value with Social Media Analytics: Managing, Aligning, and Mining Social Media Text, Networks, Actions, Location, Apps, Hyperlinks, Multimedia, & Search Engines Data*. CreateSpace.

Russell, M. A., & Klassen, M. (2018). *Mining the social web: data mining Facebook, Twitter, LinkedIn, Instagram, GitHub, and more*. O'Reilly Media.

E-446: Digital Supply Chain Management- 02 Credit

Course Objective:

Digital transformation, which refers to the use of Data, Analytics, and Automation, has been applied by a few innovative companies, from Apple to Amazon to Dell, to transform their businesses and achieve a significant increase in revenue and profit while decreasing costs. In all these cases, the objective is to apply business analytics to transform the way an organization manages its business, from manufacturing, supply chain, marketing, and revenue optimization all the way to understanding consumer's preferences and innovating new products. This digital disruption is now motivating many companies in a variety of industries to reinvent their supply chains, from demand and supply planning to production and distribution.

Upon successful completion of this course, students will be able to:

- Identify opportunities for creating supply chain value using digitization, analytics, and automation
- Drive automation through network and production optimization
- Increased exposure on the digital impact on Supply Chain processes
- Identify organizational vulnerabilities, and leverage new technological solutions
- Use Business Analytics to better forecast and the way to Lead supply chain digital transformation,
- Ways to Modernize the processes by employing a holistic strategy
- Map process ecosystems to better predict & safeguard against disruption of production

Content:

Introduction to Digital Technologies and Supply Chain Management; Controlling the Bullwhip and the Value of Information; Supply Chain Integration. Push-Pull and Complexity Reduction; Supply Chain Segmentation; Using Big Data to Improve Operations; Supply Chain Resiliency; Supply Chain Flexibility; Inventory Management and Risk Pooling Strategies; Supply Contracts and Risk Sharing Strategies; Strategic Partnering; Network Planning; The Green Supply Chain; IT and Business Processes; Customer Value and Operations Strategy; Summary and Assignments Presentation, *Recap, Project Presentations*

READINGS:

Manners-Bell, J., & Lyon, K. (2019). *The Logistics and Supply Chain Innovation Handbook: Disruptive Technologies and New Business Models*. Kogan Page Publishers.

Lamb, F. (2013). *Industrial automation: hands-on*. McGraw-Hill Education.

Simchi-Levi, D. (2010). *Operations rules: delivering customer value through flexible operations*. Mit Press.

Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2004). *Managing The Supply Chain: Definitive Guide*. Tata McGraw-Hill Education.

E-447- Circular & Sustainable Economy - 02 Credit

Course Objective:

The scope of the compendium covers many parts of the emerging circular economy. Supply Chain Industries chosen to place considerable focus on some of the substances that we extract from the ground – in particular raw materials and critical materials. We focus on circularity in these areas, because presently we use too much, too fast, and we are not re-using nearly enough. Simply stated, not enough of our materials are derived from the resources that we've already extracted. This approach in turn demands that we look at the technologies that rely on such materials, and how businesses are innovating to make circularity of materials a reality. The course under the specialisation of 'Operations and Supply Chain Management have many concrete examples of what we mean by 'sustainable materials, and revenue management'.

Upon successful completion of this course, students will be able to address the following questions:

- Why raw material supply chains are important to society;
- How circularity can benefit us;
- Where changes in our economies are required,

- Who needs to be involved;
- What businesses are doing to make the circular economy a reality; and
- How governments and regulators can support the circular economy.

Content:

Materials: where materials come from, and build a rationale for why society needs more circularity; Mining, Mining and Sustainability, From Mining to Metal- The Supply Chain; Value and Governance, Criticality and Circularity, Transition to a Circular Economy; *Circular Business Models:* circular business models are explored in-depth and a range of ways for business to create economic and social value are discussed, The role of business in the circular economy, The nuts and Bolts of a circular business model, Key strategies for circular business models, Combining circular strategies with the circular business model planning tool, Mapping the business and social environment. *Circular design, Innovation and Assessment:* Designing materials for a circular economy: Opportunities and challenges; Ecodesign Strategies, Introduction to Nanotechnology, Assessing the environmental sustainability of circular systems: Tools and Methods, Assessing resource efficiency; *Policies and Networks:* Role of governments and networks and how policies and sharing best practices can enable the circular economy, From waste to materials, past policy solutions, Overview of policies for a circular economy, extended producer responsibility, The ecodesign directive for circular economy;. *Circular Societies:* New norms, forms of engagement, social systems, and institutions, needed by the circular economy and how we, as individuals, can help society become more circular: Societal value, Societal impact of consumption, A global Value, A Local view- Change close to home, Who owns it?; *Recap, Project Presentations*

READINGS:

De Angelis, R. (2018). *Business models in the circular economy: Concepts, examples and theory*. Springer.
 Weetman, C. (2016). *A circular economy handbook for business and supply chains: Repair, remake, redesign, rethink*. Kogan Page Publishers.
 Schwab, K. (2017). *The fourth industrial revolution*. Currency.
 Stahel, W. R. (2019). *The circular economy: A user's guide*. Routledge.

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