



AICTE

MANDATORY DISCLOSURE

Academic Year: 2019-20
as Per APH 2019-20 Annexure 10



INSTITUTE OF PUBLIC ENTERPRISE

Survey No. 1266, Shamirpet (V&M), Medchal-Malkajgiri District,
Hyderabad - 500 101. Telangana, India.

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1. Name of the Institution: Institute of Public Enterprise

Survey No. 1266, Shamirpet (V&M),

Medchal-Malkajgiri District,

Hyderabad - 500 101.

Telangana, India.

Telephone: 040-23490900

Mobile: 9391932129

e-Mail: info@ipeindia.org

-

2. Name and address of the Trust/ Society/ Company and the Trustees

Name : Institute of Public Enterprise

Address:Osmania University Campus,

Hyderabad - 500 007.

Telangana, India.

Telephone: 040-27098060

Mobile: 9391932129

E-Mail: info@ipeindia.org

3. Name and Address of the Vice Chancellor/ Principal/ Director

Name: Prof. Ram Kumar Mishra

Address: C-111, House No 1-9-16/3,

Ravindra Nagar Colony, Hansiguda

Secunderabad, Hyderabad

Mobile: 9849253521

E-Mail: rkmishra@ipeindia.org

4. Name of the affiliating University: NA

5. Governance

- **Members of the Board and their brief background**

1) Shri K Madhava Rao, IAS (Retd)

President, IPE and Former Chief Secretary And Election Commissioner,

Govt of Andhra Pradesh

2) Dr P Rama Rao

Emeritus President, IPE; Chairman,

Governing council, IISC, and Former Secretary,

Department of Science and Technology and Ocean Development,

Govt of India

3) **Shri T V Mohandas Pai**

Chairman, Manipal University Learning Pvt Ltd,
Memg International Pvt Ltd

4) **Dr K Pradeep Chandra, IAS (Retd)**

Former Chief Secretary,
Govt. of Telangana

5) **Smt Mahpara Ali**

Former CGM (L&D) Corporate Centre,
State Bank of India

6) **Shri M B Raju**

Executive Chairman
Deccan Cements Ltd

7) **Shri Shashi Shanker**

Chairman – Cum – Managing Director
ONGC Limited

8) **Shri Anil Kumar Jha**

Chairman – cum –Managing Director
Coal India Ltd.

9) **Shri Sailesh, IAS**

Secretary,
Department of Public Enterprise, Govt of India

10) **Shri N. Baijendra Kumar, IAS**

Chairman-Cum-Managing Director NMDC Ltd

11) **Shri Rakesh Kumar**

Chairman-Cum-Managing Director
NLC INDIA LTD

12) **Shri Jayesh Ranjan, IAS**

Principal Secretary (FAC), Department of IT, Electronics & Communications,
& Principal Secretary (FAC), Industries And Commerce,
Govt. of Telangana

13) **Shri N Sridhar, IAS**

Chairman-cum-Managing Director
The Singareni Collieries Company Ltd

14) **Shri Arvind Kumar, IAS**
Vice-chancellor(I/C),
Osmania University, Hyderabad,Telangana

15) **Prof Virendra Kumar Malhotra**
Member Secretary,
ICSSR, MHRD, Govt of India

16) **Smt Savita Mahajan**
Former Deputy Dean,
Indian School of Business

17) **Dr R K Mishra**
Director, IPE - Member Secretary

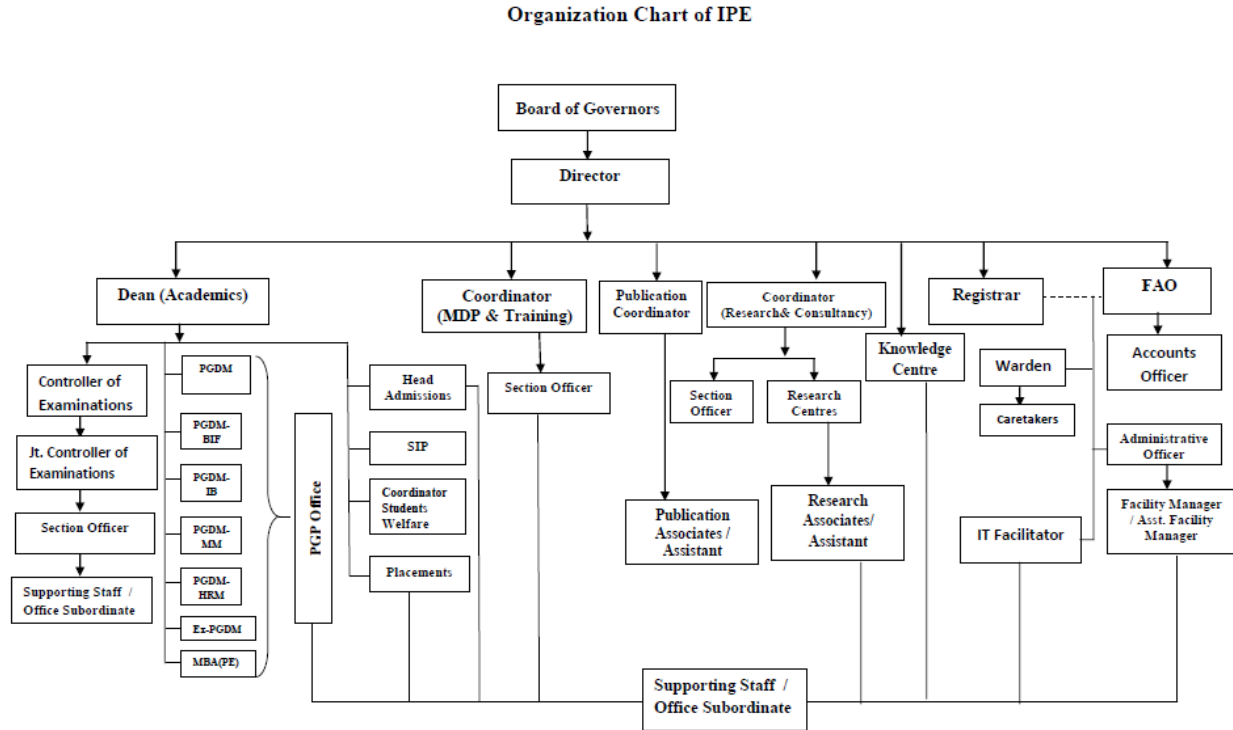
• **Members of Academic Advisory Body**

| S. No | Details of the Expert | Designation |
|--------------|---------------------------------|--|
| 1. | Dr S K Mathur | Advisor, Ex-PGDM, IPE, Hyderabad |
| 2. | Mr. Younus Kabir | Co-founder and Managing partner, Barakah Finserve |
| 3. | Mr Narayana Karanam | Partner, Keyush Consulting Ltd. (KCL) |
| 4. | Dr Prabhat Kumar Pankaj | Director, Jaipuria Institute of Management |
| 5. | Prof G M Bhat | Head, Dept of Economics and Dean, School of Soc. Scs, CUK |
| 6. | Ms Sai Lakshmi | Management Trainee HR, TCS |
| 7. | Dr Chandra Sekhar Mishra | Vinod Gupta School of Management, IIT Kharagpur |
| 8. | Dr K Srinivasa Rao | Director, National Institute of Banking Studies & Corporate Mgmt |
| 9. | Dr Kedarnath Mukherjee | Assistant Professor, National Institute of Bank Management |
| 10. | Mr Nageswara Rao | former Chief General Manager, Andhra Bank |
| 11. | Mr N M Vitaleswara Rao | Business Associate, Ram Group |
| 12. | Prof Jai Prakash Sharma | Chairman, Global Research Foundation for CG |
| 13. | Dr S K Acharya | former CMD, NLC India Limited |
| 14. | Mr Rajeev Gupta | Director, Metric4Analytics Pvt. Ltd. |
| 15. | Mr D V Shastri | Executive Director (Training, R&D & Start-up), GAIL(India) Limited |

| | | |
|-----|-----------------------------------|---|
| 16. | Dr Sudarsanam Padam | Advisor & former Dean of Studies, ASCI |
| 17. | Dr R Nandagopal | Director, Kochi |
| 18. | Prof Badar Alam Iqbal | Emeritus Professor and Chairman to the Institute FBIAR & IUBAT |
| 19. | Prof J P Tandon | former Professor, Jaipur National University |
| 20. | Mr Abhishek | Assistant System Analyst, Tata Consultancy Services |
| 21. | Mr Sandeep | Technical Team Lead, IBM |
| 22. | Dr Devendranath G Jha, K J | Prof & Area Chairperson-IT Somaiya Inst. of Mgmt Studies & Research |
| 23. | Dr G Somayajulu | Distinguished Adjunct Professor, Jaipuria Institute of Management |
| 24. | Prof Som Deo | former Director ICSSR |
| 25. | Dr S Teki | Registrar, AdikaviNannaya University |
| 26. | Dr Chetan Srivastava | Associate Professor – Mktg, UoH |

- **Frequently of the Board Meeting and Academic Advisory Body: Atleast once in a year**

- **Organizational chart and processes**



- **Nature and Extent of involvement of Faculty and students in academic affairs/improvements**

i) Nature and extent of involvement of faculty:

The nature and extent of involvement of faculty in academic affairs / improvements is listed below:

1. Preparation of course curriculum
2. Deciding the teaching pedagogy, preparation of course outline and course material, deciding the text book, the reference books, cases, exercises, games etc.
3. Doing the internal, continuous and end term evaluation of students.
4. Doing mentoring for all the students (12 students per faculty).
5. Guiding the summer internship projects of students (12 students per faculty).
6. Guiding the long term research projects of the students (12 students per faculty).
7. Helping students in organizing student activities such as Sanskriti (Annual Management Fest), Samathi (Marketing Samathi, Finance Samathi, Operations Samathi, HR Samathi etc.), Student clubs such as Marketing Club, Finance Club, Operations Club, HR Club, Photography Club, Sports Club, Social Club etc.
8. Accompanying student teams to industrial tours (Local, National and International).
9. Arranging guest lectures for students.
10. Guiding students in Entrepreneurship / Startup activities.

ii) Nature and extent of involvement of students:

The nature and extent of involvement of students in academic affairs / improvements is listed below:

1. Involvement of students in Board of Studies meetings.
2. Involvement of students in research seminars, arrangement of guest lectures etc.
3. Providing students' feedback on faculty performance in classroom.
4. Involvement of students in identifying new electives.
5. Students' organize various activities such as Sanskriti (Annual Management Fest), Samathi (Marketing Samathi, Finance Samathi, Operations Samathi, HR Samathi etc.), Student clubs such as Marketing Club, Finance Club, Operations Club, HR Club, Photography Club, Sports Club, Social Club, Quiz Club etc.
6. Student teams are formed to help in organizing placements, internships and related activities.
7. Students organize social activities such as Blood Donation camps, Harithaharam, helping the orphans, distribution of clothes, essential commodities to the poor and flood effected area people.
8. Students are encouraged to participate in competitions conducted in other B-Schools in Hyderabad and other parts of the country.
9. Students are provided specially designed inputs in the areas of personality development, business communication, business aptitude, versant tests, group discussions, personal interviews etc.
10. Students are provided with free supply of Business News papers.

• **Mechanism/ Norms and Procedure for democratic/ Good Governance**

1. Introduction

In its endeavor to strive for academic excellence and provide quality education at affordable prices to students, the Institute of Public Enterprise (IPE) set up its second campus spread over 22 acres in the pollution free environs of Shameerpet located in the outskirts of Hyderabad. IPE has carved out a niche for itself in Research, Training, Consultancy and Management Education. IPE is recognized as a Centre of Excellence in Social Science Research by the Indian Council of Social Science Research (ICSSR), Ministry of HRD, Govt. of India.

2. Board of Governors

The Board of Governors at the Institute comprising of eminent policy makers, researchers, chief executives and administrators of public enterprises, the Institute thrives to inculcate an environment for generating, acquiring, assimilating and exchanging knowledge. As per the MoA the term of the office of the elected / nominated members of the Board shall be 3 years. They are eligible for re-election / re-nomination. The elected Members will be elected at the time of annual meeting of the General Body. The term of the office of the appointed members of the Executive Committee shall be three years. They are eligible for reappointment. The board shall elect a President who shall hold office for a period of 3

years. In case of any causal vacancy during the period between two elections to the Board/ Executive Committee the President may fill up the vacancy by nomination in consultation with the board. Such nominated members will hold office till the next election. In case of vacancy in the office of President of the Board of Governors arising by reason of registration or otherwise, the Board shall elect a President, who shall hold office for the remaining period of three years.

3. Faculty

1. Workload

Workload is predefined in faculty evaluation. Clear guidelines are provided for the faculty.

- 2. Evaluation:** The Institute follows the practice of annual performance evaluation of faculty through the information received from the faculty in the form of self-appraisal reports. Appropriate weights are assigned to the various activities carried out by the faculty such as teaching, training, research, consultancy, publications, academic administration etc. Certain activities like Admissions, Placements, MDPs, Research & Consultancy etc., are considered as dominant activities with weightage up to 50%. The faculty, whose activity is identified as dominant activity with 50% weightage, can allocate 50% of their remaining faculty time to the other activities of the Institute as per their choice.

3. Incentives

To enhance professional development among faculty, IPE incentivizes faculty by paying professional development allowance. The expenses incurred on membership fees of professional societies, participation in seminar and conferences, purchase of books, cds, videos, journal, etc.

4. Sponsorships to participate and present in seminar and conferences/ workshops / etc

Faculty are encouraged to participate and present papers in seminar and conferences/ workshops / in India and abroad.

5. Other facilities to faculty and staff

Institute facilitates to reimburse telephone charges, school fees, medical expenses, encashment of leave, food allowance, washing allowance, etc

4. Resources

Financial resources and application of funds for furtherance of the objectives of the Institute is constantly monitored by the Finance Committee of the Board of Governors. IPE follows budgetary controls to plan revenue and capital expenditure each year and the performance is reviewed through quarterly financial reports and monthly cash flow statements. IPE is using Tally ERP software for book keeping and follows the double entry system of accounting as per Accounting Standards prescribed by the Institute of Chartered Accounts of India. The Income and Expenditure Statement and the Balance Sheet audited by the statutory Auditors

each year are presented to the Members. Besides receiving grant-in-aid from ICSSR to meet part of the salaries and maintenance expenditure for research activity, the major portion of IPE's income is generated from the following activities:

1. Long term Education Programmes
2. Management Development Programmes
3. Seminars and Conferences
4. Research and Consultancy Assignments

Other income – Hostel Fee and Interest on Investments

1. Student Involvement

The students are encouraged to actively participate in managing various activities of campus living through Committees, clubs, events, etc and make best use of available facilities for a harmonious and peaceful atmosphere on the campus. Students are mentored to publish papers with faculty and also are actively involved in

2. Ecofriendly Campus

The state of the art infrastructure spread over the 22 acre campus is designed to provide all facilities to enhance the learning experience to more than 1000 students that it can accommodate. The buildings conform to the green concepts and techniques to attain:

- a. Reduced energy consumption without sacrificing the comfort levels
- b. Reduced destruction of natural areas, habitats, and biodiversity, and reduced soil loss from erosion etc.
- c. Reduced air and water pollution (with direct health benefits)
- d. Reduced water consumption
- e. Limited waste generation due to recycling and reuse

The buildings are certified with 'Five Star' rating under GRIHA (Green Rating for Integrated Habitat Assessment) by the Ministry of New and Renewable Energy (MNRE), Government of India and The Energy and Resources Institute (TERI). The Indian Green Buildings Council (IGBC) conferred the LEED India New Constructions 'Platinum' rating award to IPE's Shameerpet Project in its Green Buildings Congress 2018 held in Hyderabad during 1 -3 November 2018.

The sprawling 5,75,000 sq. ft. built up area consists of a four-storied Academic Block, two nine storied separate hostel buildings for boys and girls and a food court. Two chiller plants of 100 TR provide central air-conditioning to the entire Academic Block and the Hostels. Two Power back-up Diesel Generators of 500 kVA and 250 kVA are installed to provide uninterrupted power supply. A Water Treatment Plant (WTP) of 150 KLD provides safe drinking water through Reverse Osmosis (RO) water purifiers. The used water is recycled through Sewerage Treatment Plant (STP) and used for gardening, flushing toilets, etc. to conserve water resources.

The entire Campus is under constant surveillance of CC Cameras installed at all strategic locations. The entire Campus is enabled with 450 Mbps wi-fi connectivity. Sports facilities for outdoor games like football, volley ball, basket-ball, shuttle, net cricket, table

tennis, etc. besides indoor games like caroms, chess, etc. provide recreation to the students.

- **Student Feedback on Institutional Governance/ Faculty performance**

Student Feedback is reserved from all the student and Alumni for the academic year (2018-19). The process is helped to analysis the institute in 1. Development of curriculum for 'Autonomy'. 2. Feedback about Faculty is taken from students twice a semester. The various parameters on which teaching is assessed are: Communication Skills, Quality of Teaching/ Academic input, Subject Knowledge, Content and Method of Delivery, Resourcefulness, Readiness of all level Teaching staff, Accessibility and Availability of Teaching staff in Campus/ Department. Feedback is signed by the Director and conveyed to the faculty by respected Dean and Course Coordinators. Counseling of faculty having feedback is measured on 10 point scale _____ is carried out by Course Coordinators and Dean as well as by the Director for his/ her improvement. 3. An Institute level Parent Teaching staff meeting is conducted once every semester. During the meeting, parents are made aware about their wards' attendance, academic performance for the semester as well as about the various learning processes conducted in the institute. Suggestions given by parents were very well accepted and considered and try to put in to the implementation and send to the parents for their suggestions' impact. Also this helped in identifying the parents who would help in providing support to the institute in terms of Projects, internship and placement etc. 4. Feedback about Institute is also taken from all students once in a year. This includes the feedback about the facilities and the infrastructure of the institute. 5. Various companies visit the campus of the institute for the placement of the students such as Amozon, Genpack . Based on this feedback, Guest lectures, workshops, yearly sanskriti, seminars are organized for students to help them to be ready for industry.

- **Grievance Redressal mechanism for Faculty, staff and students**

Grievance Redressal Committee

The Committee will only deal with student grievances that are not adhered in purview of Anti-Ragging Committee, SC/ST Committee and Disciplinary committees. Based on a written request, the Committee may, at its discretion, invite the aggrieved faculty / staff for a personal hearing. The Committee may hold its meeting from time to time as may be necessary. All the representations received by the end of the previous month shall be deliberated upon its meetings. In case, the issue

of appropriate forum for handling a specific grievance arises, Coordinator (Student Welfare) can be consulted by the Committee. The Committee may at its own discretion, invite the aggrieved student for a personal hearing on the basis of a written request. The above Committee may hold its meetings from time to time as required. The Committee shall give its recommendations in the grievances referred within three months.

Roles and Responsibilities

- The Committee shall study, analysis and submit its recommendations to the Director within 15 days from the date of receipt of application/complaint.
- The recommendation submitted by the Grievance Redressal Committee shall be viewed and considered by Director..
- The grievance needs to be redressed and disposed-off as soon as possible however not exceeding 30 days from the date of receipt, in the case of employee and 60 days in the case of public.
- However under circumstance a policy decision is warranted, the subject matter may be referred by Director to Chairman Governing Body with request for direction and guidance.

| Sl. No | Name | Designation | Position | Phone No. | Email |
|---------------|----------------------------|------------------------------|-----------------|------------------|--|
| 1 | Dr S Sreenivasa Murthy | Dean | Chairman | 9491159906 | ssmurthy@ipeindia.org |
| 2 | Ms. J Kiranmai | Registrar | Member | 9177005520 | kiranmai@ipeindia.org |
| 3 | Mr. M Phani | FAO | Member | 9246176535 | mphani@ipeindia.org |
| 4 | Dr. Shweta Mehrotra | Assistant Professor | Member | 8790001949 | shwetamehrotra@ipeindia.org |
| 5 | Mr. Domnic Savio | Senior Student | Member | 8374895419 | 1801059@ipeindia.org |
| 6 | Ms. Madabhushi Sai Mounika | Junior Student | Member | 7093879987 | 1908046@ipeindia.org |
| 7 | Dr K V Ananth Kumar | Coordinator Students Affairs | Member Convener | 9491159906 | ananth@ipeindia.org |

Disciplinary Committee

The Disciplinary Committee will ensure compliance of Code of Discipline and Conduct for students and will suggest suitable action in case of its violation. In case of matters concerning in the campus, the Disciplinary Committee is empowered to take decisions.

Role and Responsibilities

The following are the roles and responsibilities of Disciplinary Committee:

1. Maintain transparency, non-bias opinion and confidentiality.
2. Conduct awareness among students about the roles and responsibilities of the Committee
3. Review and finalize all meeting minutes for circulation and documentation purpose
4. Ensure recording secretary has documented:

Disciplinary Committee

| Sl. No | Name | Designation | Position | Phone No. | Email |
|--------|------------------------|----------------------------------|-----------------|------------|--|
| 1. | Dr. MLN Rao | COE | Chairman | 9440766966 | mlnrao@ipeindia.org |
| 2. | Ms. J Kiranmai | Registrar | Member | 9177005520 | kiranmai@ipeindia.org |
| 3. | Dr. Meher Karuna | Coordinator – Placements | Member | 9440344468 | meherkaruna@ipeindia.org |
| 4. | Mr. M Phani | Finance & Administrative Officer | Member | 9246176535 | mphani@ipeindia.org |
| 5. | Dr. Muzamil Ahmad Baba | Assistant Professor | Member | 9177216166 | muzamil@ipeindia.org |
| 6. | Mr. Chaitanya Moturu | Senior Student | Member | 8333825449 | 1804011@ipeindia.org |
| 7. | Ms. Ramya C Chavalli | Junior Student | Member | 8297109988 | 1903063@ipeindia.org |
| 8. | Dr. KV Ananth Kumar | Coordinator Student Affairs | Member Convener | 9491159906 | ananth@ipeindia.org |

Sexual Harassment Grievances Committee

As per the directives of the Supreme Court, and UGC the IPE has constituted a committee. The Committee has to conduct awareness programmes among the staff and students. The Committee aims to evolve a mechanism for the prevention and redressal of sexual harassment cases and other acts of gender based violence in the institution. The committee shall also ensure to :

- implementation of the policy in letter and spirit through proper reporting of the complaints and their follow-up procedures.
- provide an environment free of gender-based discrimination.
- ensure equal access of all facilities and participation in activities of the college
- create a secure physical and social environment which will deter acts of sexual harassment
- promote a social and psychological environment that will raise awareness about sexual harassment in its various forms.

Roles and Responsibilities

The Committee is responsible for all complaints of sexual harassment made:

- By a member of the institution against any other member irrespective of whether the harassment is alleged to have taken place within or outside the campus.
- By an outsider against a member of the college or by a member of the college against an outsider if the sexual harassment is alleged to have taken place within the campus.
- By a member of the college against an outsider if the sexual harassment is alleged to have taken place outside the campus. In such cases the Committee shall recommend that the college authorities initiate action by making a complaint with the appropriate authority. Further, the committee will actively assist and provide available resources to the complainant in pursuing the complaint.

Sexual Harassment Grievances Committee

| Sl · N o | Name | Designation | Position | Phone No. | Email |
|-------------------|----------------------------|---|-------------------------------|----------------|--|
| 1 | Dr. M Meher Karuna | Coordinator – Placements | Chairperson | 94403444 68 | mcherkaruna@ipeindia.org |
| 2 | Dr. S Sreenivasa Murthy | Dean & Chairman – Placements | Member | 93924308 74 | ssmurthy@ipeindia.org |
| 3 | Ms. G Goverdhani | Chief, Indra Priya Darsini Women's Welfare Association, Door No. 18-317/8, | Member Representative from | 98850136 99 | ipwwal1998@yahoo.com , ipwwa.ngo@gmail.com , |

| | | | | | |
|---|----------------------------|--|--------------------|----------------|--|
| | | Prashanth Nagar, Near TS Housing Board – Jadcherla – 509301 Mahabubnagar | NGO | | 1998ipwwa@gmail.com |
| 4 | Dr. Anand Akundy | Assistant Professor | Member | 99082333 02 | anand@ipeindia.org |
| 5 | Mr. M Phani | FAO | Member | 92461765 35 | mphani@ipeindia.org |
| 6 | Mr. Pranav Srivastav Ch | Senior Student | Member | 70364092 10 | 1804026@ipeindia.org |
| 7 | Ms. Basapuram Aparna | Senior Student | Member | 97058025 16 | 1808008@ipeindia.org |
| 8 | Dr. Deepti Chandra | Chief Warden | Member Convener | 98747261 54 | deeptichandra@ipeindia.org |

Establishment of Anti Ragging Committee

In view of the directions of the Hon'ble Supreme Court in SLP No. 24295 of 2006 dated 16th May 2007 and in Civil Appeal number 887 of 2009, dated 08th May 2009 the Institute of Public Enterprise (IPE) has constituted the following committee to eradicate / prohibit the ragging.

| Sl. No | Name | Designation | Position | Phone No. | E-Mail |
|--------|----------------------------|--|----------|------------|--|
| 1. | Dr. KV Ananth Kumar | Coordinator Student Affairs | Chairman | 9491159906 | ananth@ipeindia.org |
| 2. | Dr. S Sreenivasa Murthy | Dean & Chairman - Placements | Member | 9392430874 | ssmurthy@ipeindia.org |
| 3. | Ms. J Kiranmai | Registrar | Member | 9177005520 | kiranmai@ipeindia.org |
| 4. | Mr. M Phani | Finance & Administrative Officer | Member | 9246176535 | mphani@ipeindia.org |
| 5. | Mr. Rajashekar Anugu | Senior Student | Member | 9052828985 | 18081137@ipeindia.org |

| | | | | | |
|----|----------------------|---------------------------|-----------------|------------|--|
| 6. | Ms. Aparna Basapuram | Senior Student | Member | 9705802516 | 1808008@ipeindia.org |
| 7. | Mr. Stephen Livera | SSDPA, NGO Representative | Member | 9391039323 | stephen_livera@yahoo.com |
| 8. | Dr. Deepti Chandra | Chief Warden | Member Convener | 7093134074 | deeptichandra@ipeindia.org |

Anti-Ragging Committee to ensure compliance with the provisions of these Regulations as well as the provisions of any law for the time being in force concerning ragging; and also to monitor and oversee the performance of the Anti-Ragging Squad in prevention of ragging in the institution. As per the order of Supreme Court of India and subsequent Notification from University Grants Commission (UGC), ragging constitutes one or more of any intention by any student or group of students on:

1. Any act of Indiscipline, Teasing or Handling with Rudeness.
2. Any act that Prevents, Disrupts the Regular Academic Activity.
3. Any activity which is likely to cause Annoyance, hardship, Psychological Harm or creates Fear or Apprehension.
4. Any Act of Financial Extortion or Forceful Expenditure.
5. Any Act of Physical Abuse causing Assault, Harm or danger to Health.
6. Any Act of abuse by spoken words, emails, SMS or public insult etc.
7. Any Act of injury or infringement of the fundamental right to the human dignity.
8. Any Act of Wrongful Confinement, Kidnapping, molesting or committing unnatural offences, use of criminal forces, trespass or intimidation.
9. Any unlawful assembly or conspiracy to ragging.

Punishment to those found guilty

Any student or group of students found guilty of ragging in the campus or even outside the campus shall be liable to one or more of the following punishments

1. Debarring from appearing in any sessional test / University Examination
2. Suspension from attending classes and academic privileges
3. Withdrawing scholarships and other benefits
4. Suspension from the college for a period of one month

Objectives of Anti Ragging Committee

Anti-Ragging Committee responsible for inculcating Culture of Ragging Free Environment in the Campus. The Anti-Ragging Squad office bearers will work under the Supervision of Anti Ragging Committee and to engage in the works of checking places like Hostels, Buses, Canteens, Classrooms

and other places of student congregation. Anti-Ragging Committee will be involved in designing strategies and action plan for curbing the Menace of Ragging in the college by adopting array of activities. The Committee also would conduct awareness programmes from time-to-time in the campus.

Responsibilities of Anti Ragging Squad

Anti-Ragging Squad will be working under the Monitoring of Anti Ragging Committee and will seek advice from the Anti-Ragging Committee. The functions of Anti-Ragging Squad will be to keep a vigil and stop the incidences of Ragging, if any, happening / reported in the places of Student aggregation including, Classrooms, Canteens, Buses, Grounds, Hostels etc. The Squad will also educate the students at large by adopting various means about the menace of Ragging and related Punishments there to. A gamut of positive reinforcement activities are adopted by Anti-Ragging Squad for orienting students and molding their personality for a better cause. They shall work in Consonance and Guidance of Anti Ragging Committee.

| Sl. No | Name | Designation | Position | Phone No. | Email |
|---------------|------------------------|-----------------------------|-----------------|------------------|--|
| 1 | Dr. KV Ananth Kumar | Coordinator Student Affairs | Chairman | 9491159906 | ananth@ipeindia.org |
| 2 | Dr. MLN Rao | Professor | Member | 9440766966 | mlnrao@ipeindia.org |
| 3 | Dr. Lakshmi Kumari Ch | Associate Professor | Member | 9652960250 | laxmi_k@ipeindia.org |
| 4 | Dr. Prashant Raman | Assistant Professor | Member | 9799499849 | prashantraman@ipeindia.org |
| 5 | Dr. Muzamil Ahmad Baba | Assistant Professor | Member | 9177216166 | muzamil@ipeindia.org |
| 6 | Mr. P Mahesh | Assistant Professor | Member | 9704644044 | maheshp@ipeindia.org |
| 7. | Dr. Deepti Chandra | Chief Warden | Member Convener | 7093134074 | deeptichandra@ipeindia.org |

All members are requested to co-operate in maintaining conducive academic atmosphere for our students both in the college & hostel premises.

- **Establishment of Online Grievance Redressal Mechanism**

<https://www.ipeindia.org/students-grievance-redressal-cell/>

- **Establishment of Grievance Redressal Committee in the Institution and Appointment of OMBUDSMAN by the University:**

Prof. R K Mishra
Director



IPE / DIR / FEB / 2019 / 03

February 3, 2019

Dear Professor Balamohandas,

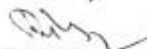
Sub: Appointment as Ombudsman – Reg.

Further to our Letter No.IPE / Admn / Ombudsman / 2012, dated December 18, 2012, we are pleased to reappoint you as Ombudsman at the Institute of Public Enterprise, Hyderabad for redressal of grievances of students as a part time officer for a further period of three years on the terms and conditions conveyed in the letter dated December 18, 2012.

The Institute will defray your travel, board and lodge expenses for your involvement in the institutional activities and pay a token honorarium for your valuable contribution. We request you to kindly accept our offer and be with the Institute as Ombudsman for a period of three years.

With best regards,

Yours sincerely,



(R K Mishra)

Professor V Balamohandas
Flat # 608, M.V.V. & M.K.'s Royal Gardens
D.No.10-28-2/67, Facor Layout, Ramnagar
Visakhapatnam – 530 002
Telephone No. 0891-2551282
Mobile No. 98480 10187
Email: ybmdas@rediffmail.com



City Office:
OU Campus
Hyderabad - 500 007

Shamirpet Campus:
Sy No. 1266, Shamirpet (V&M)
Medchal Dist. - 500 101

Email: rmishra@ipedia.org
ramkumarmishra@gmail.com



- **Establishment of Internal Complaint Committee (ICC)**

The main objective of the IQAC is to develop a system for conscious, consistent and catalytic action to improve the academic and administrative performance of the institution and to promote measures for institutional functioning towards quality enhancement through internalization of quality culture and institutionalization of best practices.

IQAC shall evolve mechanisms and procedures for:

- ensuring timely, efficient and progressive performance of academic, administrative and financial tasks;
- relevant and quality academic/ research programmes;
- equitable access to and affordability of academic programmes for various sections of society;
- optimization and integration of modern methods of teaching and learning;
- the credibility of assessment and evaluation process;
- ensuring the adequacy, maintenance and proper allocation of support structure and services;
- sharing of research findings and networking with other institutions in India and abroad.

| Sl.No. | Name of the Person | Position | Designation | Email. Id |
|--------|-------------------------|---------------------|-------------|--|
| 1. | Dr R K Mishra | Director | Chairman | rkmishra@ipeindia.org |
| 2. | Prof.M.L.N.Rao | Professor | Member | mlnrao@ipeindia.org |
| 3. | Dr P S Janaki Krishna | Professor | Member | janki@ipeindia.org |
| 4. | Ms. J Kiranmai | Registrar | Member | kiranmai@ipeindia.org |
| 5. | Dr Sinju Sankar | Assistant Professor | Member | sinjusankar@ipeindia.org |
| 6. | Mr M Phani | FAO | Member | mphani@ipeindia.org |
| 7. | Mr. Pranav Srivastav Ch | Senior Student | Member | 1804026@ipeindia.org |
| 8. | Ms. Basapuram Aparna | Senior Student | Member | 1808008@ipeindia.org |
| 9. | Prof K. Trivikram | Associate Professor | Coordinator | trivikramk@ipeindia.org |

- **Establishment of Committee for SC/ ST**

The scheduled Caste (SC) and Scheduled Tribes (ST) Cell in an institute promotes the special interest of students in the reserved category and to provide special inputs in areas where the students experience difficult.

The cell would conduct regular remedial coaching classes on life skills, personality development, writing assignments and making presentations, as well as Hindi and local language classes. The Cell also is expected to organize interactive sessions and informal meetings with students to attend to their personal, social and academic problems.

| Sl. No | Name | Designation | Position | Phone No. | Email |
|--------|-------------------------|--------------------------------|-----------------|------------|--|
| 1 | Dr. S Sreenivasa Murthy | Dean, Coordinator – Placements | Chairman | 9392430874 | ssmurthy@ipeindia.org |
| 2 | Dr. MLN Rao | Professor | Member | 9440766966 | mlnrao@ipeindia.org |
| 3 | Dr. A S Kalyan Kumar | Assistant Professor | Member | 9441744319 | kalyan@ipeindia.org |
| 4 | Dr. Sandeep Kumar Kujur | Assistant Professor and Warden | Member Convener | 9846472635 | sandeep@ipeindia.org |

- **Internal Quality Assurance Cell**

The main objective of the IQAC is to develop a system for conscious, consistent and catalytic action to improve the academic and administrative performance of the institution and to promote measures for institutional functioning towards quality enhancement through internalization of quality culture and institutionalization of best practices.

IQAC shall evolve mechanisms and procedures for:

- ensuring timely, efficient and progressive performance of academic, administrative and financial tasks;
- relevant and quality academic/ research programmes;
- equitable access to and affordability of academic programmes for various sections of society;
- optimization and integration of modern methods of teaching and learning;
- the credibility of assessment and evaluation process;
- ensuring the adequacy, maintenance and proper allocation of support structure and services;
- sharing of research findings and networking with other institutions in India and abroad.

| Sl.No. | Name of the Person | Position | Designation | Email. Id |
|--------|-----------------------|---------------------|-------------|--------------------------|
| 10. | Dr R K Mishra | Director | Chairman | rkmishra@ipeindia.org |
| 11. | Prof.M.L.N.Rao | Professor | Member | mlnrao@ipeindia.org |
| 12. | Dr P S Janaki Krishna | Professor | Member | janki@ipeindia.org |
| 13. | Ms. J Kiranmai | Registrar | Member | kiranmai@ipeindia.org |
| 14. | Dr Sinju Sankar | Assistant Professor | Member | sinjusankar@ipeindia.org |

| | | | | |
|-----|-------------------------|---------------------|-------------|--|
| 15. | Mr M Phani | FAO | Member | mphani@ipeindia.org |
| 16. | Mr. Pranav Srivastav Ch | Senior Student | Member | 1804026@ipeindia.org |
| 17. | Ms. Basapuram Aparna | Senior Student | Member | 1808008@ipeindia.org |
| 18. | Prof K.Trivikram | Associate Professor | Coordinator | trivikramk@ipeindia.org |

6. Programmes

- Name of Programmes approved by AICTE :
 - Post Graduate Diploma in Management (PGDM)
 - PGDM – Marketing Management
 - PGDM – Banking Insurance and Financial Services
 - PGDM – Banking Insurance and Financial Services-Second Shift
 - PGDM – International Business
 - PGDM – Human Resource Management-Second Shift
 - Executive – PGDM
 - MBA – Part Time
- Name of Programmes Accredited by AICTE: NA
- Status of Accreditation of the Courses: -
 - Total number of Courses: NA
 - No. of Courses for which applied for Accreditation: NA
 - Status of Accreditation – NA

For each Programme the following details are to be given:

- Name: **Post Graduate Diploma in Management**
- Number of seats: 240
- Duration: 24 Months
- Cut off marks/rank of admission during the last three years: 50%
- Fee: 8,00,000/-
- Placement Facilities:
- Campus placement in last three years with minimum salary, maximum salary and average salary

| Course | 2016-17 | | | 2017-18 | | | 2018-19 | | |
|--------|----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|----------------------|----------------------|-----------------------|
| | Min. Sala (in lakhs) | Max.Sal a (in lakhs) | Avg.Sal a (in lakhs) | Min. Sala (in lakhs) | Max.Sal a (in lakhs) | Aver.Sal a (in lakhs) | Min. Sala (in lakhs) | Max.Sal a (in lakhs) | Aver.Sal a (in lakhs) |
| PGDM | 3.5 | 12 | 4.6 | 3.5 | 14 | 5.5 | 3.5 | 18 | 5.58 |

- Name: **PGDM – Marketing Management**
- Number of seats:60
- Duration: 24 Months
- Cut off marks/rank of admission during the last three years: 50%
- Fee: 8,00,000/-
- Placement Facilities
- Campus placement in last three years with minimum salary, maximum salary and average salary

| Course | 2016-17 | | | 2017-18 | | | 2018-19 | | |
|-----------|----------------------|---------------------|---------------------|----------------------|---------------------|----------------------|----------------------|---------------------|----------------------|
| | Min. Sala (in lakhs) | Max.Sala (in lakhs) | Avg.Sala (in lakhs) | Min. Sala (in lakhs) | Max.Sala (in lakhs) | Aver.Sala (in lakhs) | Min. Sala (in lakhs) | Max.Sala (in lakhs) | Aver.Sala (in lakhs) |
| MM | 3.5 | 6.5 | 4.6 | 3.5 | 11.9 | 5.5 | 3.5 | 7.1 | 5.58 |

- Name: **PGDM – Banking Insurance and Financial Services**
- Number of seats:60
- Duration: 24 Months
- Cut off marks/rank of admission during the last three years: 50%
- Fee: 8,00,000/-
- Placement Facilities
- Campus placement in last three years with minimum salary, maximum salary and average salary

- Name: **PGDM – Banking Insurance and Financial Services(Second Shift)**
- Number of seats:60
- Duration: 24 Months
- Cut off marks/rank of admission during the last three years: 50%
- Fee: 8,00,000/-
- Placement Facilities
- Campus placement in last three years with minimum salary, maximum salary and average salary

| Course | 2016-17 | | | 2017-18 | | | 2018-19 | | |
|------------------------------|----------------------|---------------------|---------------------|----------------------|---------------------|----------------------|----------------------|---------------------|----------------------|
| | Min. Sala (in lakhs) | Max.Sala (in lakhs) | Avg.Sala (in lakhs) | Min. Sala (in lakhs) | Max.Sala (in lakhs) | Aver.Sala (in lakhs) | Min. Sala (in lakhs) | Max.Sala (in lakhs) | Aver.Sala (in lakhs) |
| BIF/BIF(Second shift) | 3.5 | 9.2 | 4.6 | 3.5 | 12.1 | 5.5 | 3.5 | 9.7 | 5.58 |

- Name: **PGDM – International Business**
- Number of seats:60
- Duration: 24 Months
- Cut off marks/rank of admission during the last three years: 50%
- Fee: 8,00,000/-
- Placement Facilities
- Campus placement in last three years with minimum salary, maximum salary and average salary

| Course | 2016-17 | | | 2017-18 | | | 2018-19 | | |
|-----------|----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|----------------------|----------------------|-----------------------|
| | Min. Sala (in lakhs) | Max.Sal a (in lakhs) | Avg.Sal a (in lakhs) | Min. Sala (in lakhs) | Max.Sal a (in lakhs) | Aver.Sal a (in lakhs) | Min. Sala (in lakhs) | Max.Sal a (in lakhs) | Aver.Sal a (in lakhs) |
| IB | 3.5 | 8.1 | 4.6 | 3.5 | 12.1 | 5.5 | 3.5 | 9.7 | 5.58 |

- Name: **PGDM – Human Resource Management(Second Shift)**
- Number of seats:60
- Duration: 24 Months
- Cut off marks/rank of admission during the last three years: 50%
- Fee: 8,00,000/-
- Placement Facilities
- Campus placement in last three years with minimum salary, maximum salary and average salary

| Course | 2016-17 | | | 2017-18 | | | 2018-19 | | |
|------------|----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|----------------------|----------------------|-----------------------|
| | Min. Sala (in lakhs) | Max.Sal a (in lakhs) | Avg.Sal a (in lakhs) | Min. Sala (in lakhs) | Max.Sal a (in lakhs) | Aver.Sal a (in lakhs) | Min. Sala (in lakhs) | Max.Sal a (in lakhs) | Aver.Sal a (in lakhs) |
| HRM | 3.5 | 6 | 4.6 | 3.5 | 6.33 | 5.5 | 3.5 | 16.5 | 5.58 |

- Name: **Executive – PGDM**
- Number of seats:30
- Duration: 15 Months
- Cut off marks/rank of admission during the last three years: 50%
- Fee: 3,80,000/-
- Placement Facilities: Yes
- Campus placement in last three years with minimum salary, maximum salary and average salary: NIL

- Name: **MBA – Part Time**
 - Number of seats:60
 - Duration: 24 Months
 - Cut off marks/rank of admission during the last three years: 50%
 - Fee:
 - Placement Facilities: Yes
 - Campus placement in last three years with minimum salary, maximum salary and average salary: NIL
- Name and duration of programme(s) having Twinning and Collaboration with Foreign University(s) and being run in the same Campus along with status of their AICTE approval. If there is Foreign Collaboration, give the following details: **NA**
 - Details of the Foreign University: **NA**
 - Name of the University: **NA**
 - Address: **NA**
 - Website: **NA**
 - Accreditation status of the University in its Home Country: **NA**
 - Ranking of the University in the Home Country: **NA**
 - Whether the degree offered is equivalent to an Indian Degree? If yes, the name of the agency which has approved equivalence. If no, implications for students in terms of pursuit of higher
 - studies in India and abroad and job both within and outside the country: : **NA**
 - Nature of Collaboration: **NA**
 - Conditions of Collaboration: **NA**
 - Complete details of payment a student has to make to get the full benefit of Collaboration: **NA**
 - For each Programme Collaborated provide the following: : **NA**
 - Programme Focus: **NA**
 - Number of seats: **NA**
 - Admission Procedure: **NA**
 - Fee: **NA**
 - Placement Facility: **NA**
 - Placement Records for last three years with minimum salary, maximum salary and average salary: **NA**
 - Whether the Collaboration Programme is approved by AICTE? If not whether the Domestic/Foreign
 - University has applied to AICTE for approval: **NA**

7. Faculty

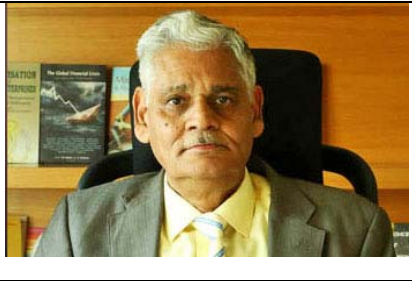
- Branch wise list Faculty members: Management Discipline: Total 52 Permanent Faculty Member
- Permanent Faculty: 52
- Adjunct Faculty: 10
- Permanent Faculty: Student Ratio: **1:21**

Number of Faculty employed and left during the last three years:

| S.No | Name of the Faculty | Designation | Date of Leaving | Date of Rejoining |
|------|-------------------------------|---------------------|-----------------|-------------------|
| 1 | Dr. S S Subrahmanyam | Associate Professor | 01/05/2016 | 21/01/2019 |
| 2 | Dr. S K Mathur | Sr. Faculty Member | 4/30/2016 | 21/01/2019 |
| 3 | Dr. A Jagan Mohan Reddy | Associate Professor | 01/08/2016 | |
| 4 | Mr. A N K Prasanna Anjaneyulu | Assistant Professor | 01/08/2016 | |
| 5 | Mr. T Anil Kumar | Assistant Professor | 10/31/2016 | |
| 6 | Dr. Jayasree Ravindran | Assistant Professor | 09/11/2016 | |
| 7 | Dr. Poonam Singh | Assistant Professor | 02/01/2017 | |
| 8 | Dr. V Rajeev Karan Reddy | Assistant Professor | 5/31/2017 | 21/01/2019 |
| 9 | Dr. Anup Kumar | Assistant Professor | 02/05/2017 | |
| 10 | Dr. Anupama Sharma | Assistant Professor | 06/06/2017 | |
| 11 | Dr. G Vidyanath | Sr. Faculty Member | 7/31/2017 | |
| 12 | Mr.K R S Sastry | Sr. Faculty Member | 03/08/2017 | |
| 13 | Ms. Pragnya Sambit Aacharya | Assistant Professor | 6/14/2017 | |
| 14 | Dr. Santosh Kumar Tiwari | Assistant Professor | 7/13/2018 | |
| 15 | Dr.Jyoti Kumari | Assistant Professor | 4/30/2019 | |
| 16 | Mr. V Anji Raju | Associate Professor | 7/31/2019 | |
| 17 | Ms.Girija Mallikarjunan | Assistant Professor | 31/10/2019 | |

8. Profile of Vice Chancellor/ Director/ Principal/ Faculty


For each Faculty give a page covering with Passport size photograph

| | | |
|-----------------|---|---|
| Director | |  |
| 1 | Name | DR RAM KUMAR MISHRA |
| 2 | Date of Birth | 12/08/1948 |
| 3 | Unique id | 1-424584135 |
| 4 | Education Qualifications | M.Com., PhD |
| 5 | Work Experience | |
| | Teaching | 35 |
| | Research | 35 |
| | Industry | 10 |
| | others | - |
| 6 | Area of Specialization | |
| 7 | Courses taught at Diploma/ Post Diploma/ Under Graduate/ Post Graduate/ Post Graduate Diploma Level | Corporate Finance, Public enterprise, M.Com, MPhil, MBA, MA(PA and PS), Corporate Governance, CSR, PPP, Public Administration |
| 8 | Research guidance | - |
| | No. of papers published in National/ International Journals/ Conferences | 200 |
| | Master | - |
| | Ph.D. | 80 |
| 9 | Projects Carried out | 120 |
| 10 | Patents | - |
| 11 | Technology Transfer | - |
| 12 | Research Publications | 126 |
| 13 | No. of Books published with details | 76 |

Dean




| | | |
|----|---|--|
| 1 | Name | Prof S Sreenivasa Murthy |
| 2 | Date of Birth | 26-01-1966 |
| 3 | Unique id | 1-424584135 |
| 4 | Education Qualifications | M.Com, MBA, Ph.D |
| 5 | Work Experience | |
| | Teaching | 25 |
| | Research | 29 |
| | Industry | -- |
| | others | -- |
| 6 | Area of Specialization | Corporate Finance and Financial Services |
| 7 | Courses taught at Diploma/ Post Diploma/ Under Graduate/ Post Graduate/ Post Graduate Diploma Level | Financial Accounting Cost and Management Accounting Financial Management Financial Securities Security Analysis Portfolio Management |
| 8 | Research guidance | |
| | No. of papers published in National/ International Journals/ Conferences | 62 |
| | Master | 120 |
| | Ph.D. | 14 |
| 9 | Projects Carried out | 8 |
| 10 | Patents | -- |
| 11 | Technology Transfer | -- |
| 12 | Research Publications | 14 |
| 13 | No. of Books published with details | 12 |


| | | |
|----------------|---|--|
| Faculty | |  |
| 1 | Name | DR K.NARENDRANATH MENON |
| 2 | Date of Birth | 10/26/1951 |
| 3 | Unique id | 1-756692074 |
| 4 | Education Qualifications | M.Com., PhD |
| 5 | Work Experience | |
| | Teaching | 42 years |
| | Research | Guided 4 research scholars in their doctoral pursuit |
| | Industry | Nil |
| | others | Nil |
| 6 | Area of Specialization | Business Management |
| 7 | Courses taught at Diploma/ Post Diploma/ Under Graduate/ Post Graduate/ Post Graduate Diploma Level | Organisational Behavior, Financial Accounting, Financial Management, Strategic Ma Leadership and Change Management |
| 8 | Research guidance | |
| | No. of papers published in National/ International Journals/ Conferences | 0 |
| | Master | 0 |
| | Ph.D. | 0 |
| 9 | Projects Carried out | 4 |
| 10 | Patents | 0 |
| 11 | Technology Transfer | 0 |
| 12 | Research Publications | 0 |
| 13 | No. of Books published with details | 0 |
| | | |


Faculty





| | | |
|----|---|-------------------------------------|
| 1 | Name | MR S N MANTHA |
| 2 | Date of Birth | 12/18/1954 |
| 3 | Unique id | 1-3240914767 |
| 4 | Education Qualifications | B Tech(Mech), MBA |
| 5 | Work Experience | |
| | Teaching | 2 |
| | Research | nil |
| | Industry | 38yrs |
| | others | nil |
| 6 | Area of Specialization | Strategic Management, Operations |
| 7 | Courses taught at Diploma/ Post Diploma/ Under Graduate/ Post Graduate/ Post Graduate Diploma Level | PGDM |
| 8 | Research guidance | |
| | No. of papers published in National/ International Journals/ Conferences | 0 |
| | Master | 0 |
| | Ph.D. | 0 |
| 9 | Projects Carried out | 0 |
| 10 | Patents | 0 |
| 11 | Technology Transfer | 0 |
| 12 | Research Publications | 0 |
| 13 | No. of Books published with details | 0 |


| | | |
|----------------|--|--|
| Faculty | |  |
| 1 | Name | DR M L N RAO |
| 2 | Date of Birth | 3/5/1959 |
| 3 | Unique id | 1-424572837 |
| 4 | Education Qualifications | M Sc, MBA, Ph D |
| 5 | Work Experience | |
| | Teaching | 29 years |
| | Research | 25 years |
| | Industry | 2 years |
| | others | |
| 6 | Area of Specialization | Management |
| 7 | Courses taught at Diploma/ Post Diploma/ Under Graduate/ Post Graduate/ Post Graduate Diploma Level | Post Graduate Diploma |
| 8 | Research guidance | |
| | No. of papers published in National/ International Journals/ Conferences | 30 |
| | Master | 153 |
| | Ph.D. | 1 |
| 9 | Projects Carried out | 6 |
| 10 | Patents | NA |
| 11 | Technology Transfer | NA |
| 12 | Research Publications | 23 |
| 13 | No. of Books published with details | 2 |

| | | |
|----------------|--|--|
| Faculty | |  |
| 1 | Name | DR SITA JANAKI KRISHNA PALAKODETY |
| 2 | Date of Birth | 7/5/1960 |
| 3 | Unique id | 1-424583949 |
| 4 | Education Qualifications | M.Sc., Ph.d |
| 5 | Work Experience | |
| | Teaching | 23 years |
| | Research | 28 years |
| | Industry | Nil |
| | others | |
| 6 | Area of Specialization | General Management |
| 7 | Courses taught at Diploma/ Post Diploma/ Under Graduate/ Post Graduate/ Post Graduate Diploma Level | Technology Management, Entrepreneurship Development |
| 8 | Research guidance | |
| | No. of papers published in National/ International Journals/ Conferences | 53 |
| | Master | 120 |
| | Ph.D. | 0 |
| 9 | Projects Carried out | 15 |
| 10 | Patents | 0 |
| 11 | Technology Transfer | 0 |
| 12 | Research Publications | 50 |
| 13 | No. of Books published with details | 5 |

| | | |
|----------------|---|---|
| Faculty | |  |
| 1 | Name | N G Satish |
| 2 | Date of Birth | 10/13/1955 |
| 3 | Unique id | 1-3586192489 |
| 4 | Education Qualifications | MA, MLISs, Ph.D. |
| 5 | Work Experience | |
| | Teaching | 20 years. This includes training experience |
| | Research | 30 years |
| | Industry | |
| | others | |
| 6 | Area of Specialization | |
| 7 | Courses taught at Diploma/ Post Diploma/ Under Graduate/ Post Graduate/ Post Graduate Diploma Level | Technology Management, Entrepreneurship, Consumer Behaviour |
| 8 | Research guidance | |
| | No. of papers published in National/ International Journals/ Conferences | 0 |
| | Master | 0 |
| | Ph.D. | 0 |
| 9 | Projects Carried out | 12 |
| 10 | Patents | |
| 11 | Technology Transfer | |
| 12 | Research Publications | 15 |
| 13 | No. of Books published with details | 3 |

| Faculty | |  |
|----------------|---|---|
| 1 | Name | Dr. R Venkateswar Rao |
| 2 | Date of Birth | 6/9/1959 |
| 3 | Unique id | |
| 4 | Education Qualifications | MBA PhD |
| 5 | Work Experience | |
| | Teaching | 33 years |
| | Research | |
| | Industry | |
| | others | |
| 6 | Area of Specialization | |
| 7 | Courses taught at Diploma/ Post Diploma/ Under Graduate/ Post Graduate/ Post Graduate Diploma Level | MBA |
| 8 | Research guidance | |
| | No. of papers published in National/ International Journals/ Conferences | 11 |
| | Master | 9 |
| | Ph.D. | 8 |
| 9 | Projects Carried out | 0 |
| 10 | Patents | 0 |
| 11 | Technology Transfer | 0 |
| 12 | Research Publications | 11 |
| 13 | No. of Books published with details | 0 |


| | | |
|----------------|---|---|
| Faculty | |  |
| 1 | Name | K.TRIVIKRAM |
| 2 | Date of Birth | 2/24/1954 |
| 3 | Unique id | 1-3584660170 |
| 4 | Education Qualifications | Ph.D. (Economics) |
| 5 | Work Experience | |
| | Teaching | 35 |
| | Research | 25 |
| | Industry | 0 |
| | others | |
| 6 | Area of Specialization | Economics |
| 7 | Courses taught at Diploma/ Post Diploma/ Under Graduate/ Post Graduate/ Post Graduate Diploma Level | Public Sector Policy, Corporate Governance, Strategic Management |
| 8 | Research guidance | |
| | No. of papers published in National/ International Journals/ Conferences | 5 |
| | Master | 200 |
| | Ph.D. | 4 |
| 9 | Projects Carried out | 22 |
| 10 | Patents | 0 |
| 11 | Technology Transfer | 0 |
| 12 | Research Publications | 12 |
| 13 | No. of Books published with details | 5 |


| | | |
|----------------|---|---|
| Faculty | |  |
| 1 | Name | MR S. SATISH KUMAR |
| 2 | Date of Birth | 6/12/1956 |
| 3 | Unique id | 1-433803808 |
| 4 | Education Qualifications | BE(Hons), PGDM |
| 5 | Work Experience | |
| | Teaching | 10 YEARS 6 MONTHS |
| | Research | ---- |
| | Industry | 29 YEARS |
| | others | |
| 6 | Area of Specialization | Operations Management and Quantitative Methods |
| 7 | Courses taught at Diploma/ Post Diploma/ Under Graduate/ Post Graduate/ Post Graduate Diploma Level | Statistics for Managers, Operations Research, Production and Operations Management, Supply Chain Management, Project Management |
| 8 | Research guidance | |
| | No. of papers published in National/ International Journals/ Conferences | 0 |
| | Master | 0 |
| | Ph.D. | 0 |
| 9 | Projects Carried out | 10 |
| 10 | Patents | 0 |
| 11 | Technology Transfer | 0 |
| 12 | Research Publications | 0 |
| 13 | No. of Books published with details | 0 |


Faculty




| | | |
|----|---|--|
| 1 | Name | DR. V. SRIKANTH |
| 2 | Date of Birth | 1/13/1972 |
| 3 | Unique id | 1-424078323 |
| 4 | Education Qualifications | Ph.D. |
| 5 | Work Experience | |
| | Teaching | 20 Years |
| | Research | 20 Years |
| | Industry | 4 Years |
| | others | |
| 6 | Area of Specialization | Marketing Management, Human Resources Management |
| 7 | Courses taught at Diploma/ Post Diploma/ Under Graduate/ Post Graduate/ Post Graduate Diploma Level | M.B.A., PGDM, BBM |
| 8 | Research guidance | |
| | No. of papers published in National/ International Journals/ Conferences | 0 |
| | Master | 220 |
| | Ph.D. | 6 |
| 9 | Projects Carried out | |
| 10 | Patents | 0 |
| 11 | Technology Transfer | 0 |
| 12 | Research Publications | 10 |
| 13 | No. of Books published with details | 0 |

| | | |
|----------------|---|--|
| Faculty | |  |
| 1 | Name | DR CHINTALAPUDI LAKSHMI KUMARI |
| 2 | Date of Birth | 8/9/1974 |
| 3 | Unique id | 1-431168000 |
| 4 | Education Qualifications | M.A., Mphil, Ph.D |
| 5 | Work Experience | |
| | Teaching | 19 years |
| | Research | 19 years |
| | Industry | Nil |
| | others | Nil |
| 6 | Area of Specialization | Economics |
| 7 | Courses taught at Diploma/ Post Diploma/ Under Graduate/ Post Graduate/ Post Graduate Diploma Level | Managerial Economics, Macro Economics |
| 8 | Research guidance | |
| | No. of papers published in National/ International Journals/ Conferences | 10 |
| | Master | 50 |
| | Ph.D. | |
| 9 | Projects Carried out | |
| 10 | Patents | |
| 11 | Technology Transfer | |
| 12 | Research Publications | 8 |
| 13 | No. of Books published with details | 10 |

| | | |
|----------------|---|---|
| Faculty | |  |
| 1 | Name | DR PAWAN KUMAR AVADHANAM |
| 2 | Date of Birth | 6/5/1976 |
| 3 | Unique id | 1-424078393 |
| 4 | Education Qualifications | Ph.D |
| 5 | Work Experience | |
| | Teaching | 12 years |
| | Research | 12 years |
| | Industry | Nil |
| | others | Null |
| 6 | Area of Specialization | Finance |
| 7 | Courses taught at Diploma/ Post Diploma/ Under Graduate/ Post Graduate/ Post Graduate Diploma Level | Post Graduate |
| 8 | Research guidance | |
| | No. of papers published in National/ International Journals/ Conferences | 8 |
| | Master | 50 |
| | Ph.D. | |
| 9 | Projects Carried out | 0 |
| 10 | Patents | 0 |
| 11 | Technology Transfer | 0 |
| 12 | Research Publications | 6 |
| 13 | No. of Books published with details | 2 |

| | | |
|----------------|---|--|
| Faculty | |  |
| 1 | Name | DR SRIDHAR RAJ |
| 2 | Date of Birth | 1/6/1972 |
| 3 | Unique id | 1-424078375 |
| 4 | Education Qualifications | MA PhD |
| 5 | Work Experience | |
| | Teaching | 15 |
| | Research | 15 |
| | Industry | 0 |
| | others | 0 |
| 6 | Area of Specialization | Organization Behavior and Human Resource Managemen |
| 7 | Courses taught at Diploma/ Post Diploma/ Under Graduate/ Post Graduate/ Post Graduate Diploma Level | Organization Behavior and Human Resource Managemen |
| 8 | Research guidance | |
| | No. of papers published in National/ International Journals/ Conferences | 5 |
| | Master | 0 |
| | Ph.D. | 0 |
| 9 | Projects Carried out | 0 |
| 10 | Patents | 0 |
| 11 | Technology Transfer | 0 |
| 12 | Research Publications | 5 |
| 13 | No. of Books published with details | 0 |

| | | |
|----------------|---|---|
| Faculty | |  |
| 1 | Name | MEHER KARUNA MAMILLAPALLI |
| 2 | Date of Birth | 6/7/1971 |
| 3 | Unique id | 1-424572791 |
| 4 | Education Qualifications | MA, MBA, Ph.D |
| 5 | Work Experience | |
| | Teaching | 21 years |
| | Research | 18 |
| | Industry | nil |
| | others | |
| 6 | Area of Specialization | Marketing Management, Human Resource Management and Strategic Management |
| 7 | Courses taught at Diploma/ Post Diploma/ Under Graduate/ Post Graduate/ Post Graduate Diploma Level | Marketing Management, Strategic Management, Marketing Research, Sales, Distribution and Retail Management, Strategic Marketing, Integrated Marketing Communication, Brand Management, Advertisement Management, Consumer Behaviour, Management and Organization |
| 8 | Research guidance | |
| | No. of papers published in National/ International Journals/ Conferences | 8 |
| | Master | 105 |
| | Ph.D. | |
| 9 | Projects Carried out | 2 |
| 10 | Patents | |
| 11 | Technology Transfer | |
| 12 | Research Publications | 1 |
| 13 | No. of Books published with details | 1 |

Faculty




| | | |
|----|--|--|
| 1 | Name | DR K V ANANTHA KUMAR |
| 2 | Date of Birth | 7/14/1971 |
| 3 | Unique id | 1-736751476 |
| 4 | Education Qualifications | BE Mechancial ,MBA Marketing, Ph.D |
| 5 | Work Experience | |
| | Teaching | 21 Years |
| | Research | 13 Years |
| | Industry | |
| | others | |
| 6 | Area of Specialization | Quantitative Techniques, |
| 7 | Courses taught at Diploma/ Post Diploma/ Under Graduate/ Post Graduate/ Post Graduate Diploma Level | Statistics for Management, Operations Research, Operations Management |
| 8 | Research guidance | |
| | No. of papers published in National/ International Journals/ Conferences | 12 |
| | Master | 120 |
| | Ph.D. | |
| 9 | Projects Carried out | |
| 10 | Patents | |
| 11 | Technology Transfer | |
| 12 | Research Publications | 3 |
| 13 | No. of Books published with details | 1 |


| | | |
|----------------|---|---|
| Faculty | |  |
| 1 | Name | DR SHAHEEN |
| 2 | Date of Birth | 6/15/1978 |
| 3 | Unique id | 1-424584043 |
| 4 | Education Qualifications | Ph. D. CSE |
| 5 | Work Experience | |
| | Teaching | 18 |
| | Research | 12 |
| | Industry | 0 |
| | others | |
| 6 | Area of Specialization | Computer Science |
| 7 | Courses taught at Diploma/ Post Diploma/ Under Graduate/ Post Graduate/ Post Graduate Diploma Level | Statistics for Management, Data Science using R & Python, Research Methodology, Artificial Intrlligence |
| 8 | Research guidance | |
| | No. of papers published in National/ International Journals/ Conferences | 8 |
| | Master | 120 |
| | Ph.D. | |
| 9 | Projects Carried out | 0 |
| 10 | Patents | 0 |
| 11 | Technology Transfer | 0 |
| 12 | Research Publications | 8 |
| 13 | No. of Books published with details | 2 |


Faculty





| | | |
|----|---|---|
| 1 | Name | A S KALYANA KUMAR |
| 2 | Date of Birth | 2/3/1969 |
| 3 | Unique id | 1-424078371 |
| 4 | Education Qualifications | MCA; MSc; MTech(CSc); PGDCA; MPhil(CSc) |
| 5 | Work Experience | |
| | Teaching | 24 |
| | Research | 5 |
| | Industry | 2 |
| | others | |
| 6 | Area of Specialization | e-Business, Digital Marketing, Data Science |
| 7 | Courses taught at Diploma/ Post Diploma/ Under Graduate/ Post Graduate/ Post Graduate Diploma Level | e-Business, Digital Marketing, ERP, Cyber Security, Python for Data Science, Web and Social Media Analytics |
| 8 | Research guidance | |
| | No. of papers published in National/ International Journals/ Conferences | 0 |
| | Master | 5 |
| | Ph.D. | |
| 9 | Projects Carried out | |
| 10 | Patents | |
| 11 | Technology Transfer | |
| 12 | Research Publications | 1 |
| 13 | No. of Books published with details | |


| | | |
|----------------|---|--|
| Faculty | |  |
| 1 | Name | KIRANMAI J |
| 2 | Date of Birth | 12/15/1976 |
| 3 | Unique id | 1-424354517 |
| 4 | Education Qualifications | MPhil, MBA, |
| 5 | Work Experience | |
| | Teaching | 11 |
| | Research | 12 |
| | Industry | 5 |
| | others | |
| 6 | Area of Specialization | Accounting and Finance, Corporate Governancc |
| 7 | Courses taught at Diploma/ Post Diploma/ Under Graduate/ Post Graduate/ Post Graduate Diploma Level | PGDM |
| 8 | Research guidance | |
| | No. of papers published in National/ International Journals/ Conferences | 4 |
| | Master | 15 |
| | Ph.D. | |
| 9 | Projects Carried out | 0 |
| 10 | Patents | 0 |
| 11 | Technology Transfer | 0 |
| 12 | Research Publications | 4 |
| 13 | No. of Books published with details | 1 |

| | | |
|----------------|---|--|
| Faculty | |  |
| 1 | Name | KOMMAJOSYULA VENKATA RAMESH |
| 2 | Date of Birth | 6/2/1967 |
| 3 | Unique id | 1-429524939 |
| 4 | Education Qualifications | Ph.D, M.Phil, MBA, M.Com, LLB |
| 5 | Work Experience | |
| | Teaching | 21 years |
| | Research | 11 years |
| | Industry | 10 |
| | others | |
| 6 | Area of Specialization | Finance |
| 7 | Courses taught at Diploma/ Post Diploma/ Under Graduate/ Post Graduate/ Post Graduate Diploma Level | Post Graduate Diploma |
| 8 | Research guidance | |
| | No. of papers published in National/ International Journals/ Conferences | 0 |
| | Master | 20 |
| | Ph.D. | 0 |
| 9 | Projects Carried out | 0 |
| 10 | Patents | 0 |
| 11 | Technology Transfer | 0 |
| 12 | Research Publications | 1 |
| 13 | No. of Books published with details | 0 |

| Faculty | |  |
|---------|---|---|
| 1 | Name | Geeta Potaraju |
| 2 | Date of Birth | 24-05-1969 |
| 3 | Unique id | 1-424584047 |
| 4 | Education Qualifications | Ph.D |
| 5 | Work Experience | |
| | Teaching | 10 |
| | Research | 10 |
| | Industry | -- |
| | others | Experience of working with government agencies |
| 6 | Area of Specialization | Public Sector Policy, Governance reforms |
| 7 | Courses taught at Diploma/ Post Diploma/ Under Graduate/ Post Graduate/ Post Graduate Diploma Level | Public Sector Policy and Issues in Management, Corporate Governance & Business Ethics |
| 8 | Research guidance | |
| | No. of papers published in National/ International Journals/ Conferences | 6 |
| | Master | 12 |
| | Ph.D. | 2 |
| 9 | Projects Carried out | 20 |
| 10 | Patents | |
| 11 | Technology Transfer | |
| 12 | Research Publications | 20 |
| 13 | No. of Books published with details | 10 |


| | | |
|----------------|---|--|
| Faculty | |  |
| 1 | Name | MR M J RAMAKRISHNA |
| 2 | Date of Birth | 6/27/1984 |
| 3 | Unique id | 1-424572799 |
| 4 | Education Qualifications | MBA |
| 5 | Work Experience | |
| | Teaching | 11 |
| | Research | 10 |
| | Industry | 2 |
| | others | |
| 6 | Area of Specialization | MARKETING |
| 7 | Courses taught at Diploma/ Post Diploma/ Under Graduate/ Post Graduate/ Post Graduate Diploma Level | POST GRADUATE |
| 8 | Research guidance | |
| | No. of papers published in National/ International Journals/ Conferences | 1 |
| | Master | 0 |
| | Ph.D. | 0 |
| 9 | Projects Carried out | 0 |
| 10 | Patents | 0 |
| 11 | Technology Transfer | 0 |
| 12 | Research Publications | 1 |
| 13 | No. of Books published with details | 0 |


| | | |
|----------------|---|---|
| Faculty | |  |
| 1 | Name | DR M KARTHICK |
| 2 | Date of Birth | 11/18/1979 |
| 3 | Unique id | 1-445589385 |
| 4 | Education Qualifications | PhD in Management |
| 5 | Work Experience | |
| | Teaching | 17 |
| | Research | 14 |
| | Industry | 0 |
| | others | 0 |
| 6 | Area of Specialization | International Business & Marketing |
| 7 | Courses taught at Diploma/ Post Diploma/ Under Graduate/ Post Graduate/ Post Graduate Diploma Level | International Business, International Marketing Marketing, Marketing Management, Brand Management |
| 8 | Research guidance | |
| | No. of papers published in National/ International Journals/ Conferences | 10 |
| | Master | 75 |
| | Ph.D. | |
| 9 | Projects Carried out | |
| 10 | Patents | |
| 11 | Technology Transfer | |
| 12 | Research Publications | 5 |
| 13 | No. of Books published with details | |


| | | |
|----------------|---------------------------------|--|
| Faculty | |  |
| 1 | Name | Dr Shulagna Sarkar |
| 2 | Date of Birth | 10/7/1980 |
| 3 | Unique id | 1-424584265 |
| 4 | Education Qualifications | Ph.D |
| 5 | Work Experience | |
| | Teaching | <ul style="list-style-type: none"> • Currently working as Assistant Professor at Institute of Public Enterprise (IPE), Hyderabad (June, 2010 – till date) also the Course Coordinator, PGDM-HRM course and Coordinator, Centre for Corporate Social Responsibility, IPE and also Jt. Coordinator Case Research Centre, IPE. <p>Profile: Teaching, Undertaking consultancy assignments, Research and Coordinating training programs Administrative Work: Strategizing for academic excellence of the course, finalizing Time-Tables, faculty allocation, resolving students' issues, Initiating Mentoring program.</p> <p>Subjects: Human Resource Management (HRM), Management and Organizational behavior (MOB), Cross Culture Training (CCT), Training and Development (T&D), Competency Mapping and Assessment (CMA). Organised around 16 conference and coordinated and conducted sessions for more than 70 training programs.</p> <ul style="list-style-type: none"> • Faculty and Coordinator at ICFAI Business School (IBS), Nagpur. (March, 2008 – June, 2010) <p>Profile: Teaching course content,</p> |


| | | |
|--|----------|--|
| | | <p>conducting evaluations, conducting training programs</p> <p>Administrative Work: Communicating with HO, Strategizing for academic excellence of the institute, finalizing Time-Tables, faculty allocation, visiting industries for identifying visiting and guest faculties</p> <p>Subjects: MBA- Papers: HR, OB and Business Ethics& Corporate Governance</p> <ul style="list-style-type: none"> • Lecturer at Manipal University, DDE, Manipal, Karnataka (1st of Sep 2007 to March, 2008) <p>Profile: Conducting VSAT Lectures, Preparing Course Contents, Handling Examination Procedures, Moderating Question Papers.</p> <p>Achievements: Editor for books published by SMU on Retail Management, Performance Management</p> <p>Subjects: MBA- General, MBA-BPO, MBA- HRM Specialization, MBA- Retail Operations</p> <ul style="list-style-type: none"> • Lecturer at Central Institute of Business Management, Research and Development, RTM Nagpur University (1st July 2005 to 31st Aug 2007). <p>Profile: Teaching course content, conducting evaluations</p> <p>Subjects: MBA- Managerial Skills Development, HRM, Marketing Management</p> <p>BBA- English, Principles of Business Management, Effective Communication</p> <p>Achievements: Editor in-Chief of 'The Voyage', In house Journal, Coordinating Literary Club</p> |
| | Research | |
| | Industry | <ul style="list-style-type: none"> • HR Manager for Pratham Services, Nagpur (1st Nov 04 to 31st Jun 05) <p>Company profile: Placement service placing candidates overall in India.</p> |

| | | |
|----|---|--|
| | | <p>Job Profile: Managing team of recruiters, scrutinizing resumes of candidates, selecting candidates according to the company requirements through interviews. Approaching candidates through the usage of websites, database and head hunts. Dealing with companies for payment of bills on the candidates selected, approaching various companies for identifying company requirements. Organizing final interview sessions.</p> <ul style="list-style-type: none"> • Training Coordinator for Central India Management Services, Nagpur (19th Feb - 30th Oct, 04) <p>Company profile: Providing Production and HR consultancy and training in organization and academic institutions.</p> <p>Job Profile: Performing Training Need Assessment for organizations. Designing training programs, scheduling training programs, coordinate with faculties for training and preparing reports.</p> |
| | others | |
| 6 | Area of Specialization | |
| 7 | Courses taught at Diploma/ Post Diploma/ Under Graduate/ Post Graduate/ Post Graduate Diploma Level | Post Graduate Diploma/Post Graduate/ Under Graduate |
| 8 | Research guidance | |
| | No. of papers published in National/ International Journals/ Conferences | 21015012 |
| | Master | 158 |
| | Ph.D. | 3 |
| 9 | Projects Carried out | 33 |
| 10 | Patents | |
| 11 | Technology Transfer | |
| 12 | Research Publications | 10 |
| 13 | No. of Books published with details | 10 |

| | | |
|----------------|---|--|
| Faculty | |  |
| 1 | Name | Dr S.Vivek |
| 2 | Date of Birth | 12/8/1983 |
| 3 | Unique id | 1-424584269 |
| 4 | Education Qualifications | Ph.D |
| 5 | Work Experience | |
| | Teaching | 9 Years |
| | Research | 9 Years |
| | Industry | |
| | others | |
| 6 | Area of Specialization | |
| 7 | Courses taught at Diploma/ Post Diploma/ Under Graduate/ Post Graduate/ Post Graduate Diploma Level | MOB, HRM, Talent Management |
| 8 | Research guidance | |
| | No. of papers published in National/ International Journals/ Conferences | 12 |
| | Master | 110 |
| | Ph.D. | 0 |
| 9 | Projects Carried out | 0 |
| 10 | Patents | |
| 11 | Technology Transfer | |
| 12 | Research Publications | 12 |
| 13 | No. of Books published with details | 1 |

| | | |
|----------------|---|--|
| Faculty | |  |
| 1 | Name | RAJESH GANGAKHEDKAR |
| 2 | Date of Birth | 1/26/1968 |
| 3 | Unique id | 1-424354513 |
| 4 | Education Qualifications | Ph.D |
| 5 | Work Experience | |
| | Teaching | 20 years |
| | Research | 10 |
| | Industry | - |
| | others | - |
| 6 | Area of Specialization | Economics |
| 7 | Courses taught at Diploma/ Post Diploma/ Under Graduate/ Post Graduate/ Post Graduate Diploma Level | Economics |
| 8 | Research guidance | - |
| | No. of papers published in National/ International Journals/ Conferences | 10 |
| | Master | 0 |
| | Ph.D. | 0 |
| 9 | Projects Carried out | - |
| 10 | Patents | - |
| 11 | Technology Transfer | - |
| 12 | Research Publications | 5 |
| 13 | No. of Books published with details | - |


| | | |
|----------------|---|--|
| Faculty | |  |
| 1 | Name | MR M.CHANDRA SHEKAR |
| 2 | Date of Birth | 8/15/1978 |
| 3 | Unique id | 1-1455334143 |
| 4 | Education Qualifications | M.Com, PGDBM, (Ph.D) UGC NET, SET |
| 5 | Work Experience | - |
| | Teaching | 14 |
| | Research | 4 |
| | Industry | - |
| | others | - |
| 6 | Area of Specialization | Finance, Accounting |
| 7 | Courses taught at Diploma/ Post Diploma/ Under Graduate/ Post Graduate/ Post Graduate Diploma Level | Financial Accounting, Cost Management Accounting, Financial Management, Financial Modeling, Mergers & Acquisitions |
| 8 | Research guidance | - |
| | No. of papers published in National/ International Journals/ Conferences | 4 |
| | Master | 100 |
| | Ph.D. | - |
| 9 | Projects Carried out | - |
| 10 | Patents | 0 |
| 11 | Technology Transfer | - |
| 12 | Research Publications | 5 |
| 13 | No. of Books published with details | - |


| | | |
|----------------|---|--|
| Faculty | |  |
| 1 | Name | DR.ANAND AKUNDY |
| 2 | Date of Birth | 1/18/1961 |
| 3 | Unique id | 1-1454878130 |
| 4 | Education Qualifications | Ph.D |
| 5 | Work Experience | - |
| | Teaching | 29 |
| | Research | 20 |
| | Industry | - |
| | others | - |
| 6 | Area of Specialization | Social Science and General Management |
| 7 | Courses taught at Diploma/ Post Diploma/ Under Graduate/ Post Graduate/ Post Graduate Diploma Level | Strategic Management, Market Research, Communications, Research Methodology |
| 8 | Research guidance | |
| | No. of papers published in National/ International Journals/ Conferences | 5 |
| | Master | 40 |
| | Ph.D. | 4 |
| 9 | Projects Carried out | 9 |
| 10 | Patents | - |
| 11 | Technology Transfer | - |
| 12 | Research Publications | 6 |
| 13 | No. of Books published with details | 2 |


Faculty




| | | |
|----|---|---|
| 1 | Name | MR P MAHESH |
| 2 | Date of Birth | 7/23/1981 |
| 3 | Unique id | 1-1455334317 |
| 4 | Education Qualifications | MBA, NET Qualified, (Phd) |
| 5 | Work Experience | |
| | Teaching | 7 Years |
| | Research | 7 Years |
| | Industry | 6 years |
| | others | |
| 6 | Area of Specialization | Marketing, Retail |
| 7 | Courses taught at Diploma/ Post Diploma/ Under Graduate/ Post Graduate/ Post Graduate Diploma Level | Marketing, Sales & distribution, Retail management, |
| 8 | Research guidance | |
| | No. of papers published in National/ International Journals/ Conferences | 2 |
| | Master | 80 |
| | Ph.D. | 0 |
| 9 | Projects Carried out | 0 |
| 10 | Patents | 0 |
| 11 | Technology Transfer | 0 |
| 12 | Research Publications | 4 |
| 13 | No. of Books published with details | 0 |

| | | |
|----------------|---|---|
| Faculty | |  |
| 1 | Name | RAKESH PHANINDRA AKULA |
| 2 | Date of Birth | 11/23/1984 |
| 3 | Unique id | 1-1552051418 |
| 4 | Education Qualifications | M.Tech |
| 5 | Work Experience | |
| | Teaching | 10 |
| | Research | 1 |
| | Industry | 1 |
| | others | |
| 6 | Area of Specialization | Information Technology |
| 7 | Courses taught at Diploma/ Post Diploma/ Under Graduate/ Post Graduate/ Post Graduate Diploma Level | Cloud Computing, Software Engineering, Java, Big Data, Tableau, It Applications for Management, Technology based Teaching and Learning, |
| 8 | Research guidance | |
| | No. of papers published in National/ International Journals/ Conferences | 7 |
| | Master | 70 |
| | Ph.D. | 0 |
| 9 | Projects Carried out | 0 |
| 10 | Patents | 0 |
| 11 | Technology Transfer | 0 |
| 12 | Research Publications | 4 |
| 13 | No. of Books published with details | 0 |

| | | |
|----------------|---|--|
| Faculty | |  |
| 1 | Name | DR SAI SAILAJA |
| 2 | Date of Birth | 12/1/1978 |
| 3 | Unique id | 1-424078397 |
| 4 | Education Qualifications | Ph.D |
| 5 | Work Experience | |
| | Teaching | 11 |
| | Research | 15 |
| | Industry | |
| | others | |
| 6 | Area of Specialization | Economics |
| 7 | Courses taught at Diploma/ Post Diploma/ Under Graduate/ Post Graduate/ Post Graduate Diploma Level | PGDM |
| 8 | Research guidance | |
| | No. of papers published in National/ International Journals/ Conferences | 6 |
| | Master | 30 |
| | Ph.D. | |
| 9 | Projects Carried out | |
| 10 | Patents | |
| 11 | Technology Transfer | |
| 12 | Research Publications | 5 |
| 13 | No. of Books published with details | 4 |

| | | |
|----------------|---|---|
| Faculty | |  |
| 1 | Name | DR. PRARTHANA KUMAR |
| 2 | Date of Birth | 1/25/1988 |
| 3 | Unique id | 1-2336470952 |
| 4 | Education Qualifications | PhD |
| 5 | Work Experience | |
| | Teaching | 5.3 years |
| | Research | - |
| | Industry | - |
| | others | - |
| 6 | Area of Specialization | Marketing |
| 7 | Courses taught at Diploma/ Post Diploma/ Under Graduate/ Post Graduate/ Post Graduate Diploma Level | Marketing Management, Services Marketing, Product and Brand Management, Entrepreneurship Development, International Research Methodology, Branding and Advertising Management, Consumer Behavior and CRM, Digital Marketing and Social Media, |
| 8 | Research guidance | |
| | No. of papers published in National/ International Journals/ Conferences | 0 |
| | Master | 65 |
| | Ph.D. | 65 |
| 9 | Projects Carried out | 0 |
| 10 | Patents | 0 |
| 11 | Technology Transfer | 0 |
| 12 | Research Publications | 9 |
| 13 | No. of Books published with details | 0 |

| | | |
|----------------|---|---|
| Faculty | |  |
| 1 | Name | DR ANUPAMA DUBEY MOHANTY |
| 2 | Date of Birth | 01-07-1983 |
| 3 | Unique id | 1-2483035583 |
| 4 | Education Qualifications | MPhil and PhD |
| 5 | Work Experience | 11 |
| | Teaching | 09 |
| | Research | 11 |
| | Industry | -- |
| | others | Worked at Delhi University and NCERT Delhi |
| 6 | Area of Specialization | Water Management, Corporate governance, Human Resource Management |
| 7 | Courses taught at Diploma/ Post Diploma/ Under Graduate/ Post Graduate/ Post Graduate Diploma Level | Post Diploma/ Under Graduate/ Post Graduate/ Post Graduate Diploma Level |
| 8 | Research guidance | -- |
| | No. of papers published in National/ International Journals/ Conferences | 10 |
| | Master | 20 |
| | Ph.D. | -- |
| 9 | Projects Carried out | 03 |
| 10 | Patents | - |
| 11 | Technology Transfer | -- |
| 12 | Research Publications | |
| 13 | No. of Books published with details | 03 |

Faculty



| | | |
|----|---|---------------------------------------|
| 1 | Name | DR. DEEPTI CHANDRA |
| 2 | Date of Birth | 6/6/1982 |
| 3 | Unique id | 1-3223337247 |
| 4 | Education Qualifications | PhD, M.Com, MBA, UGC JRF & NET |
| 5 | Work Experience | |
| | Teaching | 5 years 2 months |
| | Research | - |
| | Industry | - |
| | others | - |
| 6 | Area of Specialization | Human Resource & Industrial Relations |
| 7 | Courses taught at Diploma/ Post Diploma/ Under Graduate/ Post Graduate/ Post Graduate Diploma Level | Diploma post graduate |
| 8 | Research guidance | |
| | No. of papers published in National/ International Journals/ Conferences | 0 |
| | Master | 0 |
| | Ph.D. | 0 |
| 9 | Projects Carried out | - |
| 10 | Patents | - |
| 11 | Technology Transfer | - |
| 12 | Research Publications | 11 |
| 13 | No. of Books published with details | 0 |

Faculty




| | | |
|----|---|-------------------------|
| 1 | Name | DR. USHA NORI |
| 2 | Date of Birth | 12/17/1968 |
| 3 | Unique id | 1-2483097083 |
| 4 | Education Qualifications | M.A;M.Phil; Ph.D |
| 5 | Work Experience | |
| | Teaching | 7 Years |
| | Research | 20 years |
| | Industry | |
| | others | |
| 6 | Area of Specialization | International Economics |
| 7 | Courses taught at Diploma/ Post Diploma/ Under Graduate/ Post Graduate/ Post Graduate Diploma Level | Economics |
| 8 | Research guidance | |
| | No. of papers published in National/ International Journals/ Conferences | 7 |
| | Master | 0 |
| | Ph.D. | 0 |
| 9 | Projects Carried out | 20 |
| 10 | Patents | NA |
| 11 | Technology Transfer | NA |
| 12 | Research Publications | 3 |
| 13 | No. of Books published with details | 0 |

Faculty



| | | |
|---|---|---|
| 1 | Name | DR SUNIL KUMAR C V |
| 2 | Date of Birth | 2/6/1987 |
| 3 | Unique id | 1-3362473593 |
| 4 | Education Qualifications | PhD |
| 5 | Work Experience | |
| | Teaching | 3 |
| | Research | - |
| | Industry | 2.7 |
| | others | - |
| 6 | Area of Specialization | Supply Chain Management |
| 7 | Courses taught at Diploma/ Post Diploma/ Under Graduate/ Post Graduate/ Post Graduate Diploma Level | Supply Chain Management, Production and Operations Management, Statistics for Management, Operations Research, Operations and Supply Chain Analytics, Lean Management |
| 8 | Research guidance | |
| | No. of papers published in National/ International Journals/ Conferences | 1 |
| | Master | 6 |
| | Ph.D. | 0 |
| 9 | Projects Carried out | 0 |


| | | |
|----|-------------------------------------|----|
| 10 | Patents | - |
| 11 | Technology Transfer | - |
| 12 | Research Publications | 18 |
| 13 | No. of Books published with details | |

| | | |
|----------------|---|--|
| Faculty | |  |
| 1 | Name | DR SHWETA MEHROTRA |
| 2 | Date of Birth | 4/15/1982 |
| 3 | Unique id | 1-3549721663 |
| 4 | Education Qualifications | Ph.D, MBA MCom |
| 5 | Work Experience | |
| | Teaching | 81 months |
| | Research | - |
| | Industry | - |
| | others | - |
| 6 | Area of Specialization | Accounting and Finance |
| 7 | Courses taught at Diploma/ Post Diploma/ Under Graduate/ Post Graduate/ Post Graduate Diploma Level | Financial Management, Financial Accounting, Cost and Management Accounting, Corporate Governance |
| 8 | Research guidance | |
| | No. of papers published in National/ International Journals/ Conferences | 15 |
| | Master | 0 |
| | Ph.D. | 0 |
| 9 | Projects Carried out | - |
| 10 | Patents | - |
| 11 | Technology Transfer | - |
| 12 | Research Publications | 13 |
| 13 | No. of Books published with details | - |

Faculty



| | | |
|----|---|--|
| 1 | Name | HARISHANKAR VIDYARTHI |
| 2 | Date of Birth | 12/14/1984 |
| 3 | Unique id | 1-3651830198 |
| 4 | Education Qualifications | FPM |
| 5 | Work Experience | |
| | Teaching | 4 YEARS |
| | Research | - |
| | Industry | - |
| | others | - |
| 6 | Area of Specialization | Finance |
| 7 | Courses taught at Diploma/ Post Diploma/ Under Graduate/ Post Graduate/ Post Graduate Diploma Level | SAPM, Corporate Finance, Wealth Management |
| 8 | Research guidance | |
| | No. of papers published in National/ International Journals/ Conferences | 12 |
| | Master | 0 |
| | Ph.D. | 0 |
| 9 | Projects Carried out | 0 |
| 10 | Patents | 0 |
| 11 | Technology Transfer | 0 |
| 12 | Research Publications | 12 |
| 13 | No. of Books published with details | 0 |

| | | |
|----------------|---|---|
| Faculty | |  |
| 1 | Name | DR. SAMARENDRA KUMAR MOHANTY |
| 2 | Date of Birth | 4/3/1980 |
| 3 | Unique id | 1-3549526743 |
| 4 | Education Qualifications | PhD, MBA, MCA, LLB |
| 5 | Work Experience | |
| | Teaching | 30 months |
| | Research | 60months |
| | Industry | 20months |
| | others | |
| 6 | Area of Specialization | Strategic HR |
| 7 | Courses taught at Diploma/ Post Diploma/ Under Graduate/ Post Graduate/ Post Graduate Diploma Level | Strategic HR, Business Analytics, OB, HRM |
| 8 | Research guidance | |
| | No. of papers published in National/ International Journals/ Conferences | 4 |
| | Master | 12 |
| | Ph.D. | 0 |
| 9 | Projects Carried out | 0 |
| 10 | Patents | 0 |
| 11 | Technology Transfer | 0 |
| 12 | Research Publications | 4 |
| 13 | No. of Books published with details | 0 |

Faculty





| | | |
|----|---|--|
| | | |
| 1 | Name | SANDEEP KUMAR KUJUR |
| 2 | Date of Birth | 12/2/1985 |
| 3 | Unique id | 1-3556706813 |
| 4 | Education Qualifications | Ph.D |
| 5 | Work Experience | |
| | Teaching | 2.1 years |
| | Research | 0.7 years |
| | Industry | |
| | others | |
| 6 | Area of Specialization | Industrial Economics, Economics of Technological change and Innovation, Resource and Environmental Economics |
| 7 | Courses taught at Diploma/ Post Diploma/ Under Graduate/ Post Graduate/ Post Graduate Diploma Level | Economics for Managers, Macro Economics |
| 8 | Research guidance | |
| | No. of papers published in National/ International Journals/ Conferences | 0 |
| | Master | 0 |
| | Ph.D. | 0 |
| 9 | Projects Carried out | 0 |
| 10 | Patents | 0 |
| 11 | Technology Transfer | 0 |
| 12 | Research Publications | 6 |
| 13 | No. of Books published with details | 1 |

Faculty



| | | |
|----|---|---------------------------|
| 1 | Name | DR SINJU SANKAR |
| 2 | Date of Birth | 7/9/1981 |
| 3 | Unique id | 1-4251550427 |
| 4 | Education Qualifications | Ph.D |
| 5 | Work Experience | |
| | Teaching | 14 years |
| | Research | 5 years |
| | Industry | - |
| | others | - |
| 6 | Area of Specialization | Human Resource Management |
| 7 | Courses taught at Diploma/ Post Diploma/ Under Graduate/ Post Graduate/ Post Graduate Diploma Level | PGDM |
| 8 | Research guidance | |
| | No. of papers published in National/ International Journals/ Conferences | 6 |
| | Master | 15 |
| | Ph.D. | 0 |
| 9 | Projects Carried out | 0 |
| 10 | Patents | 0 |
| 11 | Technology Transfer | 0 |
| 12 | Research Publications | 2 |
| 13 | No. of Books published with details | 0 |


| | | |
|----------------|---|---|
| Faculty | |  |
| 1 | Name | DR KUMAR AASHISH |
| 2 | Date of Birth | 7/5/1989 |
| 3 | Unique id | 1-4251550445 |
| 4 | Education Qualifications | FPM |
| 5 | Work Experience | |
| | Teaching | 3 |
| | Research | - |
| | Industry | - |
| | others | - |
| 6 | Area of Specialization | Entrepreneurship |
| 7 | Courses taught at Diploma/ Post Diploma/ Under Graduate/ Post Graduate/ Post Graduate Diploma Level | Marketing Management |
| 8 | Research guidance | |
| | No. of papers published in National/ International Journals/ Conferences | 5 |
| | Master | 12 |
| | Ph.D. | 12 |
| 9 | Projects Carried out | |
| 10 | Patents | |
| 11 | Technology Transfer | |
| 12 | Research Publications | 2 |
| 13 | No. of Books published with details | |


| | | |
|----------------|---|---|
| Faculty | |  |
| 1 | Name | MS SWAYAM SAMPURNA PANIGRAHI |
| 2 | Date of Birth | 12/19/1991 |
| 3 | Unique id | 1-4251550462 |
| 4 | Education Qualifications | M.Tech, PhD (pursuing) |
| 5 | Work Experience | |
| | Teaching | 10 months |
| | Research | |
| | Industry | |
| | others | |
| 6 | Area of Specialization | Operations Management |
| 7 | Courses taught at Diploma/ Post Diploma/ Under Graduate/ Post Graduate/ Post Graduate Diploma Level | Operations Research, Production and Operations Management |
| 8 | Research guidance | |
| | No. of papers published in National/ International Journals/ Conferences | 4 |
| | Master | 0 |
| | Ph.D. | 0 |
| 9 | Projects Carried out | |
| 10 | Patents | |
| 11 | Technology Transfer | |
| 12 | Research Publications | 4 |
| 13 | No. of Books published with details | |


Faculty





| | | |
|----|---|--|
| 1 | Name | DR PRASHANT RAMANI |
| 2 | Date of Birth | 12/5/1981 |
| 3 | Unique id | 1-4352492752 |
| 4 | Education Qualifications | MBA, PhD |
| 5 | Work Experience | |
| | Teaching | 6 years |
| | Research | 6 years |
| | Industry | 6.5 years |
| | others | |
| 6 | Area of Specialization | Marketing Management |
| 7 | Courses taught at Diploma/ Post Diploma/ Under Graduate/ Post Graduate/ Post Graduate Diploma Level | Marketing Management, Consumer Behaviour, Marketing Research, E-Business |
| 8 | Research guidance | |
| | No. of papers published in National/ International Journals/ Conferences | 15 |
| | Master | 0 |
| | Ph.D. | 1 |
| 9 | Projects Carried out | 0 |
| 10 | Patents | 0 |
| 11 | Technology Transfer | 0 |
| 12 | Research Publications | 15 |
| 13 | No. of Books published with details | 0 |


| | | |
|----------------|---|--|
| Faculty | |  |
| 1 | Name | DR. MUZAMIL AHMAD BABA |
| 2 | Date of Birth | 6/1/1988 |
| 3 | Unique id | 1-4249126635 |
| 4 | Education Qualifications | MBA, M.Phil & Ph.D. |
| 5 | Work Experience | |
| | Teaching | 1.7 years |
| | Research | |
| | Industry | 3 Years |
| | others | |
| 6 | Area of Specialization | Marketing |
| 7 | Courses taught at Diploma/ Post Diploma/ Under Graduate/ Post Graduate/ Post Graduate Diploma Level | Strategic Marketing, Marketing Research, Sales and Distribution Management & Digital Marketing |
| 8 | Research guidance | |
| | No. of papers published in National/ International Journals/ Conferences | 0 |
| | Master | 12 |
| | Ph.D. | 12 |
| 9 | Projects Carried out | |
| 10 | Patents | |
| 11 | Technology Transfer | |
| 12 | Research Publications | 7 |
| 13 | No. of Books published with details | |


| | | |
|----------------|---|---|
| Faculty | |  |
| 1 | Name | Dr S K Mathur |
| 2 | Date of Birth | 02061946 |
| 3 | Unique id | 1-4733297291 |
| 4 | Education Qualifications | Fellow, IIM-B ; B.E.(Mech.Engg.) |
| 5 | Work Experience | |
| | Teaching | 15 |
| | Research | - |
| | Industry | 30 |
| | others | Consultancy-10 years |
| 6 | Area of Specialization | Management /International Business / Transport Management |
| 7 | Courses taught at Diploma/ Post Diploma/ Under Graduate/ Post Graduate/ Post Graduate Diploma Level | International Business, Innovation Management, Strategic Management, Global Marketing |
| 8 | Research guidance | 1 |
| | No. of papers published in National/ International Journals/ Conferences | 4 |
| | Master | Management |
| | Ph.D. | Fellow in Management |
| 9 | Projects Carried out | Project Leader from IPE for thirteen Corporations of Assam on MOUU Based Performance system & Training Needs Analysis; Performance Management Analysis of three transport corporations of Karnataka - BMTC, KSRTC, NWKRTC |
| 10 | Patents | - |
| 11 | Technology Transfer | - |
| 12 | Research Publications | - |
| 13 | No. of Books published with details | One (in final Stage) |

| | | |
|----------------|---|--|
| Faculty | |  |
| 1 | Name | DR S S SUBRAMANYAM |
| 2 | Date of Birth | 15-02-1946 |
| 3 | Unique id | 1-4735088508 |
| 4 | Education Qualifications | Ph.D |
| 5 | Work Experience | |
| | Teaching | 20 |
| | Research | 7 |
| | Industry | 18 |
| | others | 16 |
| 6 | Area of Specialization | |
| 7 | Courses taught at Diploma/ Post Diploma/ Under Graduate/ Post Graduate/ Post Graduate Diploma Level | Project Operational Management Total Quality Management Project Management Statistic Management |
| 8 | Research guidance | |
| | No. of papers published in National/ International Journals/ Conferences | 2 |
| | Master | 10 |
| | Ph.D. | 2 |
| 9 | Projects Carried out | 20 |
| 10 | Patents | - |
| 11 | Technology Transfer | - |
| 12 | Research Publications | - |
| 13 | No. of Books published with details | - |

| | | |
|----------------|---|--|
| Faculty | |  |
| 1 | Name | DR. V. RAJEEV KARAN REDDY |
| 2 | Date of Birth | 5/24/1952 |
| 3 | Unique id | 1-4731242397 |
| 4 | Education Qualifications | M.A.(french), M.A.(Philosophy), Ph.D(Philosophy) |
| 5 | Work Experience | |
| | Teaching | 20 years |
| | Research | Nil |
| | Industry | 7 years |
| | others | Job works |
| 6 | Area of Specialization | french language & Philosophy |
| 7 | Courses taught at Diploma/ Post Diploma/ Under Graduate/ Post Graduate/ Post Graduate Diploma Level | Post Graduate |
| 8 | Research guidance | |
| | No. of papers published in National/ International Journals/ Conferences | 0 |
| | Master | 0 |
| | Ph.D. | 0 |
| 9 | Projects Carried out | 0 |
| 10 | Patents | 0 |
| 11 | Technology Transfer | 0 |
| 12 | Research Publications | 0 |
| 13 | No. of Books published with details | 2 |

| Faculty | |  |
|---------|---|---|
| 1 | Name | Dr Noordin Jehangir |
| 2 | Date of Birth | 31-08-1948 |
| 3 | Unique id | 1-4735832055 |
| 4 | Education Qualifications | M.A, Ph.D |
| 5 | Work Experience | |
| | Teaching | Guidance to Researchers |
| | Research | 35 years |
| | Industry | 5 years |
| | others | Consultancy in CSD, New Delhi |
| 6 | Area of Specialization | |
| 7 | Courses taught at Diploma/ Post Diploma/ Under Graduate/ Post Graduate/ Post Graduate Diploma Level | Gender Studies Minorities in India Social Sciences Health Care |
| 8 | Research guidance | More than 100 doctoral Students |
| | No. of papers published in National/ International Journals/ Conferences | 50 |
| | Master | -- |
| | Ph.D. | -- |
| 9 | Projects Carried out | 10 |
| 10 | Patents | -- |
| 11 | Technology Transfer | -- |
| 12 | Research Publications | --- |
| 13 | No. of Books published with details | K N Jehangir, Status of Muslim Women, Minerva, Calcutta b) Ed. Minorities in India , Manak, Delhi- c) Ed. Social Science Research in India and the World, Routeledge, New Delhi d) Ed Health System Strengthening in India, Academic Foundation, New Delhi |

| | | |
|----------------|---|---|
| Faculty | |  |
| 1 | Name | Dr.Shangrila Mishra |
| 2 | Date of Birth | 06/07/1981 |
| 3 | Unique id | 1-4737931496 |
| 4 | Education Qualifications | Phd |
| 5 | Work Experience | - |
| | Teaching | 6 |
| | Research | - |
| | Industry | - |
| | others | - |
| 6 | Area of Specialization | English Literature, Communication |
| 7 | Courses taught at Diploma/ Post Diploma/ Under Graduate/ Post Graduate/ Post Graduate Diploma Level | English and communication |
| 8 | Research guidance | - |
| | No. of papers published in National/ International Journals/ Conferences | 5 |
| | Master | - |
| | Ph.D. | - |
| 9 | Projects Carried out | - |
| 10 | Patents | - |
| 11 | Technology Transfer | - |
| 12 | Research Publications | - |
| 13 | No. of Books published with details | - |


| | | |
|----------------|---|--|
| Faculty | |  |
| 1 | Name | Dr M Maschendar Goud |
| 2 | Date of Birth | 6/2/1987 |
| 3 | Unique id | 1-3656059313 |
| 4 | Education Qualifications | Ph.D |
| 5 | Work Experience | |
| | Teaching | <p>1. Lecturer, Department of Commerce, HRD Degree & PG College, Osmania University (June, 2011 - August, 2011)</p> <p>2. Lecturer, Department of Commerce, Arunodaya degree & PG College, Osmania University. (June, 2009 - February, 2010)</p> |
| | Research | <p>1. Research Associate, Institute of Public Enterprise, Hyderabad (On Contract basis in projects) (November, 2014 - June, 2017)</p> <p>2. Research Assistant, Institute of Public enterprise, Hyderabad (July, 2017 to till the date)</p> |
| | Industry | <p>1. Junior Accountant, Sri Sai Telecom Services, Vidhyanagar, Hyderabad (Evening Session: June, 2010 - October, 2011)</p> |
| | others | |
| 6 | Area of Specialization | |
| 7 | Courses taught at Diploma/ Post Diploma/ Under Graduate/ Post Graduate/ Post Graduate Diploma Level | Financial, Advanced, Cost and Management Accounting, Managerial Accounting, |

| | | |
|----|--|---|
| | | Business Laws, Research Methodology, Financial Management, Securities Analysis and Portfolio Management (SAPM) and Business Economics |
| 8 | Research guidance | |
| | No. of papers published in National/ International Journals/ Conferences | 1 |
| | Master | 4 |
| | Ph.D. | 0 |
| 9 | Projects Carried out | 13 |
| 10 | Patents | 0 |
| 11 | Technology Transfer | 0 |
| 12 | Research Publications | 17 |
| 13 | No. of Books published with details | 1 |

Faculty



| | | |
|----|---|--|
| 1 | Name | Dr GOVIND PRASAD TIWARI |
| 2 | Date of Birth | 06-06-1972 |
| 3 | Unique id | 1-4328763491 |
| 4 | Education Qualifications | Ph.D |
| 5 | Work Experience | |
| | Teaching | 8 |
| | Research | 10 |
| | Industry | 2 |
| | Others | 3 |
| 6 | Area of Specialization | |
| 7 | Courses taught at Diploma/ Post Diploma/ Under Graduate/ Post Graduate/ Post Graduate Diploma Level | Industrial Laws, Personnel Management, Research Methodology, Psychology, Strategic management, Community and rural development and HRM |
| 8 | Research guidance | |
| | No. of papers published in National/ International Journals/ Conferences | 2 |
| | Master | 2 |
| | Ph.D. | 5 |
| 9 | Projects Carried out | 15 |
| 10 | Patents | 0 |
| 11 | Technology Transfer | 0 |
| 12 | Research Publications | 3 |
| 13 | No. of Books published with details | 1 |

| | | |
|----------------|---|---|
| Faculty | |  |
| 1 | Name | Dr Nuruddin Jehangir |
| 2 | Date of Birth | 31-8-1948 |
| 3 | Unique id | 1-4735832055 |
| 4 | Education Qualifications | MA , Ph.D |
| 5 | Work Experience | |
| | Teaching | Guidance to Researchers |
| | Research | 35years |
| | Industry | 5 years |
| | others | Others-----Consultancy in CSD, New Delhi 5. |
| 6 | Area of Specialization | |
| 7 | Courses taught at Diploma/ Post Diploma/ Under Graduate/ Post Graduate/ Post Graduate Diploma Level | 1. Gender Studies 2. Minorities in India 3. Social Sciences 4. Health Care |
| 8 | Research guidance | |
| | No. of papers published in National/ International Journals/ Conferences | 50 |
| | Master | |
| | Ph.D. | More than 100 doctoral Students |
| 9 | Projects Carried out | 10 |
| 10 | Patents | |
| 11 | Technology Transfer | |
| 12 | Research Publications | |
| 13 | No. of Books published with details | 4 |

9. Fee

- Details of fee - **Rs. 8,00,000 (rupees eight lakhs only)**
- Time schedule for payment of fee for the entire programme – **Two Instalments**
- No. of Fee waivers granted with amount and name of students –
- Number of scholarship offered by the Institution, duration and amount-
- Criteria for fee waivers/scholarship – **Fee waivers are in response to an MoU with Enterprise.**

Scholarships are awarded based on Management Aptitude Test Scores

| PERCENTILE IN CAT/XAT/GMAT | PERCENTILE IN MAT | PERCENTILE IN CMAT/ATMA | SCHOLARSHIP AMOUNT () |
|----------------------------|-------------------|-------------------------|------------------------|
| 80 and above | NA | NA | 1,00,000 |
| Between 79 to 75 | 95 and above | NA | 80,000 |
| Between 74 to 70 | Between 94 to 85 | 95 and above | 60,000 |

AFFIRMATIVE SCHOLARSHIP SCHEME

A scholarship of . **60,000** would be awarded to the top ranker among the **Scheduled Caste (SC), Scheduled Tribe (ST)** and **Muslim minority** candidates in the eligible Admission tests

- **Estimated cost of Boarding and Lodging in Hostels**

10. Admission

- **Number of seats sanctioned with the year of approval**

| Program | Intake | CIWG/PIO/FN Quota |
|---|--------|-------------------|
| PGDM | 240 | 15% of Intake |
| PGDM-Banking Insurance and Financial Services | 60 | 15% of Intake |
| PGDM-Banking Insurance and Financial Services | 60 | |
| PGDM-International Business | 60 | 15% of Intake |
| PGDM-Marketing Management | 60 | 15% of Intake |
| PGDM-Human Resource Management | 60 | --- |
| Executive PGDM | 30 | --- |
| MBA Part time | 60 | |

- **Number of Students admitted under various categories each year in the last three years**

| Category | Admitted | | | |
|----------|----------|------|------|------|
| | 2016 | 2017 | 2018 | 2019 |
| Total | 393 | 523 | 540 | 537 |
| General | 275 | 388 | 477 | 476 |
| BC /OBC | 98 | 106 | 38 | 36 |
| SC | 16 | 24 | 21 | 18 |
| ST | 4 | 5 | 04 | 7 |

- **Number of applications received during last two years for admission under Management Quota and number admitted: NA**

11. Admission Procedure

- Mention the admission test being followed, name and address of the Test Agency and its URL

(website)

CAT-<https://iimcat.ac.in/per/g01/pub/756/ASM/WebPortal/1/index.html?756@@1@@1>

MAT-<https://www.aima.in/testing-services/mat/mat.html>

XAT-<http://www.xatonline.in/per/g21/pub/2076/ASM/WebPortal/1/index.html>

ATMA-<https://www.atmaaims.com/>

GMAT-<https://www.gmac.com/gmat-other-assessments/about-the-gmat-exam>

CMAT-http://www.aicte-cmat.in/College/Index_New.aspx

- Number of seats allotted to different Test Qualified candidate separately (AIEEE/ CET (State conducted test/ University tests/ CMAT/ GPAT)/ Association conducted test): **NA**
- Calendar for admission against Management/vacant seats:**NA**
 - Last date of request for applications: **30th March**

- Last date of submission of applications: 30th April
- Dates for announcing final results: 30th April
- Release of admission list (main list and waiting list shall be announced on the same day): 30th April
- Date for acceptance by the candidate (time given shall in no case be less than 15 days): 15th May
- Last date for closing of admission: 30th July
- Starting of the Academic session: 1st July
- The waiting list shall be activated only on the expiry of date of main list: Yes
- The policy of refund of the fee, in case of withdrawal, shall be clearly notified: Yes

12. Criteria and Weightages for Admission

- Describe each criterion with its respective weightages i.e. Admission Test, marks in qualifying examination etc.

1/3rd of each of the components of Admission Test, marks in qualifying examination , Group Discussion and personal interview.

- Mention the minimum level of acceptance, if any : 30%
- Mention the cut-off levels of percentage and percentile score of the candidates in the admission test for the last three years

For PGDM General

| 2016 | | 2017 | 2018 |
|------|-----------|------|------|
| Test | Score \ % | | |
| MAT | 400 | 450 | 500 |
| CAT | 40% | 50% | 50% |
| ATMA | 400 | 500 | 600 |
| CMAT | 130 | 130 | 160 |
| XAT | 40% | 40% | 50% |

For PGDM-BIF, IB, MM, HRM – Profile based short listing

Display marks scored in Test etc. and in aggregate for all candidates who were admitted :
Listed Below

Average of Academics Considered: 50 % Minimum Cut-off, SC/ST 45%

13. List of Applicants

List of candidate whose applications have been received along with percentile/percentage score for each of the qualifying examination in separate categories for open seats. List of candidate who have applied along with percentage and percentile score for Management quota seats

14. Results of Admission under Management seats/Vacant seats : NA

Composition of selection team for admission under Management Quota with the brief profile of members (This information be made available in the public domain after the admission process is over)

- Score of the individual candidate admitted arranged in order or merit

| | | | | | | |
|--------|---|--------|-----|---------|-----|------|
| 191793 | Mr Saeed Ashraf | Male | Gen | 85.797 | 246 | PGDM |
| 190409 | Mr Anirban Podder | Male | Gen | 85.212 | 224 | PGDM |
| 190211 | Mr Vishnu Shankar B | Male | Gen | 78.003 | 184 | PGDM |
| 191895 | Mr Kailasam Raviteja | Male | Gen | 75.987 | 218 | PGDM |
| 191278 | Mr Imandi Deepak Kumar | Male | OBC | 74.4225 | 211 | PGDM |
| 191008 | Ms Aishwarya Sasidhar | Female | Gen | 74.385 | 216 | PGDM |
| 191517 | Ms Gayathri Naik | Female | Gen | 74.358 | 218 | PGDM |
| 190870 | Mr Peddi Phanindranath | Male | Gen | 74.1825 | 232 | PGDM |
| 191798 | Mr Avinash Velaga | Male | Gen | 73.98 | 226 | PGDM |
| 191217 | Ms Sakshi Jain | Female | Gen | 73.965 | 185 | PGDM |
| 190376 | Mr Abhishu Sharma | Male | Gen | 73.0275 | 226 | PGDM |
| 190303 | Mr Saumyajit Dey | Male | Gen | 73.0125 | 226 | PGDM |
| 191729 | Ms Manreet Kaur Lamba | Female | Gen | 72.825 | 257 | PGDM |
| 190587 | Ms Dudi Srujana | Female | Gen | 72.57 | 212 | PGDM |
| 190473 | Ms Chikoti Sai Vaishnavi | Female | Gen | 72.5 | 235 | PGDM |
| 191844 | Ms Meghana Reddy Muduganti | Female | Gen | 72.1725 | 216 | PGDM |
| 190615 | Mr Abhijith Pannala | Male | Gen | 72 | 180 | PGDM |
| 191399 | Ms Sindhuja G | Female | OBC | 71.97 | 229 | PGDM |
| 190349 | Ms Bayyapu Niharika | Female | Gen | 71.9625 | 252 | PGDM |
| 191773 | Mr Karthik Darak | Male | Gen | 71.838 | 211 | PGDM |
| 190162 | Ms Bhoopathi Shalini Chandra | Female | OBC | 71.7075 | 212 | PGDM |
| 191749 | Ms Raghupatruni Sowjanya | Female | Gen | 71.4975 | 218 | PGDM |
| 190578 | Mr Karthik Midivelly | Male | OBC | 71.3625 | 211 | PGDM |
| 191284 | Ms Sravanthi Pinnitti | Female | Gen | 71.13 | 162 | PGDM |
| 190734 | Ms Munnooru Shrutika | Female | OBC | 71.0676 | 254 | PGDM |
| 190371 | Ms Priyal Jopat | Female | Gen | 70.8525 | 179 | PGDM |
| 191537 | Mr Saga D V N K Santhosh Kumar Santhosh | Male | OBC | 70.7625 | 241 | PGDM |
| 190266 | Mr Gabriel Thomas Sabu | Male | Gen | 70.7544 | 182 | PGDM |
| 190504 | Mr Teegala Prudhvi Sai | Male | OBC | 70.725 | 202 | PGDM |
| 190426 | Ms Dasaka Surya Srinidhi | Female | Gen | 70.725 | 226 | PGDM |
| 190196 | Mr Darsan S | Male | OBC | 70.68 | 200 | PGDM |
| 191849 | Ms Bandaru Pooja Reddy | Female | Gen | 70.5975 | 217 | PGDM |
| 190271 | Ms Takkallapally Sheetal | Female | Gen | 70.245 | 245 | PGDM |

| | | | | | | |
|--------|--------------------------------------|--------|-----|---------|-----|------|
| 191189 | Ms Padma Raga Sudha Meka | Female | Gen | 70.2075 | 204 | PGDM |
| 190580 | Mr Pinna Samuel Harold | Male | Gen | 70.1775 | 204 | PGDM |
| 190280 | Ms Neharika A | Female | Gen | 70.095 | 202 | PGDM |
| 190060 | Mr Aman Sharma | Male | Gen | 70.0575 | 172 | PGDM |
| 191771 | Mr Garapati Krishna Mohan | Male | Gen | 69.9375 | 224 | PGDM |
| 190539 | Mr Chaganti Sessa Srikanth | Male | Gen | 69.6 | 163 | PGDM |
| 191005 | Mr Sai Sridhar Varanasi | Male | Gen | 69.495 | 250 | PGDM |
| 191580 | Mr Sourav Anil Kamane | Male | Gen | 69.4725 | 214 | PGDM |
| 190764 | Ms Geetika Viswandhuni | Female | Gen | 69.426 | 252 | PGDM |
| 191238 | Mr P Venkata Sai Pardhasaradhi | Male | OBC | 69.3975 | 242 | PGDM |
| 191263 | Mr Pasari Sai Sachin | Male | OBC | 68.955 | 234 | PGDM |
| 191333 | Ms Asheena Sara Varghese | Female | Gen | 68.925 | 213 | PGDM |
| 190459 | Ms Hari Chandana Eaturi | Female | Gen | 68.625 | 216 | PGDM |
| 191720 | Mr M Krishna Chaitanya | Male | Gen | 68.5425 | 220 | PGDM |
| 190012 | Mr Sunil Kumar Bhati | Male | OBC | 68.505 | 234 | PGDM |
| 190564 | Ms Latika Kumari | Female | OBC | 68.415 | 205 | PGDM |
| 191628 | Mr Sai Manohar Balaga | Male | OBC | 68.13 | 210 | PGDM |
| 191477 | Mr K Varun Kumar | Male | Gen | 68.115 | 212 | PGDM |
| 191048 | Mr Chavala Prahlad Gupta | Male | OBC | 68.0175 | 191 | PGDM |
| 190389 | Ms Anindita Saha | Female | Gen | 68.0025 | 204 | PGDM |
| 190298 | Mr Prince Thomas | Male | Gen | 67.77 | 212 | PGDM |
| 191216 | Mr Arjun S L | Male | Gen | 67.7175 | 164 | PGDM |
| 191925 | Mr Poreddy Harshavardhan Reddy | Male | Gen | 67.716 | 217 | PGDM |
| 191453 | Ms Mujthinuthalapati Sindhurabhavani | Female | Gen | 67.695 | 252 | PGDM |
| 190381 | Ms Srivani Chelimilla | Female | Gen | 67.47 | 237 | PGDM |
| 190967 | Mr Vishnu V Nair | Male | Gen | 66.75 | 247 | PGDM |
| 190250 | Mr Jeshine Varghese | Male | Gen | 66.4725 | 162 | PGDM |
| 191400 | Mr Ankit Kumar Majhi | Male | Gen | 66.4425 | 241 | PGDM |
| 191283 | Ms Saranya P | Female | OBC | 66.2475 | 232 | PGDM |
| 190419 | Ms Pranathi Segu | Female | Gen | 66.015 | 210 | PGDM |
| 191272 | Mr Rahul Sathish | Male | Gen | 65.76 | 223 | PGDM |
| 191577 | Ms Kadiri Ushasree | Female | Gen | 65.73 | 220 | PGDM |
| 190695 | Ms Sasha Felix | Female | Gen | 65.4975 | 217 | PGDM |
| 191520 | Mr Sai Amruth Reddy Y | Male | Gen | 65.49 | 195 | PGDM |
| 191557 | Ms Arti Chopra | Female | Gen | 65.3775 | 245 | PGDM |
| 191489 | Mr Varun Jaligama | Male | OBC | 65.25 | 197 | PGDM |
| 191258 | Mr Anand Deepan | Male | Gen | 65.0775 | 197 | PGDM |
| 190694 | Mr Rudra Deva Krishna Babu | Male | Gen | 64.77 | 191 | PGDM |
| 190558 | Mr Rishabh Kumar Sharma | Male | Gen | 64.725 | 171 | PGDM |
| 191471 | Mr Punnamaraju Sahrudai | Male | Gen | 64.53 | 195 | PGDM |
| 191514 | Ms Kotha Saija | Female | Gen | 64.5225 | 204 | PGDM |

| | | | | | | |
|--------|---|--------|-----|---------|-----|------|
| 190569 | Ms Shahnaz | Female | Gen | 64.335 | 173 | PGDM |
| 190300 | Mr Soumma Deb | Male | Gen | 64.2357 | 224 | PGDM |
| 191321 | Mr Sarthak Mathur | Male | Gen | 63.84 | 181 | PGDM |
| 191831 | Mr Nitin Thomas | Male | OBC | 63.7425 | 208 | PGDM |
| 190220 | Ms K Meera | Female | Gen | 63.6975 | 226 | PGDM |
| 191530 | Ms Komal S Mudaliar | Female | Gen | 62.9025 | 221 | PGDM |
| 191554 | Mr Ankireddypalli Adhish Datta | Male | Gen | 62.8425 | 202 | PGDM |
| 191543 | Mr Shivam Kumar Singh | Male | Gen | 62.5725 | 201 | PGDM |
| 191348 | Mr Sunkavalli Satya Venkata Mahendra Chowdary | Male | Gen | 62.4075 | 148 | PGDM |
| 190898 | Mr Ramkesh Pramod | Male | Gen | 62.3775 | 158 | PGDM |
| 190848 | Mr Kunaparaju Hemarjun Varma | Male | Gen | 62.1525 | 191 | PGDM |
| 191075 | Ms Anita Kushwaha | Female | OBC | 62.0925 | 240 | PGDM |
| 190054 | Mr Prasanna Venkatesan K | Male | Gen | 61.8675 | 237 | PGDM |
| 191327 | Ms Bagmita Das | Female | Gen | 61.5375 | 201 | PGDM |
| 190663 | Mr Allen Siby Padamattam | Male | Gen | 61.5 | 183 | PGDM |
| 190573 | Mr Kompelli Chandu Nagadhar | Male | OBC | 61.485 | 214 | PGDM |
| 190373 | Mr Routu Vishal | Male | Gen | 61.44 | 198 | PGDM |
| 191366 | Mr Patha Sadgun | Male | Gen | 61.4175 | 233 | PGDM |
| 191093 | Ms Divya Gorantla | Female | SC | 61.1475 | 198 | PGDM |
| 191599 | Mr Kancharla Vineeth | Male | Gen | 61.095 | 203 | PGDM |
| 190593 | Mr Viraj Bhatnagar | Male | Gen | 60.8175 | 203 | PGDM |
| 190538 | Mr Arun Kumar A | Male | OBC | 60.75 | 197 | PGDM |
| 190617 | Mr Mohammed Saeed Farooq | Male | OBC | 59.9775 | 184 | PGDM |
| 190683 | Mr Abhijeet Gaurav | Male | Gen | 59.8425 | 194 | PGDM |
| 191778 | Ms Sirigadde Sindhuja | Female | Gen | 59.616 | 199 | PGDM |
| 191246 | Mr Bandlamudi Sai Dinesh | Male | Gen | 59.6025 | 235 | PGDM |
| 190370 | Ms Koyena Das | Female | Gen | 59.595 | 165 | PGDM |
| 191376 | Ms Vuddamarri Shruthi | Female | OBC | 59.145 | 230 | PGDM |
| 190140 | Mr Hursh U Nandapurkar | Male | Gen | 58.833 | 203 | PGDM |
| 191608 | Ms Veda Samhitha Siddanaboina | Female | OBC | 58.455 | 197 | PGDM |
| 190283 | Mr Lambu Yashwanth Reddy | Male | OBC | 58.395 | 147 | PGDM |
| 190127 | Ms Rohitha Sripathi | Female | OBC | 58.3725 | 243 | PGDM |
| 190233 | Mr Anand S Nair | Male | Gen | 58.32 | 197 | PGDM |
| 190804 | Mr Makutam Manjunath | Male | OBC | 58.248 | 162 | PGDM |
| 190417 | Mr V Hemant Duvvapu | Male | Gen | 57.951 | 187 | PGDM |
| 191168 | Mr Athul Suresh | Male | OBC | 57.7875 | 225 | PGDM |
| 190433 | Mr P Vamshi Vishal | Male | Gen | 57.6 | 205 | PGDM |
| 191847 | Ms Sneha Yadav | Female | OBC | 57.2175 | 228 | PGDM |
| 191693 | Ms V L Sai Keerthana | Female | Gen | 56.805 | 222 | PGDM |
| 191661 | Mr Saboor Danish Naziroddin Shaikh | Male | Gen | 56.7525 | 165 | PGDM |

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|--------|-----------------------------------|--------|-----|---------|-----|------|
| 190404 | Mr Arjun M | Male | OBC | 56.6475 | 201 | PGDM |
| 191797 | Mr Nakka Sampath Goud | Male | OBC | 56.28 | 178 | PGDM |
| 190216 | Mr Kalijavedu Harshavardhan Reddy | Male | Gen | 56.178 | 219 | PGDM |
| 191335 | Ms Manaswini Reddy Meka | Female | Gen | 55.9425 | 205 | PGDM |
| 190847 | Mr Chetan Goudicherla | Male | OBC | 55.6275 | 226 | PGDM |
| 190922 | Mr Mallavarapu Rama Vamsi Krishna | Male | Gen | 55.5225 | 159 | PGDM |
| 191454 | Ms Thirumalasetty Yamuna Kumari | Female | Gen | 55.4475 | 205 | PGDM |
| 191466 | Ms Basam Anusha | Female | Gen | 55.3425 | 225 | PGDM |
| 191650 | Mr Kumar Aman | Male | Gen | 55.2525 | 182 | PGDM |
| 191481 | Ms D Rachana | Female | Gen | 55.1775 | 199 | PGDM |
| 191262 | Ms Parvathi Pradip | Female | Gen | 54.7725 | 202 | PGDM |
| 191023 | Mr Bondugula Vamshi | Male | Gen | 54.6075 | 228 | PGDM |
| 190819 | Ms Neeharika Eathakota | Female | Gen | 54.522 | 227 | PGDM |
| 190519 | Ms Cynthia Serah Nirmal | Female | Gen | 54.42 | 217 | PGDM |
| 191233 | Ms Rajavarapu V K Madhupriya | Female | Gen | 54.255 | 200 | PGDM |
| 191043 | Ms Reshma Reji | Female | OBC | 53.985 | 199 | PGDM |
| 190737 | Ms Meera Sujana | Female | OBC | 53.982 | 193 | PGDM |
| 190821 | Ms C Navye Sri | Female | Gen | 53.7825 | 195 | PGDM |
| 190315 | Mr Godwin Sebastian | Male | Gen | 53.775 | 201 | PGDM |
| 190639 | Ms Priyanka Sharma G C | Female | Gen | 53.685 | 211 | PGDM |
| 191259 | Ms Dupampalli Poojitha | Female | OBC | 53.676 | 179 | PGDM |
| 190781 | Mr M Mourya | Male | Gen | 53.4825 | 190 | PGDM |
| 190454 | Ms Khandavalli Mary Amulya | Female | OBC | 53.352 | 200 | PGDM |
| 190566 | Ms Jagarlamudi Sree Teja | Female | Gen | 53.3475 | 191 | PGDM |
| 190736 | Ms Shraddha Sambare | Female | Gen | 53.1918 | 233 | PGDM |
| 191994 | Ms Shaik Nazima Suhana | Female | Gen | 53.085 | 206 | PGDM |
| 191490 | Mr Pudi Kshitiz Kumar | Male | Gen | 53.0025 | 136 | PGDM |
| 191525 | Mr Rishabh Gurjar | Male | OBC | 52.9575 | 187 | PGDM |
| 191249 | Ms Priyanka Mahapatra | Female | Gen | 51.6975 | 178 | PGDM |
| 190278 | Mr Rondla Lalith Karan Reddy | Male | Gen | 51.5025 | 187 | PGDM |
| 191313 | Mr Banoth Arvind Nayak | Male | ST | 50.9175 | 163 | PGDM |
| 191219 | Mr Ravirala Akhil | Male | OBC | 50.505 | 196 | PGDM |
| 190951 | Ms Nidhi Dinesh Kamath | Female | Gen | 49.5075 | 199 | PGDM |
| 191234 | Mr Jakkula Saikiran | Male | OBC | 49.4775 | 166 | PGDM |
| 191938 | Mr Niteesh Kumar Muvva | Male | Gen | 49.425 | 229 | PGDM |
| 191107 | Ms Eenas Humera Shaik | Female | OBC | 48.69 | 224 | PGDM |
| 190043 | Ms Bulusu Kameswari Keerthi | Female | Gen | 48.675 | 190 | PGDM |
| 190797 | Ms Rajoshree Saha | Female | OBC | 48.5475 | 207 | PGDM |
| 190958 | Ms Deepshikha Vaishnav | Female | OBC | 48.39 | 136 | PGDM |
| 190653 | Ms Sirihasa Sista | Female | Gen | 48.315 | 186 | PGDM |
| 191435 | Mr Gujjarlupudi Karthik | Male | OBC | 48.0825 | 153 | PGDM |

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|--------|--|--------|-----|---------|-----|------|
| 191937 | Mr Aditya Ganesh | Male | Gen | 48.0375 | 202 | PGDM |
| 190917 | Mr Febin Asif K | Male | OBC | 47.7525 | 139 | PGDM |
| 191523 | Mr Manoj Grandhi | Male | Gen | 47.655 | 206 | PGDM |
| 190400 | Ms Chahat Parveen | Female | OBC | 47.64 | 204 | PGDM |
| 190873 | Mr Tamalampudi Anirudhreddy | Male | Gen | 47.5575 | 177 | PGDM |
| 191596 | Mr Arumalla Yogendra Reddy | Male | Gen | 47.502 | 153 | PGDM |
| 191595 | Mr Kolpo Jyoti Gogoi | Male | OBC | 47.28 | 151 | PGDM |
| 190486 | Mr Ishan Tilwani | Male | Gen | 47.25 | 175 | PGDM |
| 191127 | Mr Neeraj S | Male | OBC | 46.746 | 207 | PGDM |
| 191553 | Ms Aayushi Chetlangia | Female | Gen | 46.1325 | 162 | PGDM |
| 190716 | Ms S Prasanna Kumari | Female | ST | 46.035 | 173 | PGDM |
| 192096 | Mr Rai Karthik | Male | OBC | 45.855 | 173 | PGDM |
| 191166 | Mr Sakhamuri Sai Krishna Prasad | Male | Gen | 45.846 | 175 | PGDM |
| 191370 | Ms Rejitha R | Female | Gen | 45.4425 | 210 | PGDM |
| 191648 | Mr Mantha Srikar Tej Kumar | Male | Gen | 45.2925 | 203 | PGDM |
| 190353 | Ms Sofia Khusboo Khatoon | Female | Gen | 44.985 | 141 | PGDM |
| 190256 | Ms Amani Mamidala | Female | Gen | 44.685 | 186 | PGDM |
| 191066 | Ms N S Keerthana | Female | Gen | 44.568 | 189 | PGDM |
| 191343 | Ms Syed Afsarjaha | Female | Gen | 44.49 | 194 | PGDM |
| 190424 | Mr Nihal Raj | Male | OBC | 44.3175 | 207 | PGDM |
| 190905 | Mr Kankanala Sai Anil Teja | Male | OBC | 44.3025 | 214 | PGDM |
| 190832 | Ms Sarah Khan | Female | Gen | 42.966 | 219 | PGDM |
| 190105 | Mr Nagaraju | Male | Gen | 42.8175 | 180 | PGDM |
| 190215 | Ms Ashmita Singh | Female | Gen | 42.525 | 198 | PGDM |
| 190824 | Ms Dunna Kavya | Female | OBC | 42.4275 | 179 | PGDM |
| 191590 | Mr Hardik Kumar Jain | Male | OBC | 42.426 | 151 | PGDM |
| 190210 | Ms Sushmita Singh | Female | Gen | 42.225 | 176 | PGDM |
| 190039 | Ms Aravapalli Sphoorti | Female | Gen | 41.7825 | 153 | PGDM |
| 190948 | Mr Mora Pranay | Male | OBC | 41.679 | 178 | PGDM |
| 191852 | Ms Adi Kavya | Female | OBC | 41.5875 | 180 | PGDM |
| 190983 | Mr Jilla Rahul Gupta | Male | Gen | 40.8 | 170 | PGDM |
| 191227 | Mr Nalli Naveen Babu | Male | SC | 40.08 | 178 | PGDM |
| 190309 | Mr Kiran Kumar Perada | Male | OBC | 39.9675 | 212 | PGDM |
| 190731 | Ms Gera Hadassah Doll | Female | OBC | 39.795 | 220 | PGDM |
| 190214 | Ms Rhea Rai | Female | Gen | 39.765 | 141 | PGDM |
| 190786 | Mr Kotturi Venkata Siva Naga Prasann Kumar | Male | Gen | 39.69 | 171 | PGDM |
| 191088 | Ms Jangama Sree Lekha | Female | Gen | 39.6375 | 215 | PGDM |
| 191625 | Mr Saran Dinesh P | Male | OBC | 39.24 | 202 | PGDM |
| 190186 | Ms Gunda Gayathri | Female | Gen | 39.1725 | 212 | PGDM |
| 190311 | Ms Nibedita Pradhan | Female | Gen | 39.1575 | 173 | PGDM |
| 191157 | Mr Goli Venkat Pavan Kumar | Male | Gen | 39.06 | 150 | PGDM |

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|--------|------------------------------------|--------|-----|---------|-----|------|
| 191211 | Ms Dhanya | Female | OBC | 38.8125 | 137 | PGDM |
| 190769 | Mr Varada Vighneah | Male | OBC | 38.475 | 163 | PGDM |
| 190771 | Mr Thota Sai Teja | Male | Gen | 38.232 | 176 | PGDM |
| 190469 | Ms Sowmya Reddy Sunkari | Female | Gen | 38.1 | 177 | PGDM |
| 190790 | Mr Yuvraj | Male | Gen | 37.74 | 174 | PGDM |
| 190086 | Mr Sudarshan Dey | Male | Gen | 37.725 | 166 | PGDM |
| 191834 | Ms Greeshma Reddy | Female | Gen | 37.4325 | 178 | PGDM |
| 190581 | Mr Sk Faran Qadri | Male | Gen | 37.2825 | 169 | PGDM |
| 191524 | Mr Nalla Radhakrishna | Male | OBC | 37.1475 | 202 | PGDM |
| 190728 | Mr Sourav Babu K | Male | Gen | 37.0425 | 130 | PGDM |
| 190163 | Ms Shrinija Kumhari | Female | OBC | 37.0275 | 210 | PGDM |
| 190941 | Ms Apurva Pujari | Female | OBC | 36.96 | 188 | PGDM |
| 190689 | Mr V V M Ajay Sai Kumar | Male | Gen | 36.882 | 147 | PGDM |
| 191593 | Mr Rohit Nair | Male | Gen | 36.8775 | 180 | PGDM |
| 190272 | Ms Kalikota Sowmya | Female | Gen | 36.6675 | 196 | PGDM |
| 190223 | Ms Bhavya Thakur | Female | Gen | 36.639 | 178 | PGDM |
| 191624 | Mr Panchangam Venkata Vishnu Kiran | Male | Gen | 36.621 | 127 | PGDM |
| 191465 | Mr Sourish Sinha | Male | Gen | 36.2025 | 186 | PGDM |
| 191095 | Ms Gundammagari Priyanka Reddy | Female | Gen | 36.135 | 178 | PGDM |
| 190807 | Ms Poonam Sethia | Female | Gen | 35.7825 | 144 | PGDM |
| 190329 | Mr K Roopesh | Male | Gen | 35.739 | 213 | PGDM |
| 190612 | Mr Tholusuri Sai Kiran | Male | OBC | 35.3025 | 195 | PGDM |
| 190814 | Mr M D Aslam Shah | Male | OBC | 34.65 | 148 | PGDM |
| 190228 | Ms Pooja Bhattad | Female | Gen | 34.05 | 209 | PGDM |
| 190004 | Ms A Vaishnavi | Female | Gen | 33.885 | 173 | PGDM |
| 191141 | Ms Yatavelly Swathi | Female | Gen | 33.765 | 201 | PGDM |
| 190525 | Mr Guntika Aditya Reddy | Male | Gen | 33.57 | 137 | PGDM |
| 191167 | Ms Challa Sharda | Female | Gen | 33.5625 | 144 | PGDM |
| 191156 | Ms Shradha Kanoujia | Female | SC | 33.3375 | 132 | PGDM |
| 191265 | Mr M Surya Vamsi | Male | Gen | 33.2475 | 191 | PGDM |
| 191368 | Ms Anusha Pallaki | Female | Gen | 32.7375 | 204 | PGDM |
| 190704 | Mr Chaitanya Valiveti | Male | Gen | 31.9125 | 159 | PGDM |
| 190560 | Mr Addula Mruthyunjay Reddy | Male | Gen | 31.86 | 174 | PGDM |
| 190658 | Mr Vankayala Swaroop Prabhu Kumar | Male | Gen | 31.83 | 161 | PGDM |
| 190440 | Ms Priyanka Gupta | Female | OBC | 31.4325 | 127 | PGDM |
| 190537 | Mr P Naresh Kumar | Male | Gen | 30.9675 | 107 | PGDM |
| 191177 | Ms Manali Balachandra Rane | Female | Gen | 30.537 | 167 | PGDM |
| 190302 | Mr Goodena Vamsi Krishna | Male | OBC | 30.447 | 168 | PGDM |
| 191649 | Mr A S Sarath | Male | Gen | 28.125 | 124 | PGDM |
| 190106 | Mr Pokuri Prudvi Krishna | Male | Gen | 27.855 | 160 | PGDM |
| 190829 | Mr G Viswanatha Karthik | Male | Gen | 26.895 | 126 | PGDM |

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|--------|--|--------|-----|---------|-----|------|
| 190248 | Ms Dixcha Gurung | Female | Gen | 26.805 | 125 | PGDM |
| 190789 | Ms Sharmistha Mukherjee | Female | Gen | 26.535 | 167 | PGDM |
| 191432 | Ms Lilima Mishra | Female | Gen | 26.0025 | 170 | PGDM |
| 191619 | Mr Rupeshwar Rao | Male | Gen | 24.645 | 133 | PGDM |
| 191317 | Mr Chekuri Shivendra Kumar | Male | Gen | 24.435 | 166 | PGDM |
| 191622 | Ms Prardhana Chandra | Female | Gen | 24.0714 | 199 | PGDM |
| 191062 | Ms Potti Lakshmi Haripriya | Female | Gen | 23.895 | 173 | PGDM |
| 191225 | Mr Rajat Khandelwal | Male | Gen | 86.76 | 201 | MM |
| 190608 | Mr KETIREDDY KOWSHIK REDDY | Male | Gen | 71.805 | 190 | MM |
| 190267 | Ms Sayantani De | Female | Gen | 70.4475 | 210 | MM |
| 191786 | Ms B Vaishnavi | Female | Gen | 70.29 | 214 | MM |
| 191518 | Ms Rashmi Singh | Female | Gen | 70.1625 | 212 | MM |
| 191467 | Mr Choppa Aditya Reddy | Male | Gen | 69.8625 | 163 | MM |
| 191645 | Mr Sasidhar Reddy Vennapusa | Male | Gen | 69.675 | 252 | MM |
| 191163 | Ms Preethika M | Female | Gen | 69.4875 | 224 | MM |
| 191016 | Ms Kanumuri Sangeetha | Female | Gen | 68.841 | 215 | MM |
| 191381 | Mr Subhankar Das | Male | SC | 67.725 | 204 | MM |
| 191359 | Ms Sfurti Jain | Female | Gen | 67.065 | 206 | MM |
| 191677 | Mr Umar Rafiq Raja | Male | Gen | 66.8175 | 201 | MM |
| 191573 | Mr Naguboina Ajay Kumar | Male | OBC | 63.195 | 205 | MM |
| 190981 | Ms Anjali Mary Thomas | Female | Gen | 62.3625 | 168 | MM |
| 191701 | Mr Paturi Vinay Kumar Atreya | Male | Gen | 61.2075 | 200 | MM |
| 190733 | Mr Jammalamadaka Likhith | Male | Gen | 58.131 | 236 | MM |
| 191591 | Ms Anupama S Ramaraju | Female | Gen | 57.8925 | 169 | MM |
| 190672 | Mr Abhishek Busam | Male | OBC | 57.285 | 206 | MM |
| 191663 | Mr Busarapu Rajesh | Male | Gen | 56.82 | 167 | MM |
| 191067 | Ms Rohitha Bobba | Female | Gen | 55.26 | 229 | MM |
| 191559 | Ms Renduchintala Nikhila Venkata Gayatri | Female | Gen | 54.87 | 202 | MM |
| 191349 | Ms Niharika Katagouni | Female | OBC | 54.195 | 186 | MM |
| 191777 | Mr Ravuri Venkata Avinash | Male | Gen | 52.485 | 200 | MM |
| 190464 | Ms Vaishnavi Kulkarni | Female | Gen | 52.3875 | 202 | MM |
| 190518 | Ms Shiney Angel Bai A | Female | ST | 51.675 | 202 | MM |
| 191568 | Mr M N S S Aravind | Male | Gen | 51.5175 | 193 | MM |
| 190297 | Mr Sujoy Dey | Male | Gen | 51.1575 | 157 | MM |
| 190246 | Mr Abhishek Dutta | Male | Gen | 48 | 149 | MM |
| 191723 | Mr Naresh Pareek | Male | Gen | 47.64 | 170 | MM |
| 191422 | Mr Malladi Surya Harsha | Male | Gen | 47.2425 | 210 | MM |
| 191441 | Mr Aravind Menon E | Male | Gen | 46.485 | 181 | MM |
| 191340 | Mr Lalthazuala | Male | ST | 45.255 | 144 | MM |
| 190675 | Mr Jai Chander | Male | OBC | 44.388 | 179 | MM |
| 191533 | Mr Anshuman Sharma | Male | Gen | 44.055 | 186 | MM |

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|--------|------------------------------------|--------|-----|---------|-----|-----|
| 190679 | Mr Nandagopal Madipadiga | Male | OBC | 43.2 | 176 | MM |
| 190394 | Mr Abhijith A S | Male | OBC | 41.295 | 178 | MM |
| 191675 | Mr Sai Bhimeshwar Bandreddi | Male | Gen | 40.9425 | 193 | MM |
| 191552 | Ms Chandrala Sai Niveditha | Female | Gen | 40.4925 | 222 | MM |
| 191547 | Ms Aditi Yadav | Female | OBC | 40.35 | 175 | MM |
| 190697 | Mr Manoranjan Kumar Singh | Male | Gen | 39.66 | 180 | MM |
| 191350 | Mr Boda Saikiran | Male | ST | 38.6325 | 173 | MM |
| 190279 | Mr Rohit Kumar Singh | Male | Gen | 37.9575 | 146 | MM |
| 191405 | Mr Pragya Vaishnav | Male | OBC | 37.5525 | 142 | MM |
| 191478 | Ms Siliveri Prathyusha | Female | OBC | 35.7825 | 211 | MM |
| 191807 | Ms Priyanka Attri | Female | OBC | 34.902 | 190 | MM |
| 191176 | Mr Subin Balaji T S | Male | OBC | 31.86 | 139 | MM |
| 190993 | Mr Daanish Shaik | Male | Gen | 31.8375 | 178 | MM |
| 190276 | Mr R Krishnadev | Male | OBC | 31.707 | 189 | MM |
| 190347 | Mr Pavan Kalyan | Male | OBC | 31.2075 | 163 | MM |
| 190919 | Mr Guthi Uday Sudheer | Male | ST | 30.765 | 162 | MM |
| 191172 | Ms Nallaparaju Sai Lakshmi Alekya | Female | Gen | 30.36 | 183 | MM |
| 190698 | Mr Mohamed Niyaz Farook Valiyakath | Male | OBC | 28.5 | 170 | MM |
| 190252 | Mr Saurav Panigrahi | Male | Gen | 26.625 | 132 | MM |
| 191531 | Mr Sai Kiran | Male | Gen | 26.3475 | 110 | MM |
| 191160 | Ms Pillai Renuka Devi | Female | Gen | 25.641 | 188 | MM |
| 191486 | Ms Bhavna Patnaik | Female | Gen | 24.894 | 131 | MM |
| 191147 | Mr Bhanu Prasad Siva | Male | OBC | 23.418 | 157 | MM |
| 190648 | Mr R Rajat Raj | Male | SC | 22.695 | 178 | MM |
| 191697 | Ms Manju Bhargavi | Female | Gen | 21.8502 | 133 | MM |
| 190092 | Mr M Pavan Kumar Reddy | Male | Gen | 20.394 | 104 | MM |
| 190975 | Mr Souvik Bose | Male | Gen | 82.197 | 229 | BIF |
| 190834 | Ms Sharma Prerna | Female | Gen | 81.63 | 244 | BIF |
| 191091 | Mr Sedimbi Praneeth Bharadwaj | Male | Gen | 80 | 268 | BIF |
| 190213 | Mr Kalanidhi Vamsi Krishna | Male | Gen | 75.078 | 233 | BIF |
| 190876 | Mr Santhosh Duddella | Male | Gen | 74.1075 | 208 | BIF |
| 190158 | Ms Prerna | Female | Gen | 73.305 | 255 | BIF |
| 190723 | Mr Surya Teja | Male | Gen | 73.155 | 251 | BIF |
| 191386 | Ms G Akshanu | Female | SC | 72.5925 | 231 | BIF |
| 191310 | Ms Meghna Rao | Female | Gen | 72.585 | 248 | BIF |
| 191025 | Mr Subhojit Banerjee | Male | Gen | 72.5325 | 250 | BIF |
| 191458 | Mr Maradani Venkata Sai Vineeth | Male | Gen | 72.15 | 227 | BIF |
| 191439 | Ms Mahati Natuva | Female | OBC | 71.55 | 239 | BIF |
| 190083 | Mr N Ravi Teja | Male | Gen | 71.295 | 222 | BIF |
| 190165 | Ms T Sai Rama Akhila | Female | Gen | 70.9425 | 248 | BIF |
| 191109 | Ms Shruthi A | Female | Gen | 70.8 | 248 | BIF |

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|--------|--------------------------------|--------|-----|---------|-----|-----|
| 190845 | Mr Attili Nalinikanth | Male | Gen | 70.7475 | 223 | BIF |
| 190857 | Mr Eashwar S | Male | Gen | 70.6725 | 230 | BIF |
| 190759 | Ms Aishwarya Rajput | Female | Gen | 70.515 | 220 | BIF |
| 190285 | Ms Valasapalli Gopi Prateesha | Female | Gen | 70.2075 | 248 | BIF |
| 190607 | Ms Medha D T | Female | Gen | 70.1775 | 225 | BIF |
| 190657 | Ms Abha Sanghi | Female | Gen | 69.552 | 245 | BIF |
| 191411 | Ms Mahima Kukatlapalli | Female | Gen | 69.3075 | 222 | BIF |
| 191433 | Mr Yeluri Manish Akhil | Male | Gen | 69.285 | 167 | BIF |
| 190040 | Mr Jotheess | Male | OBC | 69.195 | 224 | BIF |
| 190751 | Ms Rashi Tyagi | Female | Gen | 69.12 | 206 | BIF |
| 190883 | Mr Kandrapu Santhosh Kumar | Male | OBC | 68.7 | 226 | BIF |
| 190224 | Mr Abhay Kumar Tiwari | Male | Gen | 68.6775 | 200 | BIF |
| 190779 | Ms Mamta Sharma | Female | Gen | 67.95 | 240 | BIF |
| 191013 | Ms K Sreshta Rebecca | Female | OBC | 67.3425 | 247 | BIF |
| 191392 | Ms Thallapelly Akhila | Female | OBC | 67.3275 | 215 | BIF |
| 190659 | Mr Solomon Eshcol Jason | Male | Gen | 67.3275 | 242 | BIF |
| 191430 | Ms Gandhapudi Shalini | Female | OBC | 67.3125 | 240 | BIF |
| 191136 | Mr Ravi Mahendra Teja Sharma | Male | Gen | 67.2 | 206 | BIF |
| 190119 | Ms Chintapalli Vatsalya Pooja | Female | Gen | 67.1625 | 219 | BIF |
| 190187 | Ms Thatikonda Sreshta | Female | OBC | 66.825 | 229 | BIF |
| 191036 | Ms Narreddy Lakshmi Prasoon | Female | Gen | 66.2025 | 245 | BIF |
| 190776 | Mr Vilasagaram Saishiva | Male | OBC | 65.88 | 212 | BIF |
| 190244 | Mr Bohra Aman Jain | Male | Gen | 65.6925 | 229 | BIF |
| 190449 | Ms Gone Sowmya Reddy | Female | Gen | 64.95 | 239 | BIF |
| 191229 | Mr Pappu Subramanya Sai Vishnu | Male | Gen | 63.84 | 213 | BIF |
| 191288 | Mr Mudumby Jagan Sampreeth | Male | Gen | 63.765 | 236 | BIF |
| 190356 | Mr SIDDAVATULA SHASHANK | Male | OBC | 63.45 | 223 | BIF |
| 191015 | Mr Rohit Meher Mannava | Male | Gen | 62.79 | 207 | BIF |
| 191423 | Ms T Praveen Kumar | Male | Gen | 62.1975 | 191 | BIF |
| 190722 | Ms Karanam Aishwarya | Female | Gen | 61.875 | 225 | BIF |
| 191572 | Mr Kondabala Pavan Krishna | Male | Gen | 61.83 | 207 | BIF |
| 191744 | Ms Gandra Tejaswini | Female | Gen | 61.62 | 228 | BIF |
| 191164 | Ms Thakur Manisha | Female | OBC | 61.275 | 224 | BIF |
| 190830 | Ms V Sowjanya | Female | OBC | 61.2225 | 223 | BIF |
| 190644 | Ms Bellala Sai Deepthy | Female | Gen | 60.9525 | 230 | BIF |
| 191277 | Ms Aishwarya Sharma | Female | Gen | 60.555 | 241 | BIF |
| 191549 | Ms Neelanjana Hazarika | Female | Gen | 59.7225 | 213 | BIF |
| 190531 | Mr Kota Pavan Krishna | Male | Gen | 59.265 | 193 | BIF |
| 191637 | Ms Sreeja Gupta | Female | Gen | 59.2575 | 208 | BIF |
| 191367 | Mr Prathyusha Nagamalla | Male | Gen | 59.2425 | 234 | BIF |
| 190932 | Ms K Naga Prasanna | Female | Gen | 59.094 | 227 | BIF |

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|--------|--|--------|-----|---------|-----|-----|
| 190923 | Ms K Prathyusha | Female | Gen | 59.01 | 234 | BIF |
| 191562 | Ms Sahithi Goli | Female | OBC | 58.9425 | 235 | BIF |
| 191482 | Mr Kosuri Nagarjuna | Male | OBC | 58.7175 | 204 | BIF |
| 190791 | Ms Ramya Chavali | Female | Gen | 58.305 | 238 | BIF |
| 191404 | Mr Cheruku Manish | Male | Gen | 58.1325 | 236 | BIF |
| 191092 | Ms Karingula Likhithavani | Female | Gen | 58.0425 | 198 | BIF |
| 190963 | Ms Shruthi Gangula | Female | Gen | 56.484 | 234 | BIF |
| 191056 | Ms Sanjana Palakonda | Female | Gen | 54.9825 | 197 | BIF |
| 191105 | Ms Lanke Akhilandeswari | Female | OBC | 54.6225 | 205 | BIF |
| 191012 | Mr I Tarunaditya | Male | Gen | 53.985 | 239 | BIF |
| 191362 | Mr Rangu Karunakar | Male | OBC | 53.8875 | 211 | BIF |
| 191033 | Mr Kodali Vamsikrishna | Male | Gen | 53.3175 | 224 | BIF |
| 190411 | Ms Srija Katta | Female | Gen | 52.938 | 220 | BIF |
| 191329 | Ms P Vedha Vardhini | Female | OBC | 52.8225 | 220 | BIF |
| 190667 | Mr Kalyani Lokesh Kumar | Male | SC | 52.635 | 187 | BIF |
| 191140 | Ms Shirisha Kalivemula | Female | OBC | 52.23 | 202 | BIF |
| 191395 | Mr Mattaparthi Hemanth Sai | Male | Gen | 51.72 | 176 | BIF |
| 191304 | Ms Karpakakuzali A S | Female | OBC | 51.6075 | 193 | BIF |
| 190447 | Ms Chilumula Pranathi | Female | Gen | 50.9775 | 217 | BIF |
| 191017 | Mr Sanjay Kumar Chintala | Male | OBC | 50.9625 | 173 | BIF |
| 190442 | Mr Venuthurumilli Venkata Bharat | Male | Gen | 49.875 | 223 | BIF |
| 191311 | Ms Erranki Nikhila | Female | Gen | 49.605 | 207 | BIF |
| 191002 | Mr Wilson K Simon | Male | Gen | 49.53 | 196 | BIF |
| 191496 | Ms Swetha | Female | Gen | 49.4625 | 199 | BIF |
| 190800 | Ms Chundururi Udaya | Female | Gen | 49.3725 | 212 | BIF |
| 190729 | Mr Jiguru Akhil Sharma | Male | Gen | 48.9975 | 204 | BIF |
| 191548 | Mr Srinath Reddy Challa | Male | Gen | 47.775 | 151 | BIF |
| 190918 | Ms Challa Manasa | Female | Gen | 47.691 | 228 | BIF |
| 190090 | Ms Anreddy Shriya Reddy | Female | Gen | 46.935 | 186 | BIF |
| 190823 | Mr Turlapati Sri Venkata Sai Prachetan | Male | Gen | 46.86 | 160 | BIF |
| 190075 | Mr Smruti Shovan Rout | Male | Gen | 46.4925 | 145 | BIF |
| 190401 | Ms Saptaparni Bhattacharya | Female | Gen | 45.351 | 175 | BIF |
| 191378 | Mr Shaik Imran | Male | OBC | 45.21 | 202 | BIF |
| 191076 | Mr Vivek Krishnan | Male | Gen | 45 | 196 | BIF |
| 191058 | Mr Dhananjay Kumar Sah | Male | Gen | 43.8975 | 155 | BIF |
| 190647 | Mr Patwari Thirmal Rao | Male | Gen | 43.893 | 183 | BIF |
| 190889 | Ms Viniti Agrawal | Female | Gen | 41.301 | 140 | BIF |
| 190787 | Ms Akella Sahithi | Female | Gen | 41.04 | 173 | BIF |
| 191686 | Ms Aindrila Seal | Female | Gen | 40.329 | 179 | BIF |
| 191377 | Ms Ch Sarvani | Female | Gen | 40.215 | 189 | BIF |
| 190720 | Mr Gokul C | Male | Gen | 39.7875 | 179 | BIF |

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|--------|-----------------------------------|--------|-----|---------|-----|-----|
| 190331 | Ms Aarti Girish | Female | Gen | 39.384 | 209 | BIF |
| 190245 | Ms Pranavi Damodari | Female | Gen | 39.315 | 204 | BIF |
| 190746 | Mr Kotte Shashank Kenai | Male | Gen | 35.9775 | 178 | BIF |
| 190713 | Mr Silvani Manoj Reddy | Male | Gen | 35.3625 | 205 | BIF |
| 190684 | Mr Anuj Kumar | Male | Gen | 35.325 | 167 | BIF |
| 191582 | Mr Pooja Akhil | Male | SC | 35.085 | 141 | BIF |
| 190296 | Ms M Sri Sai Maheswari | Female | Gen | 34.704 | 197 | BIF |
| 191338 | Mr Gamini Tarun Sri Venu Gopal | Male | Gen | 34.08 | 166 | BIF |
| 191130 | Ms Shreya Sahu | Female | Gen | 33 | 173 | BIF |
| 190671 | Mr Sirasanagandla Ramakoti Saketh | Male | Gen | 32.1 | 210 | BIF |
| 190438 | Ms Katipaga Anusree | Female | SC | 30.705 | 211 | BIF |
| 190719 | Ms Ruchi Yadav | Female | OBC | 30.105 | 126 | BIF |
| 191098 | Mr Kamal Batta | Male | SC | 30.024 | 190 | BIF |
| 191214 | Mr Srinivas Narsinga | Male | SC | 28.815 | 148 | BIF |
| 191116 | Ms cheryl Mary Verghese | Female | Gen | 27.795 | 168 | BIF |
| 190717 | Mr Koundinya Kunteepuram | Male | Gen | 27.165 | 169 | BIF |
| 191301 | Ms Ayushi Mandal | Female | Gen | 27.0975 | 177 | BIF |
| 190575 | Ms Priyanka Palakodety | Female | Gen | 26.055 | 161 | BIF |
| 190226 | Mr Sadhu Rohith | Male | Gen | 24.9975 | 177 | BIF |
| 191123 | Ms Supriya Rajesh Shinde | Female | Gen | 24.5625 | 175 | BIF |
| 190166 | Mr Bommidi Dileep Kumar | Male | OBC | 23.5725 | 191 | BIF |
| 190254 | Ms K M Esha Bajpai | Female | Gen | 23.46 | 155 | BIF |
| 191839 | Mr Virinchi Sriramula | Male | OBC | 23.37 | 169 | BIF |
| 190270 | Ms Peddi Niharika | Female | Gen | 20.25 | 190 | BIF |
| 190406 | Mr Hari G | Male | Gen | 19.575 | 195 | BIF |
| 191464 | Ms J Preeti | Female | SC | 14.685 | 113 | BIF |
| 191051 | Ms Shanthinanda Bollavaram | Female | Gen | 74.31 | 221 | IB |
| 190076 | Ms Naradasu Divya | Female | Gen | 73.2225 | 232 | IB |
| 191290 | Mr Hari Abhijeeth | Male | Gen | 73.1625 | 217 | IB |
| 190726 | Ms Charu Chauhan | Female | Gen | 72.1275 | 168 | IB |
| 191438 | Mr Chaitanya | Male | Gen | 71.535 | 229 | IB |
| 190013 | Ms Karri Meena | Female | Gen | 71.325 | 239 | IB |
| 191952 | Mr Devendra Panthangi | Male | Gen | 71.2875 | 192 | IB |
| 191479 | Mr Abhinav Pundir | Male | Gen | 70.9875 | 182 | IB |
| 190239 | Mr Vanga Chaitanya Krishna | Male | Gen | 70.875 | 226 | IB |
| 190827 | Ms Dometti Swetha | Female | Gen | 70.485 | 238 | IB |
| 191037 | Ms Vaishnavi Gop | Female | Gen | 66.75 | 251 | IB |
| 190068 | Mr Saketh Mahanti | Male | Gen | 66.582 | 247 | IB |
| 191382 | Ms Basavaraju Srilekha Saraswathi | Female | Gen | 66.5475 | 227 | IB |
| 190471 | Ms Shreya | Female | OBC | 66.42 | 198 | IB |
| 191826 | Ms Reddy Shailaja | Female | SC | 65.835 | 208 | IB |

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|--------|---------------------------------------|--------|------|---------|-----|----|
| 191294 | Mr Hemendra Pratap Shahi | Male | Gen | 65.7675 | 172 | IB |
| 190260 | Ms Parbani Mitra | Female | Gen | 64.5225 | 207 | IB |
| 190914 | Ms Naidu Lasya Chowdary | Female | Gen | 63.1425 | 207 | IB |
| 191038 | Mr Ujesh Singh Thakur | Male | Gen | 61.77 | 175 | IB |
| 191320 | Mr Nithin Raj | Male | Gen | 59.205 | 158 | IB |
| 190395 | Ms Maansi Gautam | Female | Gen | 57.429 | 194 | IB |
| 190682 | Mr Yalangi Viswateja | Male | SC | 56.88 | 205 | IB |
| 191420 | Mr Sai Akshai Kiran Balabhadrapatruni | Male | Gen | 55.98 | 200 | IB |
| 191351 | Ms Ithamraju Haingavi | Female | Gen | 55.8 | 218 | IB |
| 190628 | Ms Katikela Srivika | Female | OBC | 55.503 | 235 | IB |
| 190705 | Mr Sathuvai Akash Kumar | Male | Gen | 54.63 | 189 | IB |
| 191799 | Mr Akula Vineeth | Male | OBC | 54.3 | 219 | IB |
| 190436 | Mr Koutlekar Keerthan | Male | Gen | 54.27 | 222 | IB |
| 191080 | Ms Pravallika Reddy Matta | Female | Gen | 54.261 | 207 | IB |
| 190192 | Ms Kalpitha Chalavadi | Female | SC | 52.128 | 215 | IB |
| 190780 | Mr Gundarapu Ramu | Male | OBC | 51.8475 | 143 | IB |
| 190851 | Ms Anuhya Kathula | Female | SC | 51.768 | 227 | IB |
| 191074 | Ms Chintala Bhavana | Female | Gen | 49.8525 | 222 | IB |
| 190536 | Mr Abhishek Arcot Venkateshwar Rao | Male | Gen | 48.675 | 188 | IB |
| 191508 | Mr G Nanda Kishore | Male | OBC | 48.42 | 150 | IB |
| 190093 | Mr Carthik Shankar | Male | Gen | 46.8825 | 227 | IB |
| 190808 | Mr Nagabandi Hanukumar | Male | Gen | 45.2925 | 177 | IB |
| 190892 | Ms Racha Akshitha | Female | SC | 44.802 | 220 | IB |
| 190540 | Mr Nandhagopal | Male | OBC | 42.6 | 205 | IB |
| 190399 | Mr Kataru Sai Mahesh Kumar | Male | Gen | 42.36 | 182 | IB |
| 191402 | Mr Vivek P Bhat | Male | Gen | 42.36 | 199 | IB |
| 190189 | Ms Alekya Kovalam | Female | Gen | 41.9625 | 199 | IB |
| 191602 | Ms Sneha Harika Bala Talapaneni | Female | Gen | 41.4675 | 204 | IB |
| 190596 | Ms Riya Varghese | Female | Gen | 40.131 | 213 | IB |
| 191255 | Mr Siddhesh Tripathi | Male | Gen | 40.1175 | 223 | IB |
| 191268 | Mr Adep Suraj | Male | OBC | 39.7125 | 143 | IB |
| 191872 | Mr Pranjal Mukund Mardikar | Male | Gen | 39.7125 | 178 | IB |
| 190205 | Mr Ch Naveen | Male | Gen | 39.525 | 181 | IB |
| 190306 | Mr Rupesh Mikkilineni | Male | Gen | 38.82 | 147 | IB |
| 190624 | Mr Deepan B | Male | Gen | 37.917 | 186 | IB |
| 190872 | Mr Manne Shiva Prasad | Male | Gen | 37.455 | 177 | IB |
| 191484 | Mr Sai Aashritth Yegireddi | Male | Gen | 37.2675 | 197 | IB |
| 190909 | Mr Sai Krishna Kondaipally | Male | OTHR | 37.11 | 153 | IB |
| 191027 | Mr C Poorna Sai Shama | Male | OBC | 36.54 | 168 | IB |
| 190623 | Mr Gourishetty Ashrith | Male | Gen | 36 | 192 | IB |
| 190377 | Ms Angani Pavithra | Female | OBC | 31.9425 | 176 | IB |

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|--------|---------------------------------|--------|------|---------|-----|-----|
| 190524 | Mr Boga Srinivas | Male | OBC | 27.84 | 187 | IB |
| 191747 | Mr Shubham Varma | Male | Gen | 26.028 | 168 | IB |
| 190544 | Mr Ajit Joshi | Male | Gen | 24.687 | 171 | IB |
| 191519 | Ms Junnuthula Venkata Sindhuja | Female | Gen | 24.135 | 184 | IB |
| 191545 | Mr Shubham Pandey | Male | Gen | 23.565 | 159 | IB |
| 190129 | Ms Krishna Ravali Malkireddy | Female | Gen | 73.905 | 223 | HRM |
| 191865 | Ms Jahnavi Reddy Nadikattu | Female | Gen | 70.47 | 255 | HRM |
| 191488 | Ms Arivu Sudar A | Female | Gen | 69.735 | 243 | HRM |
| 192098 | Ms K Sai Sriya | Female | Gen | 69.555 | 219 | HRM |
| 191429 | Mr Nishant Mittal | Male | Gen | 69.2925 | 213 | HRM |
| 190173 | Mr R A Anant | Male | Gen | 68.7525 | 180 | HRM |
| 192016 | Ms Varigonda Ishwarya | Female | Gen | 67.56 | 243 | HRM |
| 191944 | Ms Tara Akula | Female | OTHR | 67.3425 | 173 | HRM |
| 191180 | Mr Satwik Yelike | Male | OBC | 66.9075 | 227 | HRM |
| 191521 | Mr Nivaz L | Male | OBC | 66.6375 | 242 | HRM |
| 191953 | Ms Deepthi Babu | Female | Gen | 66.525 | 218 | HRM |
| 192106 | Ms Madabhushi Sai Mounika | Female | Gen | 66.1425 | 233 | HRM |
| 190361 | Mr Arjun Dhir | Male | Gen | 65.895 | 178 | HRM |
| 191578 | Mr Gadiraju Sree Harshini Varma | Female | OTHR | 65.4 | 164 | HRM |
| 191480 | Mr Joy Dey | Male | Gen | 62.475 | 171 | HRM |
| 191791 | Mr Bharath Simhareddy Mandala | Male | OTHR | 61.38 | 211 | HRM |
| 192090 | Ms Budha Anusha | Female | OBC | 61.05 | 198 | HRM |
| 191846 | Ms Pooja Baldev | Female | OTHR | 60.8625 | 207 | HRM |
| 190555 | Mr Abhishek Chauhan | Male | Gen | 59.55 | 160 | HRM |
| 192075 | Ms M Gopi Priya | Female | OBC | 59.2275 | 244 | HRM |
| 191742 | Ms Sreeramdas Ramya | Female | Gen | 58.5225 | 210 | HRM |
| 190743 | Ms K Ushasri | Female | Gen | 58.005 | 243 | HRM |
| 191926 | Ms Ghanathey Prerna | Female | OBC | 57.15 | 242 | HRM |
| 191909 | Ms Vadde Ramya | Female | OBC | 55.71 | 200 | HRM |
| 190031 | Ms Bimidi Srivally | Female | OBC | 55.335 | 243 | HRM |
| 191954 | Ms Neha Chhabra | Female | Gen | 53.19 | 147 | HRM |
| 190815 | Ms Varsha Veeraraghavan | Female | OTHR | 52.5975 | 182 | HRM |
| 190171 | Ms Monica Chavan | Female | OBC | 51.135 | 207 | HRM |
| 190316 | Ms Boddepalli Tapashya | Female | Gen | 50.7225 | 148 | HRM |
| 191912 | Ms Guddeti Priyanka | Female | OBC | 50.325 | 233 | HRM |
| 190103 | Mr Gujrathi Dipak Subhash | Male | Gen | 49.455 | 193 | HRM |
| 190822 | Ms Sharmistha Ghosal | Female | Gen | 49.194 | 213 | HRM |
| 191739 | Ms P Swathi | Female | Gen | 48.0825 | 205 | HRM |
| 191934 | Ms Barkha Bisen | Female | OBC | 48 | 213 | HRM |
| 191188 | Ms Pushpita Gorthy | Female | Gen | 47.8728 | 190 | HRM |
| 190151 | Ms G Ruchitha | Female | OBC | 47.625 | 218 | HRM |

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|--------|---------------------------------------|--------|------|---------|-----|-----|
| 191948 | Ms A Amrutha | Female | SC | 47.5875 | 197 | HRM |
| 191781 | Ms Ruchitha Goud Ragir | Female | OBC | 45.477 | 190 | HRM |
| 191057 | Ms Arundhati A Agashe | Female | Gen | 44.802 | 188 | HRM |
| 192100 | Mr Pisupati Sai Anwesh | Male | Gen | 43.839 | 171 | HRM |
| 190871 | Ms Nanduri Divya Madhavi Lalitha Devi | Female | Gen | 43.5075 | 183 | HRM |
| 191257 | Ms Aakriti Sandhu | Female | Gen | 42.48 | 136 | HRM |
| 191901 | Ms Puttapaka Sahithya | Female | Gen | 42.39 | 182 | HRM |
| 191629 | Ms Nimeesha Penta | Female | OBC | 40.3725 | 192 | HRM |
| 191702 | Mr Harshit Pandey | Male | Gen | 39.39 | 147 | HRM |
| 190197 | Mr Ashraf Khan | Male | Gen | 35.58 | 137 | HRM |
| 191588 | Mr Sangewar Jyothi Swaroop | Male | OBC | 34.5975 | 182 | HRM |
| 191403 | Ms Alisha Patnaik | Female | Gen | 34.4775 | 175 | HRM |
| 190879 | Ms Meghana Nutakki | Female | Gen | 31.7175 | 202 | HRM |
| 190553 | Ms Kritika Pant | Female | Gen | 30.6525 | 195 | HRM |
| 191789 | Mr Sadhu Babji | Male | OBC | 29.682 | 159 | HRM |
| 191893 | Ms Muthyala Sai Maneesha | Female | OBC | 28.4925 | 186 | HRM |
| 191302 | Ms C S K Sunidhi | Female | Gen | 25.425 | 160 | HRM |
| 191564 | Ms Mareedu Vijaya | Female | OBC | 25.0125 | 193 | HRM |
| 191949 | Ms Mrunalinee Sidram Nule | Female | SC | 24.975 | 136 | HRM |
| 190637 | Ms Bandaru Vindhya | Female | Gen | 24.285 | 173 | HRM |
| 191892 | Ms Alapati Anitha | Female | Gen | 23.9775 | 161 | HRM |
| 191298 | Mr Nadadur Vaishnavi | Male | Gen | 22.7625 | 200 | HRM |
| 190636 | Mr Abhishek Sreeram | Male | ST | 19.395 | 125 | HRM |
| 191967 | Mr Manda Rahul | Male | OTHR | 14.5575 | 123 | HRM |

• **List of candidate who have been offered admission**

| SI No | Reg No | Name | Programme |
|-------|--------|-------------------------|-----------|
| 1 | 190004 | Ms A Vaishnavi | PGDM |
| 2 | 190012 | Mr Sunil Kumar Bhati | PGDM |
| 3 | 190013 | Ms Karri Meena | PGDM-IB |
| 4 | 190017 | Mr Meduri Suryaa Pranav | PGDM |
| 5 | 190031 | Ms Bimidi Srivally | PGDM-HRM |
| 6 | 190032 | Mr Vaddadi Nikhil | PGDM-BIF |
| 7 | 190035 | Mr Potla Akhil | PGDM |
| 8 | 190037 | Ms Gomatam Harini | PGDM |
| 9 | 190039 | Ms Aravapalli Sphoorti | PGDM |

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| 10 | 190040 | Mr Jotheess | PGDM-BIF |
| 11 | 190043 | Ms Bulusu Kameswari Keerthi | PGDM |
| 12 | 190054 | Mr Prasanna Venkatesan K | PGDM |
| 13 | 190056 | Mr Aakash Samanta | PGDM |
| 14 | 190060 | Mr Aman Sharma | PGDM |
| 15 | 190064 | Mr Lolla Abhijith | PGDM |
| 16 | 190066 | Mr Abhinav Kilambi | PGDM-BIF |
| 17 | 190068 | Mr Saketh Mahanti | PGDM-IB |
| 18 | 190071 | Ms Sri Ramya Simhadri | PGDM |
| 19 | 190075 | Mr Smruti Shovan Rout | PGDM-BIF |
| 20 | 190076 | Ms Naradasu Divya | PGDM-IB |
| 21 | 190083 | Mr N Ravi Teja | PGDM-BIF |
| 22 | 190086 | Mr Sudarshan Dey | PGDM |
| 23 | 190090 | Ms Anreddy Shriya Reddy | PGDM-BIF |
| 24 | 190092 | Mr M Pavan Kumar Reddy | PGDM-MM |
| 25 | 190093 | Mr Carthik Shankar | PGDM-IB |
| 26 | 190095 | Ms Neha Thampi | PGDM |
| 27 | 190103 | Mr Gujrathi Dipak Subhash | PGDM-HRM |
| 28 | 190105 | Mr Ravulapati Nagaraju | PGDM |
| 29 | 190106 | Mr Pokuri Prudvi Krishna | PGDM |
| 30 | 190107 | Ms Tanya Baran | PGDM |
| 31 | 190114 | Mr Srikrishna Pulavarthi | PGDM |
| 32 | 190119 | Ms Chintapalli Vatsalya Pooja | PGDM-BIF |
| 33 | 190127 | Ms Rohitha Sripathi | PGDM |
| 34 | 190128 | Mr Chintapalli Veda Geethakrishna | PGDM-MM |
| 35 | 190129 | Ms Krishna Ravali Malkireddy | PGDM-HRM |
| 36 | 190131 | Ms M Shweta Chouhan | PGDM-MM |
| 37 | 190132 | Ms Anusha P | PGDM-BIF |
| 38 | 190135 | Ms Kalluri Hansika | PGDM |

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| 39 | 190140 | Mr Hursh U Nandapurkar | PGDM |
| 40 | 190151 | Ms G Ruchitha | PGDM-HRM |
| 41 | 190156 | Ms Karri Sanjana | PGDM |
| 42 | 190158 | Ms Prerna Shah | PGDM-BIF |
| 43 | 190160 | Ms Gamini Krishna Meghana | PGDM |
| 44 | 190162 | Ms Bhoopathi Shalini Chandra | PGDM |
| 45 | 190163 | Ms Shrinija Kummari | PGDM |
| 46 | 190165 | Ms T Sai Rama Akhila | PGDM-BIF |
| 47 | 190166 | Mr Bommidi Dileep Kumar | PGDM-BIF |
| 48 | 190171 | Ms Monica Chavan | PGDM-HRM |
| 49 | 190173 | Mr R A Anant | PGDM-HRM |
| 50 | 190175 | Mr Akshay Subodh Manvikar | PGDM-BIF |
| 51 | 190185 | Ms C Shiva Varshini | PGDM-MM |
| 52 | 190186 | Ms Gunda Gayathri | PGDM |
| 53 | 190187 | Ms Thatikonda Sreshta | PGDM-BIF |
| 54 | 190189 | Ms Alekya Kovalam | PGDM-IB |
| 55 | 190192 | Ms Kalpitha Chalavadi | PGDM-IB |
| 56 | 190196 | Mr Darsan S | PGDM |
| 57 | 190197 | Mr Ashraf Khan | PGDM-HRM |
| 58 | 190200 | Mr Tandoju Aravind | PGDM |
| 59 | 190205 | Mr Ch Naveen | PGDM-IB |
| 60 | 190207 | Mr Sankeerth Ambati | PGDM-IB |
| 61 | 190210 | Ms Sushmita Singh | PGDM |
| 62 | 190211 | Mr Vishnu Shankar B | PGDM |
| 63 | 190212 | Mr Kuchimanchi Sri Pratyush | PGDM-IB |
| 64 | 190213 | Mr Kalanidhi Vamsi Krishna | PGDM-BIF |
| 65 | 190214 | Ms Rhea Rai | PGDM |
| 66 | 190215 | Ms Ashmita Singh | PGDM |
| 67 | 190216 | Mr Kalijavedu Harshavardhan Reddy | PGDM |

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| 68 | 190220 | Ms K Meera | PGDM |
| 69 | 190223 | Ms Bhavya Thakur | PGDM |
| 70 | 190224 | Mr Abhay Kumar Tiwari | PGDM-BIF |
| 71 | 190226 | Mr Sadhu Rohith | PGDM-BIF |
| 72 | 190228 | Ms Pooja Bhattad | PGDM |
| 73 | 190233 | Mr Anand S Nair | PGDM |
| 74 | 190239 | Mr Vanga Chaitanya Krishna | PGDM-IB |
| 75 | 190242 | Mr Rohan Sehgal | PGDM |
| 76 | 190244 | Mr Bohra Aman Jain | PGDM-BIF |
| 77 | 190245 | Ms Pranavi Damodari | PGDM-BIF |
| 78 | 190246 | Mr Abhishek Dutta | PGDM-MM |
| 79 | 190248 | Ms Dixcha Gurung | PGDM |
| 80 | 190250 | Mr Jeshine Varghese | PGDM |
| 81 | 190251 | Mr Hari Prasad M | PGDM |
| 82 | 190252 | Mr Saurav Panigrahi | PGDM-MM |
| 83 | 190254 | Ms K M Esha Bajpai | PGDM-BIF |
| 84 | 190256 | Ms Amani Mamidala | PGDM |
| 85 | 190260 | Ms Parbani Mitra | PGDM-IB |
| 86 | 190266 | Mr Gabriel Thomas Sabu | PGDM |
| 87 | 190267 | Ms Sayantani De | PGDM-MM |
| 88 | 190270 | Ms Peddi Niharika | PGDM-BIF |
| 89 | 190271 | Ms Takkallapally Sheetal | PGDM |
| 90 | 190272 | Ms Kalikota Sowmya | PGDM |
| 91 | 190275 | Ms Rashmika | PGDM |
| 92 | 190276 | Mr R Krishnadev | PGDM-MM |
| 93 | 190278 | Mr Rondla Lalith Karan Reddy | PGDM |
| 94 | 190279 | Mr Rohit Kumar Singh | PGDM-MM |
| 95 | 190280 | Ms Neharika A | PGDM |
| 96 | 190283 | Mr Lambu Yashwanth Reddy | PGDM |

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| 97 | 190285 | Ms Valasapalli Gopi Prateesha | PGDM-BIF |
| 98 | 190296 | Ms M Sri Sai Maheswari | PGDM-BIF |
| 99 | 190297 | Mr Sujoy Dey | PGDM-MM |
| 100 | 190298 | Mr Prince Thomas | PGDM |
| 101 | 190300 | Mr Soumma Deb | PGDM |
| 102 | 190302 | Mr Goodena Vamsi Krishna | PGDM |
| 103 | 190303 | Mr Saumyajit Dey | PGDM |
| 104 | 190306 | Mr Rupesh Mikkilineni | PGDM-IB |
| 105 | 190309 | Mr Kiran Kumar Perada | PGDM |
| 106 | 190311 | Ms Nibedita Pradhan | PGDM |
| 107 | 190313 | Mr Navendu Bose | PGDM-MM |
| 108 | 190315 | Mr Godwin Sebastian | PGDM |
| 109 | 190316 | Ms Boddepalli Tapashya | PGDM-HRM |
| 110 | 190326 | Ms Sandra Maria Babu | PGDM |
| 111 | 190329 | Mr K Roopesh | PGDM |
| 112 | 190331 | Ms Aarti Girish | PGDM-BIF |
| 113 | 190343 | Ms Vyshnavi Maganti | PGDM-IB |
| 114 | 190347 | Mr Gaddameedhi Pavan Kalyan | PGDM-MM |
| 115 | 190349 | Ms Bayyapu Niharika | PGDM |
| 116 | 190351 | Mr Abhishek Chakraborty | PGDM |
| 117 | 190352 | Ms Jidigam Snigdha | PGDM |
| 118 | 190353 | Ms Sofia Khusboo Khatoon | PGDM |
| 119 | 190355 | Ms Ruchika Agarwal | PGDM |
| 120 | 190356 | Mr Siddavatula Shashank | PGDM-BIF |
| 121 | 190357 | Mr Joel J Manjaly | PGDM-HRM |
| 122 | 190361 | Mr Arjun Dhir | PGDM-HRM |
| 123 | 190365 | Ms Sulagna Pathak | PGDM |
| 124 | 190369 | Mr Aayush Shekhar | PGDM |
| 125 | 190370 | Ms Koyena Das | PGDM |

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|-----|--------|----------------------------------|----------|
| 126 | 190371 | Ms Priyal Jopat | PGDM |
| 127 | 190373 | Mr Routu Vishal | PGDM |
| 128 | 190375 | Ms Shaili Bhansali | PGDM-BIF |
| 129 | 190376 | Mr Abhishu Sharma | PGDM |
| 130 | 190377 | Ms Angani Pavithra | PGDM-IB |
| 131 | 190381 | Ms Srivani Chelimilla | PGDM |
| 132 | 190388 | Ms Nikita Singh | PGDM-BIF |
| 133 | 190389 | Ms Anindita Saha | PGDM |
| 134 | 190391 | Mr Subhodip Pal | PGDM-MM |
| 135 | 190394 | Mr Abhijith A S | PGDM-MM |
| 136 | 190395 | Ms Maansi Gautam | PGDM-IB |
| 137 | 190399 | Mr Kataru Sai Mahesh Kumar | PGDM-IB |
| 138 | 190400 | Ms Chahat Parveen | PGDM |
| 139 | 190401 | Ms Saptaparni Bhattacharya | PGDM-BIF |
| 140 | 190404 | Mr Arjun M | PGDM |
| 141 | 190406 | Mr Hari G | PGDM-BIF |
| 142 | 190408 | Ms Srujana Dasi | PGDM-HRM |
| 143 | 190409 | Mr Anirban Podder | PGDM |
| 144 | 190411 | Ms Srija Katta | PGDM-BIF |
| 145 | 190414 | Mr Arijit Kumar Patra | PGDM-HRM |
| 146 | 190417 | Mr V Hemant Duvvapu | PGDM |
| 147 | 190419 | Ms Pranathi Segu | PGDM |
| 148 | 190424 | Mr Nihal Raj | PGDM |
| 149 | 190426 | Ms Dasaka Surya Srinidhi | PGDM |
| 150 | 190433 | Mr P Vamshi Vishal | PGDM |
| 151 | 190436 | Mr Koutlekar Keerthan | PGDM-IB |
| 152 | 190438 | Ms Katipaga Anusree | PGDM-BIF |
| 153 | 190440 | Ms Priyanka Gupta | PGDM |
| 154 | 190442 | Mr Venuthurumilli Venkata Bharat | PGDM-BIF |

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| 155 | 190445 | Ms Gidugu Hima Lalitha | PGDM-BIF |
| 156 | 190447 | Ms Chilumula Pranathi | PGDM-BIF |
| 157 | 190448 | Ms Jenigala Pragna | PGDM-HRM |
| 158 | 190449 | Ms Gone Sowmya Reddy | PGDM-BIF |
| 159 | 190454 | Ms Khandavalli Mary Amulya | PGDM |
| 160 | 190459 | Ms Hari Chandana Eaturi | PGDM |
| 161 | 190464 | Ms Vaishnavi Kulkarni | PGDM-MM |
| 162 | 190468 | Mr Tony Joseph Varghese | PGDM-MM |
| 163 | 190469 | Ms Sowmya Reddy Sunkari | PGDM |
| 164 | 190471 | Ms Shreya Raj | PGDM-IB |
| 165 | 190473 | Ms Chikoti Sai Vaishnavi | PGDM |
| 166 | 190486 | Mr Ishan Tilwani | PGDM |
| 167 | 190499 | Mr Sidhant Mehta | PGDM |
| 168 | 190504 | Mr Teegala Prudhvi Sai | PGDM |
| 169 | 190507 | Mr Moksh Jain | PGDM-MM |
| 170 | 190508 | Mr Ajay J | PGDM |
| 171 | 190518 | Ms Shiney Angel Bai A | PGDM-MM |
| 172 | 190519 | Ms Cynthia Serah Nirmal | PGDM |
| 173 | 190520 | Mr Albin George | PGDM |
| 174 | 190524 | Mr Boga Srinivas | PGDM-IB |
| 175 | 190525 | Mr Guntika Aditya Reddy | PGDM |
| 176 | 190531 | Mr Kota Pavan Krishna | PGDM-BIF |
| 177 | 190536 | Mr Abhishek Arcot Venkateshwar Rao | PGDM-IB |
| 178 | 190537 | Mr P Naresh Kumar | PGDM |
| 179 | 190538 | Mr Arun Kumar A | PGDM |
| 180 | 190539 | Mr Chaganti Sessa Srikanth | PGDM |
| 181 | 190540 | Mr Nandhagopal | PGDM-IB |
| 182 | 190544 | Mr Ajit Joshi | PGDM-IB |
| 183 | 190550 | Mr Debendra Prasad Kundu | PGDM |

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| 184 | 190553 | Ms Kritika Pant | PGDM-HRM |
| 185 | 190555 | Mr Abhishek Chauhan | PGDM-HRM |
| 186 | 190558 | Mr Rishabh Kumar Sharma | PGDM |
| 187 | 190560 | Mr Addula Mruthyunjay Reddy | PGDM |
| 188 | 190564 | Ms Latika Kumari | PGDM |
| 189 | 190566 | Ms Jagarlamudi Sree Teja | PGDM |
| 190 | 190569 | Ms Shahnaz | PGDM |
| 191 | 190573 | Mr Kompelli Chandu Nagadhar | PGDM |
| 192 | 190574 | Ms Ruchika Vyas | PGDM-HRM |
| 193 | 190575 | Ms Priyanka Palakodety | PGDM-BIF |
| 194 | 190578 | Mr Karthik Midivelly | PGDM |
| 195 | 190580 | Mr Pinna Samuel Harold | PGDM |
| 196 | 190581 | Mr Sk Faran Qadri | PGDM |
| 197 | 190587 | Ms Dudi Srujana | PGDM |
| 198 | 190588 | Ms Debopriya Banerjee | PGDM-HRM |
| 199 | 190592 | Mr Ashish Yadav | PGDM-IB |
| 200 | 190593 | Mr Viraj Bhatnagar | PGDM |
| 201 | 190594 | Ms Chebrolu Yasaswini | PGDM |
| 202 | 190596 | Ms Riya Varghese | PGDM-IB |
| 203 | 190607 | Ms Medha D T | PGDM-BIF |
| 204 | 190608 | Mr Ketireddy Kowshik Reddy | PGDM-MM |
| 205 | 190612 | Mr Tholusuri Sai Kiran | PGDM |
| 206 | 190613 | Mr Mir Jawad Ali | PGDM-BIF |
| 207 | 190615 | Mr Abhijith Pannala | PGDM |
| 208 | 190617 | Mr Mohammed Saeed Farooq | PGDM |
| 209 | 190623 | Mr Gourishetty Ashrith | PGDM-IB |
| 210 | 190624 | Mr Deepan B | PGDM-IB |
| 211 | 190626 | Ms Amisha Raj | PGDM |
| 212 | 190628 | Ms Katikela Srivika | PGDM-IB |

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| 213 | 190633 | Ms Sayari Paul | PGDM |
| 214 | 190636 | Mr Abhishek Sreeram | PGDM-HRM |
| 215 | 190637 | Ms Bandaru Vindhya | PGDM-HRM |
| 216 | 190639 | Ms Priyanka Sharma G C | PGDM |
| 217 | 190640 | Mr Rakesh Bannaravuri | PGDM |
| 218 | 190644 | Ms Bellala Sai Deepthy | PGDM-BIF |
| 219 | 190647 | Mr Patwari Thirmal Rao | PGDM-BIF |
| 220 | 190648 | Mr R Rajat Raj | PGDM-MM |
| 221 | 190653 | Ms Sirihasa Sista | PGDM |
| 222 | 190657 | Ms Abha Sanghi | PGDM-BIF |
| 223 | 190658 | Mr Vankayala Swaroop Prabhu Kumar | PGDM |
| 224 | 190659 | Mr Solomon Eshcol Jason | PGDM-BIF |
| 225 | 190663 | Mr Allen Siby Padamattam | PGDM |
| 226 | 190667 | Mr Kalyani Lokesh Kumar | PGDM-BIF |
| 227 | 190669 | Mr Abin Alex Mathews | PGDM |
| 228 | 190671 | Mr Sirasanagandla Ramakoti Saketh | PGDM-BIF |
| 229 | 190672 | Mr Abhishek Busam | PGDM-MM |
| 230 | 190674 | Ms Shivani Ganesh Ambekar | PGDM-MM |
| 231 | 190675 | Mr Jai Chander | PGDM-MM |
| 232 | 190679 | Mr Nandagopal Madipadiga | PGDM-MM |
| 233 | 190680 | Ms Nikitha Kanna | PGDM |
| 234 | 190682 | Mr Yalangi Viswateja | PGDM-IB |
| 235 | 190683 | Mr Abhijeet Gaurav | PGDM |
| 236 | 190684 | Mr T E Anujkumar | PGDM-BIF |
| 237 | 190689 | Mr V V M Ajay Sai Kumar | PGDM |
| 238 | 190692 | Mr Shanmuka Sai | PGDM |
| 239 | 190693 | Ms Edla Akruthi | PGDM-BIF |
| 240 | 190694 | Mr Rudra Deva Krishna Babu | PGDM |
| 241 | 190695 | Ms Sasha Felix | PGDM |

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| 242 | 190697 | Mr Manoranjan Kumar Singh | PGDM-MM |
| 243 | 190698 | Mr Mohamed Niyaz Farook Valiyakath | PGDM-MM |
| 244 | 190702 | Mr Kondagunta Kumar Vamsee Krishna | PGDM-IB |
| 245 | 190704 | Mr Chaitanya Valiveti | PGDM |
| 246 | 190705 | Mr Sathuvai Akash Kumar | PGDM-IB |
| 247 | 190710 | Ms Munagala Abhigna Sai | PGDM |
| 248 | 190713 | Mr Silvani Manoj Reddy | PGDM-BIF |
| 249 | 190716 | Ms S Prasanna Kumari | PGDM |
| 250 | 190717 | Mr Koundinya Kunteepuram | PGDM-BIF |
| 251 | 190719 | Ms Ruchi Yadav | PGDM-BIF |
| 252 | 190720 | Mr Gokul C | PGDM-BIF |
| 253 | 190722 | Ms Karanam Aishwarya | PGDM-BIF |
| 254 | 190723 | Mr Pallemati Surya Teja | PGDM-BIF |
| 255 | 190726 | Ms Charu Chauhan | PGDM-IB |
| 256 | 190728 | Mr Sourav Babu K | PGDM |
| 257 | 190729 | Mr Jiguru Akhil Sharma | PGDM-BIF |
| 258 | 190731 | Ms Gera Hadassah Doll | PGDM |
| 259 | 190733 | Mr Jammalamadaka Likhith | PGDM-MM |
| 260 | 190734 | Ms Munnooru Shrutika | PGDM |
| 261 | 190736 | Ms Shraddha Sambare | PGDM |
| 262 | 190737 | Ms Meera Sujana | PGDM |
| 263 | 190743 | Ms K Ushasri | PGDM-HRM |
| 264 | 190746 | Mr Kotte Shashank Kenai | PGDM-BIF |
| 265 | 190751 | Ms Rashi Tyagi | PGDM-BIF |
| 266 | 190756 | Mr Pulickattil Jerrin Joseph | PGDM |
| 267 | 190759 | Ms Aishwarya Rajput | PGDM-BIF |
| 268 | 190764 | Ms Geetika Viswandhuni | PGDM |
| 269 | 190769 | Mr Varada Vighnesh | PGDM |
| 270 | 190771 | Mr Thota Sai Teja | PGDM |

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| 271 | 190776 | Mr Vilasagaram Saishiva | PGDM-BIF |
| 272 | 190779 | Ms Mamta Sharma | PGDM-BIF |
| 273 | 190780 | Mr Gundarapu Ramu | PGDM-IB |
| 274 | 190781 | Mr M Mourya | PGDM |
| 275 | 190782 | Ms Enanna Das | PGDM |
| 276 | 190783 | Ms Beeraka Aashritha | PGDM-HRM |
| 277 | 190786 | Mr Kotturi Venkata Siva Naga Prasann Kumar | PGDM |
| 278 | 190787 | Ms Akella Sahithi | PGDM-BIF |
| 279 | 190789 | Ms Sharmistha Mukherjee | PGDM |
| 280 | 190790 | Mr Yuvraj | PGDM |
| 281 | 190791 | Ms Ramya Chavali | PGDM-BIF |
| 282 | 190793 | Ms Akanksha Konda | PGDM-IB |
| 283 | 190797 | Ms Rajoshree Saha | PGDM |
| 284 | 190800 | Ms Chunduri Udaya | PGDM-BIF |
| 285 | 190804 | Mr Makutam Manjunath | PGDM |
| 286 | 190807 | Ms Poonam Sethia | PGDM |
| 287 | 190808 | Mr Nagabandi Hanukumar | PGDM-IB |
| 288 | 190813 | Mr Aswin Kumar I S | PGDM |
| 289 | 190814 | Mr M D Aslam Shah | PGDM |
| 290 | 190815 | Ms Varsha Veeraraghavan | PGDM-HRM |
| 291 | 190819 | Ms Neeharika Eathakota | PGDM |
| 292 | 190821 | Ms C Navye Sri | PGDM |
| 293 | 190822 | Ms Sharmistha Ghosal | PGDM-HRM |
| 294 | 190823 | Mr Turlapati Sri Venkata Sai Prachetan | PGDM-BIF |
| 295 | 190824 | Ms Dunna Kavya | PGDM |
| 296 | 190827 | Ms Dommetti Swetha | PGDM-IB |
| 297 | 190829 | Mr G Viswanatha Karthik | PGDM |
| 298 | 190830 | Ms V Sowjanya | PGDM-BIF |
| 299 | 190832 | Ms Sarah Khan | PGDM |

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| 300 | 190834 | Ms Sharma Prerna | PGDM-BIF |
| 301 | 190836 | Ms Pooja Varma | PGDM-BIF |
| 302 | 190842 | Mr Vedant Agrawal | PGDM |
| 303 | 190844 | Mr Praharaju Viswa Varun | PGDM |
| 304 | 190845 | Mr Attili Nalinikanth | PGDM-BIF |
| 305 | 190847 | Mr Chetan Goudicherla | PGDM |
| 306 | 190848 | Mr Kunaparaju Hemarjun Varma | PGDM |
| 307 | 190851 | Ms Anuhya Kathula | PGDM-IB |
| 308 | 190854 | Mr Akhilesh Sharma | PGDM |
| 309 | 190857 | Mr Eashwar S | PGDM-BIF |
| 310 | 190870 | Mr Peddi Phanindranath | PGDM |
| 311 | 190871 | Ms Nanduri Divya Madhavi Lalitha Devi | PGDM-HRM |
| 312 | 190872 | Mr Manne Shiva Prasad | PGDM-IB |
| 313 | 190873 | Mr Tamalampudi Anirudhreddy | PGDM |
| 314 | 190876 | Mr Santhosh Duddella | PGDM-BIF |
| 315 | 190879 | Ms Meghana Nutakki | PGDM-HRM |
| 316 | 190883 | Mr Kandarapu Santhosh Kumar | PGDM-BIF |
| 317 | 190886 | Mr Pathi Rama Dhanunjay | PGDM |
| 318 | 190889 | Ms Viniti Agrawal | PGDM-BIF |
| 319 | 190890 | Mr Venkataraman E | PGDM |
| 320 | 190892 | Ms Racha Akshitha | PGDM-IB |
| 321 | 190894 | Ms Saladi Siri | PGDM |
| 322 | 190898 | Mr Ramkesh Pramod | PGDM |
| 323 | 190905 | Mr Kankanala Sai Anil Teja | PGDM |
| 324 | 190909 | Mr Sai Krishna Kondaipally | PGDM-IB |
| 325 | 190910 | Ms Titly Ghosh | PGDM |
| 326 | 190912 | Mr Adarsh Reddy Nalla | PGDM-MM |
| 327 | 190913 | Mr Rudraraju Teja Varma | PGDM |
| 328 | 190914 | Ms Naidu Lasya Chowdary | PGDM-IB |

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| 329 | 190915 | Ms Farhat | PGDM |
| 330 | 190917 | Mr Febin Asif K | PGDM |
| 331 | 190918 | Ms Challa Manasa | PGDM-BIF |
| 332 | 190919 | Mr Guthi Uday Sudheer | PGDM-MM |
| 333 | 190922 | Mr Mallavarapu Rama Vamsi Krishna | PGDM |
| 334 | 190923 | Ms K Prathyusha | PGDM-BIF |
| 335 | 190928 | Ms Aishwarya | PGDM |
| 336 | 190932 | Ms K Naga Prasanna | PGDM-BIF |
| 337 | 190933 | Ms Sai Navya Keerthana Y | PGDM-IB |
| 338 | 190934 | Mr Ayush Bhargava | PGDM-MM |
| 339 | 190937 | Mr Manikandan Balaji | PGDM |
| 340 | 190941 | Ms Apurva Pujari | PGDM |
| 341 | 190948 | Mr Mora Pranay | PGDM |
| 342 | 190951 | Ms Nidhi Dinesh Kamath | PGDM |
| 343 | 190955 | Mr Atmakur Rajat Bhargav | PGDM |
| 344 | 190956 | Mr Patel Rohith | PGDM-BIF |
| 345 | 190958 | Ms Deepshikha Vaishnav | PGDM |
| 346 | 190963 | Ms Shruthi Gangula | PGDM-BIF |
| 347 | 190967 | Mr Vishnu V Nair | PGDM |
| 348 | 190968 | Ms Sakshi Jhalani | PGDM-BIF |
| 349 | 190973 | Ms Rituja Santosh Ujawane | PGDM-MM |
| 350 | 190975 | Mr Souvik Bose | PGDM-BIF |
| 351 | 190976 | Ms Sravya Deshala | PGDM-IB |
| 352 | 190977 | Ms Narra Siri Chandana | PGDM |
| 353 | 190979 | Mr Vinay Singh | PGDM-BIF |
| 354 | 190981 | Ms Anjali Mary Thomas | PGDM-MM |
| 355 | 190982 | Ms Mallareddy Sanjusha | PGDM |
| 356 | 190983 | Mr Jilla Rahul Gupta | PGDM |
| 357 | 190988 | Ms Vanaparti Aishwarya | PGDM |

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| 358 | 190993 | Mr Daanish Shaik | PGDM-MM |
| 359 | 190998 | Mr Balamurali J | PGDM |
| 360 | 190999 | Mr Pranay Cheetirala | PGDM-HRM |
| 361 | 191000 | Ms Pridhi Gupta | PGDM-HRM |
| 362 | 191002 | Mr Wilson K Simon | PGDM-BIF |
| 363 | 191005 | Mr Sai Sridhar Varanasi | PGDM |
| 364 | 191008 | Ms Aishwarya Sasidhar | PGDM |
| 365 | 191009 | Mr Karan Sabharwal | PGDM |
| 366 | 191012 | Mr I Tarunaditya | PGDM-BIF |
| 367 | 191013 | Ms K Sreshta Rebecca | PGDM-BIF |
| 368 | 191015 | Mr Rohit Meher Mannava | PGDM-BIF |
| 369 | 191016 | Ms Kanumuri Sangeetha | PGDM-MM |
| 370 | 191017 | Mr Sanjay Kumar Chintala | PGDM-BIF |
| 371 | 191018 | Mr Alexandar Saboo | PGDM |
| 372 | 191021 | Mr Srinivas Sharma | PGDM |
| 373 | 191023 | Mr Bondugula Vamshi | PGDM |
| 374 | 191025 | Mr Subhojit Banerjee | PGDM-BIF |
| 375 | 191026 | Mr Keyur Pandya | PGDM-BIF |
| 376 | 191027 | Mr C Poorna Sai Shama | PGDM-IB |
| 377 | 191028 | Mr Vishak Kalyanaraman | PGDM-BIF |
| 378 | 191033 | Mr Kodali Vamsikrishna | PGDM-BIF |
| 379 | 191034 | Ms D Sneha | PGDM |
| 380 | 191036 | Ms Narreddy Lakshmi Prasoon | PGDM-BIF |
| 381 | 191037 | Ms Vaishnavi Gop | PGDM-IB |
| 382 | 191038 | Mr Ujesh Singh Thakur | PGDM-IB |
| 383 | 191039 | Ms Mridula Pathak | PGDM |
| 384 | 191041 | Ms Sowbhagya A S | PGDM |
| 385 | 191043 | Ms Reshma Reji | PGDM |
| 386 | 191048 | Mr Chavala Prahlad Gupta | PGDM |

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| 387 | 191049 | Mr Neeli Hemanth Kumar | PGDM |
| 388 | 191051 | Ms Shanthinanda Bollavaram | PGDM-IB |
| 389 | 191056 | Ms Sanjana Palakonda | PGDM-BIF |
| 390 | 191057 | Ms Arundhati A Agashe | PGDM-HRM |
| 391 | 191058 | Mr Dhananjay Kumar Sah | PGDM-BIF |
| 392 | 191062 | Ms Potti Lakshmi HariPriya | PGDM |
| 393 | 191066 | Ms N S Keerthana | PGDM |
| 394 | 191067 | Ms Rohitha Bobba | PGDM-MM |
| 395 | 191074 | Ms Chintala Bhavana | PGDM-IB |
| 396 | 191075 | Ms Anita Kushwaha | PGDM |
| 397 | 191076 | Mr Vivek Krishnan | PGDM-BIF |
| 398 | 191080 | Ms Pravallika Reddy Matta | PGDM-IB |
| 399 | 191086 | Ms Chitikela Pavitra | PGDM |
| 400 | 191088 | Ms Jangama Sree Lekha | PGDM |
| 401 | 191090 | Mr Selvin Chinnaiah S | PGDM |
| 402 | 191091 | Mr Sedimbi Praneeth Bharadwaj | PGDM-BIF |
| 403 | 191092 | Ms Karingula Likhithavani | PGDM-BIF |
| 404 | 191093 | Ms Divya Gorantla | PGDM |
| 405 | 191095 | Ms Gundammagari Priyanka Reddy | PGDM |
| 406 | 191098 | Mr Kamal Batta | PGDM-BIF |
| 407 | 191105 | Ms Lanke Akhilandeswari | PGDM-BIF |
| 408 | 191107 | Ms Eenas Humera Shaik | PGDM |
| 409 | 191109 | Ms Shruthi A | PGDM-BIF |
| 410 | 191115 | Ms Daruvoor Geethika | PGDM |
| 411 | 191116 | Ms Cheryl Mary Verghese | PGDM-BIF |
| 412 | 191122 | Ms Elza John | PGDM |
| 413 | 191123 | Ms Supriya Rajesh Shinde | PGDM-BIF |
| 414 | 191127 | Mr Neeraj S | PGDM |
| 415 | 191130 | Ms Shreya Sahu | PGDM-BIF |

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| 416 | 191136 | Mr Ravi Mahendra Teja Sharma | PGDM-BIF |
| 417 | 191138 | Mr Rubhavan Moida | PGDM-IB |
| 418 | 191140 | Ms Shirisha Kalivemula | PGDM-BIF |
| 419 | 191141 | Ms Yatavelly Swathi | PGDM |
| 420 | 191147 | Mr Bhanu Prasad Siva | PGDM-MM |
| 421 | 191154 | Mr Pranav D | PGDM |
| 422 | 191156 | Ms Shradha Kanoujia | PGDM |
| 423 | 191157 | Mr Goli Venkat Pavan Kumar | PGDM |
| 424 | 191160 | Ms Pillai Renuka Devi | PGDM-MM |
| 425 | 191163 | Ms Preethika M | PGDM-MM |
| 426 | 191164 | Ms Thakur Manisha | PGDM-BIF |
| 427 | 191165 | Mr B Pandu Ranga | Executive- PGDM |
| 428 | 191166 | Mr Sakhamuri Sai Krishna Prasad | PGDM |
| 429 | 191167 | Ms Challa Sharda | PGDM |
| 430 | 191168 | Mr Athul Suresh | PGDM |
| 431 | 191172 | Ms Nallaparaju Sai Lakshmi Alekya | PGDM-MM |
| 432 | 191176 | Mr Subin Balaji T S | PGDM-MM |
| 433 | 191177 | Ms Manali Balachandra Rane | PGDM |
| 434 | 191180 | Mr Satwik Yelike | PGDM-HRM |
| 435 | 191188 | Ms Pushpita Gorthy | PGDM-HRM |
| 436 | 191189 | Ms Padma Raga Sudha Meka | PGDM |
| 437 | 191203 | Ms Pillala Venkata Laxmi Sunayana | PGDM-BIF |
| 438 | 191211 | Ms Dhanya | PGDM |
| 439 | 191214 | Mr Srinivas Narsinga | PGDM-BIF |
| 440 | 191216 | Mr Arjun S L | PGDM |
| 441 | 191217 | Ms Sakshi Jain | PGDM |
| 442 | 191219 | Mr Ravirala Akhil | PGDM |
| 443 | 191223 | Ms Neha Gumudavelli | PGDM-MM |
| 444 | 191225 | Mr Rajat Khandelwal | PGDM-MM |

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| 445 | 191227 | Mr Nalli Naveen Babu | PGDM |
| 446 | 191228 | Ms Gitika Goswami | PGDM |
| 447 | 191229 | Mr Pappu Subramanya Sai Vishnu | PGDM-BIF |
| 448 | 191231 | Mr Yashwanth Mannepula | PGDM |
| 449 | 191233 | Ms Rajavarapu V K Madhupriya | PGDM |
| 450 | 191234 | Mr Jakkula Saikiran | PGDM |
| 451 | 191238 | Mr P Venkata Sai Pardhasaradhi | PGDM |
| 452 | 191246 | Mr Bandlamudi Sai Dinesh | PGDM |
| 453 | 191248 | Mr Sanchit Kaushal | PGDM |
| 454 | 191249 | Ms Priyanka Mahapatra | PGDM |
| 455 | 191254 | Mr Vishwa Teja | Executive-PGDM |
| 456 | 191255 | Mr Siddhesh Tripathi | PGDM-IB |
| 457 | 191257 | Ms Aakriti Sandhu | PGDM-HRM |
| 458 | 191258 | Mr Anand Deepan | PGDM |
| 459 | 191259 | Ms Dupampalli Poojitha | PGDM |
| 460 | 191262 | Ms Parvathi Pradip | PGDM |
| 461 | 191263 | Mr Pasari Sai Sachin | PGDM |
| 462 | 191265 | Mr M Surya Vamsi | PGDM |
| 463 | 191268 | Mr Adep Suraj | PGDM-IB |
| 464 | 191272 | Mr Rahul Sathish | PGDM |
| 465 | 191274 | Mr Sathees Kumar R | PGDM |
| 466 | 191277 | Ms Aishwarya Sharma | PGDM-BIF |
| 467 | 191278 | Mr Imandi Deepak Kumar | PGDM |
| 468 | 191280 | Mr Gandrakota R V S Sai Kiran | Executive-PGDM |
| 469 | 191281 | Ms J Rajasree | PGDM-MM |
| 470 | 191283 | Ms Saranya P | PGDM |
| 471 | 191284 | Ms Sravanthi Pinnitti | PGDM |
| 472 | 191287 | Ms Supraja Reddy Singireddy | PGDM |
| 473 | 191288 | Mr Mudumby Jagan Sampreeth | PGDM-BIF |

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| 474 | 191290 | Mr Hari Abhijeeth | PGDM-IB |
| 475 | 191291 | Mr Amit Lakra | PGDM-MM |
| 476 | 191294 | Mr Hemendra Pratap Shahi | PGDM-IB |
| 477 | 191298 | Ms Nadadur Vaishnavi | PGDM-HRM |
| 478 | 191301 | Ms Ayushi Mandal | PGDM-BIF |
| 479 | 191302 | Ms C S K Sunidhi | PGDM-HRM |
| 480 | 191304 | Ms Karpakakuzali A S | PGDM-BIF |
| 481 | 191307 | Ms Saba Ismail | PGDM-IB |
| 482 | 191310 | Ms Meghna Rao | PGDM-BIF |
| 483 | 191311 | Ms Erranki Nikhila | PGDM-BIF |
| 484 | 191313 | Mr Banoth Arvind Nayak | PGDM |
| 485 | 191315 | Mr Siva Sai Srevanth Madiraju | PGDM |
| 486 | 191317 | Mr Chekuri Shivendra Kumar | PGDM |
| 487 | 191319 | Mr Angam Venkata Chaitanya Kumar | PGDM-BIF |
| 488 | 191320 | Mr Nithin Raj | PGDM-IB |
| 489 | 191321 | Mr Sarthak Mathur | PGDM |
| 490 | 191327 | Ms Bagmita Das | PGDM |
| 491 | 191328 | Mr Arijit Banerjee | PGDM-HRM |
| 492 | 191329 | Ms P Vedha Vardhini | PGDM-BIF |
| 493 | 191333 | Ms Asheena Sara Varghese | PGDM |
| 494 | 191335 | Ms Manaswini Reddy Meka | PGDM |
| 495 | 191336 | Ms Balaga Gayathri | PGDM-BIF |
| 496 | 191338 | Mr Gamini Tarun Sri Venu Gopal | PGDM-BIF |
| 497 | 191340 | Mr Lalthazuala | PGDM-MM |
| 498 | 191343 | Ms Syed Afsarjaha | PGDM |
| 499 | 191348 | Mr Sunkavalli Satya Venkata Mahendra Chowdary | PGDM |
| 500 | 191349 | Ms Niharika Katagouni | PGDM-MM |
| 501 | 191350 | Mr Boda Saikiran | PGDM-MM |
| 502 | 191351 | Ms Ithamraju Haindavi | PGDM-IB |

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| 503 | 191352 | Mr Pranava Koundinya Upadrasta | PGDM |
| 504 | 191359 | Ms Sfurti Jain | PGDM-MM |
| 505 | 191362 | Mr Rangu Karunakar | PGDM-BIF |
| 506 | 191366 | Mr Patha Sadgun | PGDM |
| 507 | 191367 | Ms Prathyusha Nagamalla | PGDM-BIF |
| 508 | 191368 | Ms Anusha Pallaki | PGDM |
| 509 | 191369 | Mr K Santosh Kedarnath | PGDM-IB |
| 510 | 191370 | Ms Rejitha R | PGDM |
| 511 | 191376 | Ms Vuddamarri Shruthi | PGDM |
| 512 | 191377 | Ms Ch Sarvani | PGDM-BIF |
| 513 | 191378 | Mr Shaik Imran | PGDM-BIF |
| 514 | 191381 | Mr Subhankar Das | PGDM-MM |
| 515 | 191382 | Ms Basavaraju Srilekha Saraswathi | PGDM-IB |
| 516 | 191384 | Ms Seeram Satyavathi | PGDM |
| 517 | 191386 | Ms G Akshanu | PGDM-BIF |
| 518 | 191392 | Ms Thallapelly Akhila | PGDM-BIF |
| 519 | 191394 | Mr Sandeep Das | PGDM |
| 520 | 191395 | Mr Mattaparthi Hemanth Sai | PGDM-BIF |
| 521 | 191399 | Ms Sindhuja G | PGDM |
| 522 | 191400 | Mr Ankit Kumar Majhi | PGDM |
| 523 | 191402 | Mr Vivek P Bhat | PGDM-IB |
| 524 | 191403 | Ms Alisha Patnaik | PGDM-HRM |
| 525 | 191404 | Mr Cheruku Manish | PGDM-BIF |
| 526 | 191405 | Ms Pragya Vaishnav | PGDM-MM |
| 527 | 191411 | Ms Mahima Kukatlapalli | PGDM-BIF |
| 528 | 191412 | Ms Babita Yadav | PGDM-IB |
| 529 | 191420 | Mr Sai Akshai Kiran Balabhadrapatruni | PGDM-IB |
| 530 | 191422 | Mr Malladi Surya Harsha | PGDM-MM |
| 531 | 191423 | Mr T Praveen Kumar | PGDM-BIF |

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| 532 | 191425 | Ms Preethi Bhanuja Chigullapally | PGDM-BIF |
| 533 | 191429 | Mr Nishant Mittal | PGDM-HRM |
| 534 | 191430 | Ms Gandhapudi Shalini | PGDM-BIF |
| 535 | 191432 | Ms Lilima Mishra | PGDM |
| 536 | 191433 | Mr Yeluri Manish Akhil | PGDM-BIF |
| 537 | 191435 | Mr Gujjarlapudi Karthik | PGDM |
| 538 | 191438 | Mr Chaitanya Asati | PGDM-IB |
| 539 | 191439 | Ms Mahati Natuva | PGDM-BIF |
| 540 | 191441 | Mr Aravind Menon E | PGDM-MM |
| 541 | 191445 | Mr Adimulam Sandeep Kumar | PGDM |
| 542 | 191453 | Ms Mujthinuthalapati Sindhurabhavani | PGDM |
| 543 | 191454 | Ms Thirumalasetty Yamuna Kumari | PGDM |
| 544 | 191458 | Mr Maradani Venkata Sai Vineeth | PGDM-BIF |
| 545 | 191464 | Ms J Preeti | PGDM-BIF |
| 546 | 191465 | Mr Sourish Sinha | PGDM |
| 547 | 191466 | Ms Basam Anusha | PGDM |
| 548 | 191467 | Mr Choppa Aditya Reddy | PGDM-MM |
| 549 | 191471 | Mr Punnamaraju Sahrudai | PGDM |
| 550 | 191477 | Mr K Varun Kumar | PGDM |
| 551 | 191478 | Ms Siliveri Prathyusha | PGDM-MM |
| 552 | 191479 | Mr Abhinav Pundir | PGDM-IB |
| 553 | 191480 | Mr Joy Dey | PGDM-HRM |
| 554 | 191481 | Ms D Rachana | PGDM |
| 555 | 191482 | Mr Kosuri Nagarjuna | PGDM-BIF |
| 556 | 191484 | Mr Sai Aashritth Yegireddi | PGDM-IB |
| 557 | 191486 | Ms Bhavna Patnaik | PGDM-MM |
| 558 | 191488 | Ms Arivu Sudar A | PGDM-HRM |
| 559 | 191489 | Mr Varun Jalgama | PGDM |
| 560 | 191490 | Mr Pudi Kshitiz Kumar | PGDM |

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| 561 | 191496 | Ms Swetha | PGDM-BIF |
| 562 | 191507 | Mr Rachamalla Lalith Kumar | Executive-PGDM |
| 563 | 191508 | Mr G Nanda Kishore | PGDM-IB |
| 564 | 191514 | Ms Kotha Saija | PGDM |
| 565 | 191517 | Ms Gayathri Naik | PGDM |
| 566 | 191518 | Ms Rashmi Singh | PGDM-MM |
| 567 | 191519 | Ms Junnuthula Venkata Sindhuja | PGDM-IB |
| 568 | 191520 | Mr Sai Amruth Reddy Y | PGDM |
| 569 | 191521 | Mr Nivaz L | PGDM-HRM |
| 570 | 191523 | Mr Manoj Grandhi | PGDM |
| 571 | 191524 | Mr Nalla Radhakrishna | PGDM |
| 572 | 191525 | Mr Rishabh Gurjar | PGDM |
| 573 | 191530 | Ms Komal S Mudaliar | PGDM |
| 574 | 191531 | Mr Sai Kiran | PGDM-MM |
| 575 | 191533 | Mr Anshuman Sharma | PGDM-MM |
| 576 | 191537 | Mr Saga D V N K Santhosh Kumar Santhosh | PGDM |
| 577 | 191540 | Mr Bhimanadula Chandrasekhar Reddy | PGDM-HRM |
| 578 | 191543 | Mr Shivam Kumar Singh | PGDM |
| 579 | 191545 | Mr Shubham Pandey | PGDM-IB |
| 580 | 191547 | Ms Aditi Yadav | PGDM-MM |
| 581 | 191548 | Mr Srinath Reddy Challa | PGDM-BIF |
| 582 | 191549 | Ms Neelanjana Hazarika | PGDM-BIF |
| 583 | 191552 | Ms Chandrala Sai Niveditha | PGDM-MM |
| 584 | 191553 | Ms Aayushi Chetlangia | PGDM |
| 585 | 191554 | Mr Ankireddypalli Adhish Datta | PGDM |
| 586 | 191557 | Ms Arti Chopra | PGDM |
| 587 | 191559 | Ms Renduchintala Nikhila Venkata Gayatri | PGDM-MM |
| 588 | 191562 | Ms Sahithi Goli | PGDM-BIF |
| 589 | 191564 | Ms Mareedu Vijaya | PGDM-HRM |

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| 590 | 191568 | Mr M N S S Aravind | PGDM-MM |
| 591 | 191572 | Mr Kondabala Pavan Krishna | PGDM-BIF |
| 592 | 191573 | Mr Naguboina Ajay Kumar | PGDM-MM |
| 593 | 191575 | Mr Jujare Naveen Kumar | PGDM |
| 594 | 191577 | Ms Kadiri Ushasree | PGDM |
| 595 | 191578 | Ms Gadiraju Sree Harshini Varma | PGDM-HRM |
| 596 | 191580 | Mr Sourav Anil Kamane | PGDM |
| 597 | 191582 | Mr Pooja Akhil | PGDM-BIF |
| 598 | 191588 | Mr Sangewar Jyothi Swaroop | PGDM-HRM |
| 599 | 191590 | Mr Hardik Kumar Jain | PGDM-IB |
| 600 | 191591 | Ms Anupama S Ramaraju | PGDM-MM |
| 601 | 191593 | Mr Rohit Nair | PGDM |
| 602 | 191595 | Mr Kolpo Jyoti Gogoi | PGDM |
| 603 | 191596 | Mr Arumalla Yogendra Reddy | PGDM |
| 604 | 191597 | Ms Akshita Surana | PGDM |
| 605 | 191599 | Mr Kancharla Vineeth | PGDM |
| 606 | 191601 | Mr Rishabh Lodha | PGDM-IB |
| 607 | 191602 | Ms Sneha Harika Bala Talapaneni | PGDM-IB |
| 608 | 191608 | Ms Veda Samhitha Siddanaboina | PGDM |
| 609 | 191617 | Mr Mandhana Kanhaiya | PGDM-BIF |
| 610 | 191619 | Mr Rupeshwar Rao | PGDM |
| 611 | 191622 | Ms Prardhana Chandra | PGDM |
| 612 | 191624 | Mr Panchangam Venkata Vishnu Kiran | PGDM |
| 613 | 191625 | Mr Saran Dinesh P | PGDM |
| 614 | 191626 | Ms Tanuja | PGDM |
| 615 | 191628 | Mr Sai Manohar Balaga | PGDM |
| 616 | 191629 | Ms Nimeesha Penta | PGDM-HRM |
| 617 | 191637 | Ms Sreeja Gupta | PGDM-BIF |
| 618 | 191642 | Ms Taniya Kaur | PGDM |

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| 619 | 191645 | Mr Sasidhar Reddy Vennapusa | PGDM-MM |
| 620 | 191648 | Mr Mantha Srikar Tej Kumar | PGDM |
| 621 | 191649 | Mr A S Sarath | PGDM |
| 622 | 191650 | Mr Kumar Aman | PGDM |
| 623 | 191652 | Ms P Swetha | PGDM-BIF |
| 624 | 191656 | Ms Lovely Nagar | PGDM |
| 625 | 191658 | Ms Akanksha Tiwari | PGDM-MM |
| 626 | 191661 | Mr Saboor Danish Naziroddin Shaikh | PGDM |
| 627 | 191663 | Mr Busarapu Rajesh | PGDM-MM |
| 628 | 191668 | Ms Sanjusha Bheemavarapu | PGDM-IB |
| 629 | 191669 | Mr Mihir Saini | PGDM-MM |
| 630 | 191675 | Mr Sai Bhimeshwar Bandreddi | PGDM-MM |
| 631 | 191677 | Mr Umar Rafiq Raja | PGDM-MM |
| 632 | 191680 | Ms Saniyah Arshad | PGDM |
| 633 | 191685 | Ms Sampadha Joshi | PGDM-HRM |
| 634 | 191686 | Ms Aindrila Seal | PGDM-BIF |
| 635 | 191693 | Ms V L Sai Keerthana | PGDM |
| 636 | 191697 | Ms Manju Bhargavi | PGDM-MM |
| 637 | 191701 | Mr Paturi Vinay Kumar Atreya | PGDM-MM |
| 638 | 191702 | Mr Harshit Pandey | PGDM-HRM |
| 639 | 191720 | Mr M Krishna Chaitanya | PGDM |
| 640 | 191723 | Mr Naresh Pareek | PGDM-MM |
| 641 | 191725 | Ms Avula Gayatri Sunayana | PGDM-MM |
| 642 | 191729 | Ms Manreet Kaur Lamba | PGDM |
| 643 | 191739 | Ms P Swathi | PGDM-HRM |
| 644 | 191742 | Ms Sreeramdas Ramya | PGDM-HRM |
| 645 | 191744 | Ms Gandra Tejaswini | PGDM-BIF |
| 646 | 191747 | Mr Shubham Varma | PGDM-IB |
| 647 | 191749 | Ms Raghupatruni Sowjanya | PGDM |

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| 648 | 191750 | Mr Abhinav Dosapati | PGDM |
| 649 | 191759 | Ms Manveen Kaur | PGDM-HRM |
| 650 | 191764 | Ms Bhavna Yadav | PGDM |
| 651 | 191771 | Mr Garapati Krishna Mohan | PGDM |
| 652 | 191773 | Mr Karthik Darak | PGDM |
| 653 | 191777 | Mr Ravuri Venkata Avinash | PGDM-MM |
| 654 | 191778 | Ms Sirigadde Sindhuja | PGDM |
| 655 | 191781 | Ms Ruchitha Goud Ragir | PGDM-HRM |
| 656 | 191786 | Ms B Vaishnavi | PGDM-MM |
| 657 | 191789 | Mr Sadhu Babji | PGDM-HRM |
| 658 | 191791 | Mr Bharath Simhareddy Mandala | PGDM-HRM |
| 659 | 191793 | Mr Saeed Ashraf | PGDM |
| 660 | 191797 | Mr Nakka Sampath Goud | PGDM |
| 661 | 191798 | Mr Avinash Velaga | PGDM |
| 662 | 191799 | Mr Akula Vineeth | PGDM-IB |
| 663 | 191807 | Ms Priyanka Attri | PGDM-MM |
| 664 | 191826 | Ms Reddy Shailaja | PGDM-IB |
| 665 | 191830 | Mr Pradeep Reddy | PGDM-HRM |
| 666 | 191831 | Mr Nitin Thomas | PGDM |
| 667 | 191834 | Ms Greeshma Reddy | PGDM |
| 668 | 191839 | Mr Virinchi Sriramula | PGDM-BIF |
| 669 | 191844 | Ms Meghana Reddy Muduganti | PGDM |
| 670 | 191846 | Ms Pooja Baldev | PGDM-HRM |
| 671 | 191847 | Ms Sneha Yadav | PGDM |
| 672 | 191849 | Ms Bandaru Pooja Reddy | PGDM |
| 673 | 191852 | Ms Adi Kavya | PGDM |
| 674 | 191859 | Ms Sakshma Jaiswal | PGDM-HRM |
| 675 | 191865 | Ms Jahnavi Reddy Nadikattu | PGDM-HRM |
| 676 | 191872 | Mr Pranjal Mukund Mardikar | PGDM-IB |

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| 677 | 191892 | Ms Alapati Anitha | PGDM-HRM |
| 678 | 191893 | Ms Muthyala Sai Maneesha | PGDM-HRM |
| 679 | 191895 | Mr Kailasam Raviteja | PGDM |
| 680 | 191900 | Ms Sonal Shishodia | PGDM-HRM |
| 681 | 191901 | Ms Puttapaka Sahithya | PGDM-HRM |
| 682 | 191909 | Ms Vadde Ramya | PGDM-HRM |
| 683 | 191912 | Ms Guddeti Priyanka | PGDM-HRM |
| 684 | 191925 | Mr Poreddy Harshavardhan Reddy | PGDM |
| 685 | 191926 | Ms Ghanathey Prerna | PGDM-HRM |
| 686 | 191934 | Ms Barkha Bisen | PGDM-HRM |
| 687 | 191937 | Mr Aditya Ganesh | PGDM |
| 688 | 191938 | Mr Niteesh Kumar Muvva | PGDM |
| 689 | 191944 | Mr Tara Akula | PGDM-HRM |
| 690 | 191948 | Ms A Amrutha | PGDM-HRM |
| 691 | 191949 | Ms Mrunalinee Sidram Nule | PGDM |
| 692 | 191952 | Mr Devendra Panthangi | PGDM-IB |
| 693 | 191953 | Ms Deepthi Babu | PGDM-HRM |
| 694 | 191954 | Ms Neha Chhabra | PGDM-HRM |
| 695 | 191967 | Mr Manda Rahul | PGDM-HRM |
| 696 | 191994 | Ms Shaik Nazima Suhana | PGDM |
| 697 | 192016 | Ms Varigonda Ishwarya | PGDM-HRM |
| 698 | 192063 | Ms Peketi Bala Tripura Sundari | Executive- PGDM |
| 699 | 192075 | Ms M Gopi Priya | PGDM-HRM |
| 700 | 192090 | Ms Budha Anusha | PGDM-HRM |
| 701 | 192096 | Mr Rai Karthik | PGDM |
| 702 | 192098 | Ms K Sai Sriya | PGDM-HRM |
| 703 | 192100 | Mr Pisupati Sai Anwesh | PGDM |
| 704 | 192106 | Ms Madabhushi Sai Mounika | PGDM-HRM |
| 705 | 192107 | Ms Baratam Sai Sowmya | PGDM-HRM |

- **Waiting list of the candidate in order of merit to be operative from the last date of joining of the first list candidate**

| SI No | Reg No | Name |
|-------|--------|-------------------------------|
| 1 | 192059 | Ms M Gayathri Reddy |
| 2 | 192037 | Priyanka Thumu |
| 3 | 192075 | Ms M Gopi Priya |
| 4 | 192060 | Ms Dhanusha Nimmaluri |
| 5 | 192020 | Mr Utkarsh |
| 6 | 191443 | Ms Guddanti Veena Lokeswari |
| 7 | 191981 | Mr Ruchit Gupta |
| 8 | 192007 | Mr Oruganti Sivamuralikrishna |
| 9 | 191905 | Ms S P Keerthika |
| 10 | 191703 | Mr Ronit Kumar Jaiswal |
| 11 | 192069 | Ms Indu Verma |
| 12 | 192078 | Ms Mandava Bhanu Sushmitha |
| 13 | 192073 | Mr Anmol Dubey |
| 14 | 191796 | Mr Ch Nikhil Chary |
| 15 | 191119 | Ms Barla Monika |
| 16 | 191078 | Ms B Divya |
| 17 | 191518 | Ms Rashmi Singh |
| 18 | 191658 | Ms Akanksha Tiwari |
| 19 | 191957 | Ms Sarashri Achanta |
| 20 | 191867 | Mr Aswith Krishna Asok |
| 21 | 191896 | Mr Kotapalli Uday Kumar Reddy |
| 22 | 191513 | Mr Gubba Rakesh |
| 23 | 191826 | Ms Reddy Shailaja |
| 24 | 192021 | Mr Shashank Bandari |
| 25 | 191850 | Mr Kodary Karthik |
| 26 | 191196 | Ms Prachi Tiwari |

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| 27 | 190672 | Mr Abhishek Busam |
| 28 | 191725 | Ms Avula Gayatri Sunayana |
| 29 | 191924 | Mr Malkit Singh |
| 30 | 191994 | Ms Shaik Nazima Suhana |
| 31 | 192038 | Mr Konakanchi Harsha Vardhan |
| 32 | 191739 | Ms P Swathi |
| 33 | 191951 | Mr Bhati Hemanth |
| 34 | 191455 | Mr Yash Jain |
| 35 | 190464 | Ms Vaishnavi Kulkarni |
| 36 | 191780 | Mr Asu Vamsi Surya Shanmukha Ram Teja |
| 37 | 191937 | Mr Aditya Ganesh |
| 38 | 191971 | Ms Tatavarthi Venkata Lakshmi Ishwarya |
| 39 | 190280 | Ms Neharika A |
| 40 | 191874 | Mr Redrouthu Bhargav Sai |
| 41 | 191943 | Mr Ajay Reddy Attapuram |
| 42 | 191837 | Mr Nandu Prasanna Pudi |
| 43 | 191907 | Mr Arindam Ganguly |
| 44 | 192067 | Mr Anirudh |
| 45 | 191240 | Ms Emukapati Sravya |
| 46 | 191930 | Mr Kosgi Vinay Kishore |
| 47 | 191929 | Mr Vicky Gnanchand Tamanam |
| 48 | 191778 | Ms Sirigadde Sindhuja |
| 49 | 192031 | Ms Pratidhee Palak Jha |
| 50 | 191936 | Mr Thallapalli Vivek |
| 51 | 190215 | Ms Ashmita Singh |
| 52 | 191851 | Ms Pericherla Alekhya |
| 53 | 192051 | Ms Patherched Sravanthi |
| 54 | 191746 | Mr Jagadeesh Himanshu Sarda |
| 55 | 190835 | Mr Abhilash Burigari |
| 56 | 191766 | Mr Akula Navyendranath |
| 57 | 191568 | Mr M N S S Aravind |
| 58 | 191952 | Mr Devendra Panthangi |

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| 59 | 191527 | Mr Kunaparaju Shanmukha Varma |
| 60 | 191112 | Mr Sai Krishna Akula |
| 61 | 191533 | Mr Anshuman Sharma |
| 62 | 191810 | Mr Naga Venkata Uttej Penugonda |
| 63 | 191650 | Mr Kumar Aman |
| 64 | 191901 | Ms Puttapaka Sahithya |
| 65 | 191816 | Mr K R Karthik |
| 66 | 191887 | Ms Chintam Indupriya |
| 67 | 191834 | Ms Greeshma Reddy |
| 68 | 191515 | Mr Shafie Arsalan |
| 69 | 190873 | Mr Tamalampudi Anirudhreddy |
| 70 | 191447 | Mr Vinnakota Bapiraju Sri Sai Chandra |
| 71 | 192071 | Ms Ayushi Jaiswal |
| 72 | 190679 | Mr Nandagopal Madipadiga |
| 73 | 191110 | Mr Dikshant Parnami |
| 74 | 191446 | Mr Veerella Ravi Teja |
| 75 | 191782 | Mr Gudipati Nagender |
| 76 | 191966 | Mr Tumuluri Jaswanth |
| 77 | 191487 | Ms Gayatri Gola |
| 78 | 191213 | Mr Puligilla Vamshi Krishna |
| 79 | 191501 | Ms Zeba Yasmeen |
| 80 | 191661 | Mr Saboor Danish Naziroddin Shaikh |
| 81 | 191708 | Ms L Shivani |
| 82 | 190247 | Ms Subhangi Behera |
| 83 | 191918 | Mr Sriramakavacham Pramod |
| 84 | 191748 | Mr Boddu Teja Sai |
| 85 | 190629 | Mr Ahasan Kausar Ali |
| 86 | 191726 | Mr Chodiboyina Ajay |
| 87 | 191954 | Ms Neha Chhabra |
| 88 | 191405 | Mr Pragya Vaishnav |
| 89 | 192023 | Mr Satyam Saxena |
| 90 | 191949 | Ms Mrunalinee Sidram Nule |
| 91 | 191956 | Ms Deepali Sahu |

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| 92 | 192041 | Mr Manivardhan Reddy |
| 93 | 191158 | Mr Deeptansh Sharma |

Waiting list of the candidate –PGDM-MM

| SI No | Reg No | Name |
|-------|--------|-------------------------------|
| 1 | 192059 | Ms M Gayathri Reddy |
| 2 | 192075 | Ms M Gopi Priya |
| 3 | 192060 | Ms Dhanusha Nimmaluri |
| 4 | 191916 | Ms Shivangi Rani Gupta |
| 5 | 192020 | Mr Utkarsh |
| 6 | 192040 | Nihanth Karnati |
| 7 | 191977 | Mr Pranav Pushkar |
| 8 | 191981 | Mr Ruchit Gupta |
| 9 | 192007 | Mr Oruganti Sivamuralikrishna |
| 10 | 192069 | Ms Indu Verma |
| 11 | 192078 | Ms Mandava Bhanu Sushmitha |
| 12 | 192073 | Mr Anmol Dubey |
| 13 | 191756 | Ms Ayyagari Priyanka |
| 14 | 192021 | Mr Shashank Bandari |
| 15 | 191975 | Mr Aayush Kesharwani |
| 16 | 191850 | Mr Kodary Karthik |
| 17 | 191197 | Mr Juluru Gagan Sai |
| 18 | 192038 | Mr Konakanchi Harsha Vardhan |
| 19 | 191951 | Mr Bhati Hemanth |
| 20 | 191819 | Ms Megha Singh |
| 21 | 190464 | Ms Vaishnavi Kulkarni |
| 22 | 191874 | Mr Redrouthu Bhargav Sai |
| 23 | 192067 | Mr Anirudh |
| 24 | 191777 | Mr Ravuri Venkata Avinash |
| 25 | 191930 | Mr Kosgi Vinay Kishore |
| 26 | 192031 | Ms Pratidhee Palak Jha |
| 27 | 190626 | Ms Amisha Raj |
| 28 | 192051 | Ms Patherched Sravanthi |

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| 29 | 191896 | Mr Kotapalli Uday Kumar Reddy |
| 30 | 191568 | Mr M N S S Aravind |
| 31 | 191835 | Mr Rajat Sharma |
| 32 | 191529 | Mr Pradeep Chakravarthy |
| 33 | 191781 | Ms Ruchitha Goud Ragir |
| 34 | 191908 | Mr D V Sarath |
| 35 | 192071 | Ms Ayushi Jaiswal |
| 36 | 190679 | Mr Nandagopal Madipadiga |
| 37 | 191827 | Mr Sandeep Reddy Moku |
| 38 | 191918 | Mr Sriramakavacham Pramod |
| 39 | 191986 | Mr Mohnish J Tahilramani |
| 40 | 190629 | Mr Ahasan Kausar Ali |
| 41 | 191666 | Mr Shazmaan Lalani |
| 42 | 190868 | Mr Rahul N |
| 43 | 191731 | Mr Bahunuthula Subhash Chandra Naidu |
| 44 | 192023 | Mr Satyam Saxena |
| 45 | 191956 | Ms Deepali Sahu |
| 46 | 192041 | Mr Manivardhan Reddy |

Waiting list of the candidate –PGDM-BIF

| SI No | Reg No | Name |
|-------|--------|---------------------------------|
| 1 | 191729 | Ms Manreet Kaur Lamba |
| 2 | 191776 | Ms Donkada Srivallika |
| 3 | 192059 | Ms M Gayathri Reddy |
| 4 | 191995 | Ms Vunnava Harshita |
| 5 | 191828 | Mr S Sanjay Chandra Sikakollu |
| 6 | 192075 | Ms M Gopi Priya |
| 7 | 192016 | Ms Varigonda Ishwarya |
| 8 | 191542 | Ms Vaddeboina Sai Sri Vaishnavi |
| 9 | 190628 | Ms Katikela Srivika |
| 10 | 192060 | Ms Dhanusha Nimmaluri |
| 11 | 191912 | Ms G Priyanka |
| 12 | 191870 | Ms Aduri Reshma Madhuri |
| 13 | 191847 | Ms Sneha Yadav |
| 14 | 191744 | Ms Gandra Tejaswini |

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| 15 | 192020 | Mr Utkarsh |
| 16 | 191074 | Ms Chintala Bhavana |
| 17 | 191784 | Ms Challa Manasa |
| 18 | 191693 | Ms V L Sai Keerthana |
| 19 | 191981 | Mr Ruchit Gupta |
| 20 | 192007 | Mr Oruganti Sivamuralikrishna |
| 21 | 191749 | Ms Raghupatruni Sowjanya |
| 22 | 190680 | Ms Nikitha Kanna |
| 23 | 191812 | Mr Suraj Singh Negi |
| 24 | 190237 | Mr Ongolu Avinash |
| 25 | 192069 | Ms Indu Verma |
| 26 | 192078 | Ms Mandava Bhanu Sushmitha |
| 27 | 192073 | Mr Anmol Dubey |
| 28 | 191796 | Mr Ch Nikhil Chary |
| 29 | 191119 | Ms Barla Monika |
| 30 | 191932 | Mr Ram Pranava Tilak M |
| 31 | 191078 | Ms B Divya |
| 32 | 190055 | Ms Chalasani Keerthi Sree |
| 33 | 191773 | Mr Karthik Darak |
| 34 | 191931 | Mr Gone Sai Kumar |
| 35 | 191621 | Mr Rahul Shaw |
| 36 | 191391 | Ms Sankeerthana Killada |
| 37 | 191389 | Mr Nalla Nikhil |
| 38 | 191831 | Mr Nitin Thomas |
| 39 | 192021 | Mr Shashank Bandari |
| 40 | 191725 | Ms Avula Gayatri Sunayana |
| 41 | 192038 | Mr Konakanchi Harsha Vardhan |
| 42 | 191951 | Mr Bhati Hemanth |
| 43 | 191381 | Mr Subhankar Das |
| 44 | 191950 | Mr Kolli Sharan Kumar |
| 45 | 191838 | Mr Shashi Kumar Singh |
| 46 | 190115 | Mr Prodduturu Mahanth Reddy |
| 47 | 191874 | Mr Redrouthu Bhargav Sai |
| 48 | 191955 | Ms Duvvuri Manasa |
| 49 | 191420 | Mr Sai Akshai Kiran Balabhadrapatruni |
| 50 | 192067 | Mr Anirudh |
| 51 | 191240 | Ms Emukapati Sravya |
| 52 | 192031 | Ms Pratidhee Palak Jha |
| 53 | 192051 | Ms Patherched Sravanthi |

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| 54 | 191161 | Mr Palle Mahesh |
| 55 | 191853 | Mr Mohammed Nasar Ahmed |
| 56 | 191568 | Mr M N S S Aravind |
| 57 | 191643 | Mr Sankar Narayanan B N R |
| 58 | 191293 | Mr Supe Chandrakanth |
| 59 | 191952 | Mr Devendra Panthangi |
| 60 | 191527 | Mr Kunaparaju Shanmukha Varma |
| 61 | 191222 | Mr Teegala Mahender |
| 62 | 191813 | Mr Ronak Jain Chourdia |
| 63 | 191927 | Mr Satya Surya Narayana Raju Pakalapati |
| 64 | 191815 | Ms K Sreeja |
| 65 | 191321 | Mr Sarthak Mathur |
| 66 | 191797 | Mr Nakka Sampath Goud |
| 67 | 192071 | Ms Ayushi Jaiswal |
| 68 | 191655 | Mr Amit Agrawal |
| 69 | 190679 | Mr Nandagopal Madipadiga |
| 70 | 191753 | Ms Kolukula Sindhuri |
| 71 | 191727 | Mr Mucchu Sri Sai Ram |
| 72 | 192046 | Mr Sneha Kundooru |
| 73 | 191918 | Mr Sriramakavacham Pramod |
| 74 | 191579 | Ms Susmita Acharya |
| 75 | 191575 | Mr Jujare Naveen Kumar |
| 76 | 190687 | Mr Hemant Gulparia |
| 77 | 191348 | Mr Sunkavalli Satya Venkata Mahendra Chowdary |
| 78 | 191840 | Mr Yash Raut |
| 79 | 192052 | Mr Karthik |
| 80 | 192023 | Mr Satyam Saxena |
| 81 | 191956 | Ms Deepali Sahu |
| 82 | 192041 | Mr Manivardhan Reddy |
| 83 | 190707 | Mr Shashaank |
| 84 | 191156 | Ms Shradha Kanoujia |
| 85 | 191468 | Mr Mirza Masoom Ali Baig |
| 86 | 192050 | Mr Ashish Gupta |
| 87 | 192068 | Mr Garlapati Amith Reddy |
| 88 | 191967 | Mr Manda Rahul |

Waiting list of the candidate –PGDM-IB

| SI No | Reg No | Name |
|-------|--------|-------------------------------|
| 1 | 192059 | Ms M Gayathri Reddy |
| 2 | 192075 | Ms M Gopi Priya |
| 3 | 192060 | Ms Dhanusha Nimmaluri |
| 4 | 191972 | Mr Gujjaru Prathyush Babu |
| 5 | 192020 | Mr Utkarsh |
| 6 | 191981 | Mr Ruchit Gupta |
| 7 | 192007 | Mr Oruganti Sivamuralikrishna |
| 8 | 192069 | Ms Indu Verma |
| 9 | 192078 | Ms Mandava Bhanu Sushmitha |
| 10 | 192073 | Mr Anmol Dubey |
| 11 | 191832 | Mr Kalori Rohit Kumar |
| 12 | 191826 | Ms Reddy Shailaja |
| 13 | 192021 | Mr Shashank Bandari |
| 14 | 192038 | Mr Konakanchi Harsha Vardhan |
| 15 | 191951 | Mr Bhati Hemanth |
| 16 | 190454 | Ms Khandavalli Mary Amulya |
| 17 | 192067 | Mr Anirudh |
| 18 | 192031 | Ms Pratidhee Palak Jha |
| 19 | 192051 | Ms Patherched Sravanthi |
| 20 | 191964 | Mr Aakash Adi Bandi |
| 21 | 191568 | Mr M N S S Aravind |
| 22 | 191935 | Mr Kasiviswanathan M R |
| 23 | 192071 | Ms Ayushi Jaiswal |
| 24 | 191708 | Ms L Shivani |
| 25 | 191918 | Mr Sriramakavacham Pramod |
| 26 | 192023 | Mr Satyam Saxena |
| 27 | 191956 | Ms Deepali Sahu |
| 28 | 192041 | Mr Manivardhan Reddy |
| 29 | 191873 | Mr Gurrām Kaushik |

Waiting list of the candidate –PGDM-HRM

| SI No | Reg No | Name |
|-------|--------|---------------------------------|
| 1 | 191775 | Mr Varanasi Datta Sai Mithilesh |
| 2 | 192045 | Pranith M Thakker |
| 3 | 191969 | Mr Aswin John |
| 4 | 192021 | Mr Shashank Bandari |
| 5 | 191906 | Mr T Ruthvik |
| 6 | 192038 | Mr Konakanchi Harsha Vardhan |

| | | |
|----|--------|---------------------------|
| 7 | 191951 | Mr Bhati Hemanth |
| 8 | 192039 | Velpula Bhavana |
| 9 | 192010 | Ms Madhuri Errolla |
| 10 | 192051 | Ms Patherched Sravanthi |
| 11 | 191978 | Mr Mohammed Jaffer |
| 12 | 192032 | Supriya Saha |
| 13 | 191800 | Ms Rachita Behara |
| 14 | 191538 | Mr Gorla Srinik |
| 15 | 191568 | Mr M N S S Aravind |
| 16 | 191985 | Mr Shubham Das |
| 17 | 191112 | Mr Sai Krishna Akula |
| 18 | 191887 | Ms Chintam Indupriya |
| 19 | 192071 | Ms Ayushi Jaiswal |
| 20 | 191753 | Ms Kolukula Sindhuri |
| 21 | 192008 | Mr Jakkani Avinash |
| 22 | 191918 | Mr Sriramakavacham Pramod |
| 23 | 191721 | Ms Suri Sri Ranjani |
| 24 | 192029 | Ms Nayanika Sarkar |
| 25 | 191635 | Mr Siddharth Barik |
| 26 | 192006 | Ms Alankrutha |
| 27 | 192023 | Mr Satyam Saxena |
| 28 | 191956 | Ms Deepali Sahu |
| 29 | 192041 | Mr Manivardhan Reddy |

- List of the candidate who joined within the date, vacancy position in each category before operation of waiting list: NA

15. Information of Infrastructure and Other Resources Available

- Number of Class Rooms and size of each:

| No of Class Rooms (including Seminar Halls) | | | 19 |
|---|--------------|--------------------|----|
| Sl. No | Location | Carpet area in Sqm | |
| 1 | Class Room-1 | 124.8 | |
| 2 | Class Room-2 | 124.8 | |
| 3 | Class Room-3 | 124.8 | |
| 4 | Class Room-4 | 124.8 | |
| 5 | Class Room-5 | 124.8 | |
| 6 | Class Room-6 | 124.8 | |

| | | | |
|----|----------------|-------|--|
| 7 | Class Room-7 | 124.8 | |
| 8 | Class Room-8 | 124.8 | |
| 9 | Class Room-9 | 124.8 | |
| 10 | Class Room-10 | 124.8 | |
| 11 | Class Room-11 | 124.8 | |
| 12 | Class Room-12 | 124.8 | |
| 13 | Class Room-13 | 124.8 | |
| 14 | Class Room-14 | 195 | |
| 15 | Class Room-15 | 195 | |
| 16 | Class Room-16 | 84 | |
| 17 | Class Room-17 | 84 | |
| 18 | Seminar Hall-1 | 197 | |
| 19 | Seminar Hall-2 | 197 | |

- Number of Tutorial rooms and size of each:**

| | | | |
|--|-----|-------|---|
| <u>No of Tutorial Rooms/Discussion Rooms</u> | | | 8 |
| 1 | 201 | 27.66 | |
| 2 | 209 | 22.4 | |
| 3 | 210 | 9.15 | |
| 4 | 301 | 35 | |
| 5 | 326 | 27.42 | |
| 6 | 334 | 19.2 | |
| 7 | 335 | 22.5 | |
| 8 | 344 | 27.42 | |

- Number of Laboratories and size of each:**

| | | | |
|---------------------------|-----------------|-------|---|
| <u>No of Laboratories</u> | | | 2 |
| 1 | Computer Lab-01 | 124.8 | |
| 2 | computer Lab-02 | 124.8 | |

- Number of Drawing Halls with capacity of each:**

| | |
|---|----------------------|
| Total Built up Area | 69,610 sq. ft |
| Room Area | 218 sq. ft |
| Single Occupancy rooms (Including PH Rooms -02) | 55 |
| Double Occupancy Rooms | 119 |
| Faculty Accommodation | 9 suit rooms |
| Medical Room | 1 |
| Electrical Room | Ground Floor |
| Care taker room | G/F |
| Common TV Room | G/F |
| Napkin vending machine room | G/F |

| | |
|--|---------------|
| Total Built up Area | 69,610 sq. ft |
| Room Area | 218 sq. ft |
| Single Occupancy rooms (including PH rooms -3no) | 16 |
| Double Occupancy Rooms | 159 |
| Faculty Accommodation | 9 suit rooms |
| Electrical Room | G/F |
| Common TV Room | G/F |
| Care taker Room | G/F |

- Number of Computer Centres with capacity of each: **2 Computer Centers with 60 Capacity of each**
- Central Examination Facility, Number of rooms and capacity of each:
- Barrier Free Built Environment for disabled and elderly persons: Yes
- Occupancy Certificate: Yes

గ్రామ పంచాయతి కార్యాలయము



గ్రామము : శామీర్‌పేట్, మండలము : శామీర్‌పేట్, జిల్లా : రంగారెడ్డి

Lr.No.GPSP/OC/2015


తేది 4th March, 2015.....

OCCUPANCY CERTIFICATE

This is to certify that the BOYS HOSTEL, Ground+9 floors pertaining to M/s. Institute of Public Enterprise, represented by it's Director Sri Prof. R K Mishra, situated at Shamirpet Village & Mandal in Sy.No.1266 and 1266/P completed vide HMDA sanction under Permission No.82/P4/Plg/HMDA/2012 dated: 12-1-2015 and G.P.S. permission No. GPS/98/14-15 dated: 05/02/2015 has been inspected by Sri R Sundaram, Sundaram Architects Pvt. Ltd. and certified that the Boys Hostel has been constructed as per the general and detailed specifications. And declared that the building confirms in all aspects to the requirements of the building regulations contained in Hyderabad Municipal Corporation Act, 1955 Bye-Laws made there under, it is fit for occupation.


Panchayat Secretary
గ్రామ పంచాయతి కార్యదర్శి
Grampanchayat Shamirpet

To
M/s Institute of Public Enterprise
R/by it's Director
Sri Prof. R K Mishra
Shamirpet (Vill. & Mdl)


Prof. R.K. MISHRA
Director
Institute of Public Enterprise
Shamirpet Campus,
Sy.No. 1266, Shamirpet (V & M)
R.R. Dist.-501 101, Hyderabad.

గ్రామ పంచాయతి కార్యాలయము



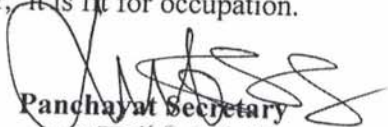
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Lr.No.GPSP/OC/2015

తేది : 4th March, 2015.....

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Panchayat Secretary
పంచాయతీ కార్యదర్శి
Grampanchayat, Shamirpet
గ్రా.పంచాయతీ శామీర్‌పేట్

To
M/s Institute of Public Enterprise
R/by it's Director
Sri Prof. R K Mishra
Shamirpet (Vill. & Mdl)


Prof. R.K. MISHRA
Director
Institute of Public Enterprise
Shamirpet Campus,
Sy.No. 1266, Shamirpet (V & M)
R.R. Dist.-501 101, Hyderabad.

గ్రామ పంచాయతి కార్యాలయము



గ్రామము : శామీర్‌పేట్, మండలము : శామీర్‌పేట్, జిల్లా : రంగారెడ్డి

Lr.No.GPSP/OC/2015

తేది 4th March, 2015.....

OCCUPANCY CERTIFICATE

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Panchayat Secretary
పంచాయతి కార్యదర్శి
Grampanchayat Shamirpet

To
M/s Institute of Public Enterprise
R/by it's Director
Sri Prof. R K Mishra
Shamirpet (Vill. & Mdl)


Prof. R.K. MISHRA
Director
Institute of Public Enterprise
Shamirpet Campus,
Sy.No. 1266, Shamirpet (V & M)
R.R. Dist.-501 101, Hyderabad

గ్రామ పంచాయతి కార్యాలయము



గ్రామము : శామీర్పేట్, మండలము : శామీర్పేట్, జిల్లా : రంగారెడ్డి

Lr.No.GPSP/OC/2015

తేది : 4th March, 2015.....

OCCUPANCY CERTIFICATE

This is to certify that the ACADEMIC BLOCK Lower Ground Floor, Ground+4 floors pertaining to M/s. Institute of Public Enterprise, represented by it's Director Sri Prof. R K Mishra, situated at Shamirpet Village & Mandal in Sy.No.1266 and 1266/P completed vide HMDA sanction under Permission No.82/P4/Plg/HMDA/2012 dated: 12-1-2015 and G.P.S. permission No. GPS/98/14-15 dated: 05/02/2015 has been inspected by Sri R Sundaram, Sundaram Architects Pvt. Ltd. and certified that the Academic Block has been constructed as per the general and detailed specifications. And declared that the building confirms in all aspects to the requirements of the building regulations contained in Hyderabad Municipal Corporation Act, 1955 Bye-Laws made there under, it is fit for occupation.


Panchayat Secretary
గ్రామపంచాయతి కార్యదర్శి
Grampanchayat, Shamirpet


To

M/s Institute of Public Enterprise

R/by it's Director

Sri Prof. R K Mishra

Shamirpet (Vill. & Mdl)


Prof. R.K. MISHRA
Director
Institute of Public Enterprise
Shamirpet Campus,
Sy.No. 1266, Shamirpet (V & M)
R.R. Dist.-501 101, Hyderabad.

గ్రామ పంచాయతి కార్యాలయము



గ్రామము : శామీర్పేట్, మండలము : శామీర్పేట్, జిల్లా : రంగారెడ్డి

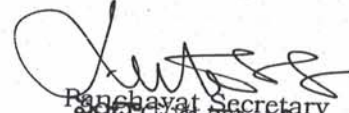
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LR NO: GPSP/OC/2014

29/03/2014

OCCUPANCY CERTIFICATE

This is to Certified that the Service Block (Ground Floor) Pertaining to M/S institute of public Enterprises represented by it's Director Sri prof R.K. Mishra Situated at Shameerpet Village and mandal in servey No: 1266 completed vide sanction under permission No: 82/P4/Plg/HMDA/2012 Dt: 18/02/2014 has been inspected by Sri. R. Sundaram, SUNDARAM Architects Pvt.Ltd and certified that the Service Block has been constructed as per the General and details Specifications. And declared that the building confirms in all aspects to the requirements of the building regulations contained in Hyderabad Municipal corporation Act 1955 Bye-Laws Made there under it is fit for occupation.


Panchayat Secretary
గ్రామ పంచాయతి కార్యాలయం
G.P. Shameerpet
గ్రా.పం. శామీర్పేట్

To,
M/S Institute of public enterprises,
R/by it's Director,
Sr.Prof.R.K. Mishra,
Shameerpet Village and Mandal.



Prof. R.K. MISHRA
Director
Institute of Public Enterprise
Shamirpet Campus,
Sy.No. 1266, Shamirpet (V & M)
R.R. Dist.-501 101, Hyderabad.

గ్రామ పంచాయతీ కార్యాలయము



గ్రామము : శామీర్పేట, మండలము : శామీర్పేట, జిల్లా : రంగారెడ్డి

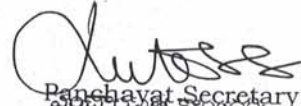
తేది :

LR NO: GPSP/OC/2014

29/03/2014

OCCUPANCY CERTIFICATE

This is to Certified that the Security Block (Ground Floor) Pertaining to M/S institute of public Enterprises represented by it's Director Sri prof R.K. Mishra Situated at Shameerpet Village and mandal in servey No: 1266 completed vide sanction under permission No: 82/P4/Plg/HMDA/2012 Dt: 18/02/2014 has been inspected by Sri. R. Sundaram, SUNDARAM Architects Pvt.Ltd and certified that the Security Block has been constructed as per the General and details Specifications. And declared that the building confirms in all aspects to the requirements of the building regulations contained in Hyderabad Municipal corporation Act 1955 Bye-Laws Made there under it is fit for occupation.


Panchayat Secretary
G.P. Shameerpet
గ్రా.పం. శామీర్పేట

To,
M/S Institute of public enterprises,
R/by it's Director,
Sr.Prof.R.K. Mishra,
Shameerpet Village and Mandal.



Prof. R.K. MISHRA
Director
Institute of Public Enterprise
Shamirpet Campus,
Sy.No. 1266, Shamirpet (V & M)
R.R. Dist.-501 101, Hyderabad.

గ్రామ పంచాయతి కార్యాలయము



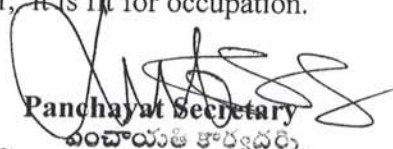
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Lr.No.GPSP/OC/2015


తేది : 4th March, 2015.....

OCCUPANCY CERTIFICATE

This is to certify that the GIRLS HOSTEL, Ground+9 floors pertaining to M/s. Institute of Public Enterprise, represented by it's Director Sri Prof. R K Mishra, situated at Shamirpet Village & Mandal in Sy.No.1266 and 1266/P completed vide HMDA sanction under Permission No.82/P4/Plg/HMDA/2012 dated: 12-1-2015 and G.P.S. permission No. GPS/98/14-15 dated: 05/02/2015 has been inspected by Sri R Sundaram, Sundaram Architects Pvt. Ltd. and certified that the Girls Hostel has been constructed as per the general and detailed specifications. And declared that the building confirms in all aspects to the requirements of the building regulations contained in Hyderabad Municipal Corporation Act, 1955 Bye-Laws made there under, it is fit for occupation.


Panchayat Secretary
పంచాయతి కార్యదర్శి
Grampanchayat, Shamirpet
గ్రా.పంచాయతి

To
M/s Institute of Public Enterprise
R/by it's Director
Sri Prof. R K Mishra
Shamirpet (Vill. & Mdl)


Prof. R.K. MISHRA
Director
Institute of Public Enterprise
Shamirpet Campus,
Sy.No. 1266, Shamirpet (V & M)
R.R. Dist.-501 101, Hyderabad.

• Fire and Safety Certificate: Yes

GOVERNMENT OF ANDHRA PRADESH
STATE DISASTER RESPONSE & FIRE SERVICES DEPARTMENT

From: Director General,
State Disaster Response & Fire
Services,
Andhra Pradesh, Hyderabad.

To: The Commissioner,
Greater Hyderabad Municipal Corporation,
Hyderabad.

Rc.No.4808/MSB/CR/RR/2011 Dated: 23-3-2013.

Sir,

Sub: A.P.STATE DISASTER RESPONSE & FIRE SERVICES DEPARTMENT –
Issue of Revised Provisional NOC for Construction of Multi storeyed
Building **Academic Block** by the Institute of Public Enterprises,
Osmania University Campus, Hyderabad open land in Sy.No.1266,
Shameerpet, Village & Mandal, Ranga Reddy District – Regarding.

Ref: 1) This Office Pro.NOC Lr. Rc.No. 4808/E4/2011 Dated 18-10-2011
2) Chief Office Memo. Rc. No.4808/MSB/CR/RR/2011, Dated 22-12-
2012.
3) Lr.Rc.No.294/MSB/RFO-SR/2013 Dated 7-2-2013 of Multi-
Storeyed Building Inspection Committee OF Reginal Fire Officer,
S/R., Hyderabad

* * * * *

The Multi Storeyed Building Inspection Committee of this Department,
vide reference cited (3), have submitted that they had inspected and scrutinized the
plans of the proposed Multi Storeyed Building of **Academic Block** by the Institute
of Public Enterprises, Osmania University Campus, Hyderabad (open land) in
Sy.No.1266, Shameerpet, Village & Mandal, Ranga Reddy District and submitted the
following report.

2) The builder has obtained Provisional No Objection Certificate vide Pro.
NOC Rc.No.4808/E4/2011 dated 18-10-2011 for the construction of Multi Storeyed
Building with Ground floor + 3 upper floors with a height of 17.90 metres for
Educational Institution (B-2). Now, the builder has submitted application for issue
of Revised Provisional No Objection Certificate to construct a Multi Storeyed
Building with Ground floor + 04 upper floors with a height of 21.00 metres for
Educational Institution (B-2).

ACADEMIC BLOCK

3) The builder has proposed to provide the following open places all round
the building.

| Sides | Open space to be provided as per the NBC Part III Clause 8.2.3.1 | Open space as per Provisional NOC | Open space now proposed by the builder | Deficit |
|-------|--|-----------------------------------|--|---------|
| North | 06.00 metres | 07.20 metres | 07.00 metres | Nil |
| East | 06.00 metres | 06.00 metres | 07.00 metres | Nil |
| South | 06.00 metres | 12.65 metres | 12.00 metres | Nil |
| West | 06.00 metres | 06.00 metres | 07.00 metres | Nil |

...2.


Prof. R.K. MISHRA
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R.R. Dist.-501 101, Hyderabad.

: 2 :

- 4) The builder has proposed details of floor wise occupancies are furnished as below:

| S.No | Floor | Area in Sq.metres | Occupancy |
|------|-----------------------|-------------------|-----------------------------|
| 1 | Ground | 3634.00 | Educational (B-1) |
| 2 | 1 st Floor | 3211.00 | Educational(B-1)/Auditorium |
| 3 | 2 nd Floor | 3211.00 | Educational(B-1) |
| 4 | 3 rd Floor | 2643.00 | Educational(B-1) |
| 5 | 4 th Floor | 2643.00 | Educational(B-1) |
| | Total | 15342.00 | |

- 5) The details of staircases required as per NBC and proposed are furnished as below:

| Sl. No | Detailing Staircases | Required | | Provided | | Location | Deficit |
|--------|----------------------|---------------|----------------|------------------------|-------------------------------|--|---------|
| | | Nos. | Width | As pr Prov.NOC | Now Proposed | | |
| 1 | Internal staircase | 1 No. | 1.50 M | 3 X 1.95 M =5.850 M | 02.00 M 02.00 M 02.00 M | North-West, North-West, South-East | Nil |
| 2 | External staircase | 1 No. | 1.25 M | 01.95 M | 02.00 M 01.20 M 01.20 M | South-West, Ground Floor to First Floor | Nil |
| | Total | 2 Nos. | 02.75 M | 07.80 M | 08.00 M | | |

- 6) The details of Occupant Load per Unit and Exit Width required and proposed are furnished as below:

| S. No. | Floor | Built-up area | No. of Occupants as declared by the builder | No. of occupant Load as per table 20 of NBC, 2005 | Means of Escape required as per NBC | Proposed to Provide | Fire Door | Deficit |
|--------|--------------|-----------------|---|---|-------------------------------------|---------------------|-----------|---------|
| 1 | Ground | 3634.00 | 390 | 909 | 07.80 M | 10.40 M | 02 | Nil |
| 2 | 1st Floor | 3211.00 | 590 | 803 | 10.40 M | 10.40 M | 02 | Nil |
| 3 | 2nd Floor | 3211.00 | 390 | 803 | 07.80 M | 08.00 M | 02 | Nil |
| 4 | 3rd Floor | 2643.00 | 390 | 661 | 07.80 M | 08.00 M | 02 | Nil |
| 5 | 4th Floor | 2643.00 | 390 | 661 | 07.80 M | 08.00 M | 02 | Nil |
| | Total | 15342.00 | | | | | | |

- 7) The builder has proposed to provide the following fire fighting systems as per table 23, Part-4 NBC of India 2005.

| S.No. | Item | Required as per Table 23 of NBC | Proposed to provided by the builder | Deficit |
|-------|--|---------------------------------|-------------------------------------|---------|
| 1 | Fire Extinguishers as per IS:2190 | 55 Nos. | 55 Nos. | Nil |
| 2 | Hose Reel system | 20 Nos. | 20 Nos. | Nil |
| 3 | Down-comer with hose box | 04 Nos. | 04 Nos. | Nil |
| 4 | Manually operated electric fire alarm system | 20 Nos. | 20 Nos. | Nil |
| 5 | Terrace Tank | 25,000 Litres | 25,000 Litres | Nil |
| 6 | Booster Pump | 900 LPM 01 No. | 900 LPM 01 No. | Nil |

Prof. R.K. MISHRA
Director
Institute of Public Enterprise
Shamirpet Campus,
Sy.No. 1266, Shamirpet (V & M)
Dist. 504 101 Hyderabad.

: 3 :

8) The details of floor wise Fire Fighting systems proposed as per the Table 23 of Part-4 of NBC of India 2005 are furnished as below:

| S. No. | Floors | Exting- uishers as per IS 2190 | Hose Reel | Down comer | MCP in entire building | Terrace Tank |
|--------|--------------|---|--------------|---------------|---------------------------|----------------------|
| 1 | Ground | 11 | 04 | 04 | 04 | 25,000 Litres |
| 2 | 1st Floor | 11 | 04 | 04 | 04 | - |
| 3 | 2nd floor | 11 | 04 | 04 | 04 | - |
| 4 | 3rd Floor | 11 | 04 | 04 | 04 | - |
| 5 | 4th Floor | 11 | 04 | 04 | 04 | - |
| | Total | 55 | 20 | 20 | 20 | 25,000 Litres |

9) The MSB Inspection Committee has recommended for issue of Revised provisional No Objection Certificate for construction of Multi Storeyed Building **Academic Block** of the Institute of Public Enterprises, Osmania University Campus, Hyderabad open land in Sy.No.1266, Shameerpet, Village & Mandal, Ranga Reddy District, with Ground floor + 04 upper floors with a height of 21.00 metres for Educational Institution (B-2).

10) In view of the above, the Revised Provisional No Objection Certificate for the construction of the Multi Storeyed Building **Academic Block** of the Institute of Public Enterprises, Osmania University Campus, Hyderabad open land in Sy.No.1266, Shameerpet, Village & Mandal, Ranga Reddy District, with Ground floor + 04 upper floors with a height of 21.00 metres for Educational Institution (B-2) is issued as per the recommendations of MSB inspection committee, with the following conditions:

| S.No | Conditions |
|------|--|
| 1 | All the fire safety systems shall be provided as per the provision of Part-4 of N.B.C. of India 2005. |
| 2 | Leveled, hard, open spaces of 06.00 metres including driveway all around the building for operation of fire vehicles. |
| 3 | Fire lift for every 1200 Sq. metres area (1 No. lift) as per clause 4.15.1 Part-4 of NBC of India 2005. |
| 4 | Smoke venting facilities for safe use of exits shall be provided as per clause 3.4.12 of Part-4 of N.B.C. of India 2005. |
| 5 | Ventilation of staircases shall comply with clause C-1.4 of Part-4 N.B.C. of India 2005. |
| 6 | Provision of Auto-glow exits signs in corridors, staircases and entire escape route. |
| 7 | Fire safety plans: at the time of occupation it will be submitted, by the builder. |
| 8 | No Hazardous materials such as petroleum products, explosives, chemicals etc. should be stored on any floor of the building without license. |
| 9 | Within the 50.0 metres radius there is no hazardous installations are available around the site |
| 10 | Construction activity not commence, Earth work completed. |
| 11 | As per Clause 3.4.3.2 of part-4 NBC A high rise building during construction shall be provided with the following fire protection measures, which shall be maintained in good working condition at all times. |
| A | Dry riser of minimum 100 MM diametres pipe with hydrant outlets on the floors constructed with a fire service inlet to boost the water in the dry riser and maintenance should be as per the requirements laid down in good practice 4(6). |
| B | Drums filled with water of 2,000 litres capacity with two fire brackets on each floor. |
| C | A water storage tank of minimum 20000 litres capacity which may be used for other construction purposes. |


Prof. R.K. MISHRA
Director
Institute of Public Enterprise
Shamirpet Campus,
Sy.No. 1266, Shamirpet (V & M)
R.R. Dist.-501 101, Hyderabad.

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11) This Revised provisional No Objection Certificate is issued with an advice that the Multi storeyed building should not be occupied and the operations should not be commenced without obtaining No Objection Certificate for Occupancy from this Department about the satisfactory installation of above fire safety measures.

12) The Provisional No Objection Certificate Issued vide reference cited (1) is hereby cancelled.

Yours sincerely,

R.K.M. 2/3/13

Director General, State Disaster Response &
Fire Services, A.P., Hyderabad.

Copies to:

- i) The Institute of Public Enterprises, Osmania University Campus, Hyderabad open land in Sy.No.1266, Shameerpet, Village & Mandal, Ranga Reddy District.
- ii) The Multi-Storeyed Building Inspection Committee, I.e., Regional Fire Officer, Southern Region, Hyderabad, District Fire Officer, East Zone, Hyderabad, Asst. District Fire Officer, Hyderabad (with a set of countersigned plans).
- iii) The District Fire Officer, Rangareddy District.

R.K.M.
Prof. R.K. MISHRA
Director
Institute of Public Enterprise
Shamirpet Campus,
Sy.No. 1266, Shamirpet (V & M)
R.R. Dist.-501 101, Hyderabad.

- Hostel Facilities: Yes

| S.No | Hostel Block | Occupancy Available (Beds) |
|--------------|--------------|----------------------------|
| 1 | Boys Hostel | 360 |
| 2 | Girls Hostel | 293 |
| Total | | 653 |

- **Library**

- Number of Library books/ Titles/ Journals available (program-wise): **40,000**
- List of online National/ International Journals subscribed: **72**
- E- Library facilities

Online databases: Ebsco (Econlit), Ebsco Business source elite, INDIASTAT, ProWessIQ - CMIE ProWess, EPWRFITS, NList, INFLIBNET, DELNET, & NPTEL – Chapter.

Library Online Public Access catalogue (WebOPAC), Electronic Journals , Wi-Fi facility, Electronic Books, Local Area Network (LAN) , Library web page, CD, DVDs, Institutional repository, Audio resources.

E- Library services

Information Literacy Services, Online Internet Search services, Digitalization of Local contents, Electronic Document Delivery services, E-reference service, CD-Rom searching service, Online inter-library services - DELNET, Technical training in ICT for staff and users, Data management services, Awareness and workshop services, Online cataloguing services, E-mail services, etc.

- **Laboratory and Workshop**

- List of Major Equipment/Facilities in each Laboratory/ Workshop: NA
- List of Experimental Setup in each Laboratory/ Workshop: NA

- **Computing Facilities**

- Internet Bandwidth: **500 Mbps(1:1)**
- Number and configuration of System : **120 Systems**
Dell Optiplex Core i5 & Core 2 Duo Processor, 8GB, 2GB RAM, 1TB HDD, 250GB HDD
- Total number of system connected by LAN: **120**
- Total number of system connected by WAN: **120**
- Major software packages available: **Windows 10, 8.1, 7, MS-Office 2013, 2010, 2007, SPSS, Tableau, iTel Language Lab Software, Moodle e-Learning, Campus ERP, SAP,**
- Special purpose facilities available: **Bloomberg Finance Terminal, SONIC FIREWALL, Turnitin Feedback Studio Plagiarism Software.**

- Innovation Cell: Yes
- Social Media Cell: Yes SCIMC
- Compliance of the National Academic Depository (NAD), applicable to PGCM/ PGDM Institutions and University Departments: **Complied**

- **List of facilities available**
- **Games and Sports Facilities: Yes**

Institute of Public Enterprise known well in the academic circles, an established B School and a well- accepted destination for Management Development Programs in South India nevertheless gives equal importance to sports and games. IPE believes not only in the academic development of students but also in the physical and the mental strength of its students. Its commitment for the sports and games can be seen by the facilities provided by the management.

The Various sports and Games facilities developed and provided for students of IPE which include



Football Ground

A



A Basket Ball Court



A Volley Ball Court

➤



A badminton Court

➤



A Cricket Nets and Cricket kit



- **Good number of Carrom Boards**
- **Facilities to play Chess**
- **Provision for playing Table Tennis**
- **State of art Gym**

- **Extra-Curricular Activities: Yes**

Institute of Public Enterprise, a premier Business School in India, an institute which is recognized as a 'Centre of Excellence' by Indian Council of Social Science Research (ICSSR), Ministry of Human Resource Development, Government of India, New Delhi, for doctoral studies focuses not only on curricular activities but also on number of extra-curricular activities. The Institute takes up number of initiatives both on educational front and also on extra-curricular front. Extra-curricular activities play a vital role in developing and enhancing the creative, critical, cognitive, communication and collaborative skills in the students

The initiatives on extra-curricular front at the institute includes

- 1. Speak-out Club**

The speak-out club is created with a purpose to make students develop their communication and presentation skills which play a crucial role in any job interview as well as their professional career. The club provides a mutually supportive and positive learning environment in which every individual member has the opportunity to develop oral communication and leadership skills, which in turn foster self-confidence and personal growth and find the courage to change.

- 2. Book Club**

Book club was formed in the year 2017. It was initiated by Dr Rajesh G, later on joined by Dr Shulgana who is an active member of this club. Since its inception, the book club has been meeting twice a month. Usually in the meeting the members talk about a book that they have read in the recent past. The members also exchange books among themselves.

- 3. Quiz Club**

With a Vision of one step ahead of other quizzards in the country the quiz club was started. It organizes quizzes at regular intervals and make the students in-formed and intern rekindle the passion among the students to gain that extra knowledge.

The club has introduced IQL i.e. IPE Quiz League and has conducted various intra-college level quiz competitions while representing the institute at other national quiz competitions. The club members regularly meet and prepare.

4. Literary Club

With a Vision of inspiring every individual to develop a taste for literature, a fondness for language, enhance their literary skills and provide an avenue for self-expression Literacy club was created at the institute.

Literary club is committed to tap the effective communication talent among the individuals, building up the confidence and grooming their talents in facing various interpersonal activities and competitions. It also provides daily news updates with newsfeeds.

5. Photography Club

To bring out the hidden talent of students in making creative videos and their talent of clicking images a photography club was started. Every event, occasion and an activity at IPE will be captured by the club members and they play an important role in promoting the institute in social media.



Blood Donation at IPE



Relief materials for Disaster affected people



Onam Celebrations at IPE

6. Social Club

To inculcate among students a habit of giving as much as we can to others and to make our surroundings a better place to live a social club was started at the institute.

The club organized number of Activities which include blood donation camps, Daan Utsav, Haritha Haram, Anti Ragging Campaign

7. Cultural club

With an intention of keeping up the culture and tradition a cultural club was started at the Institute. It takes up the responsibility of organizing Independence Day and Republic Day Celebration. Celebration of Festivals, Fresher day and Farewell day Functions etc.

8. Sports club

To give impetus to the physical health of the student community and to encourage sports the institute came out the sports club.

The club organizes the sports day for the students of Institute. It is entrusted with the responsibility of identifying the talent in various sports and encourage them in participating in different inter college events.

- **Soft Skill Development Facilities: Yes**
- **Teaching Learning Process**
- **Curricula and syllabus for each of the programmes as approved by the University**

Post Graduate Diploma in Management (PGDM)

In 1995, the Institute launched a two-year full-time Post Graduate Diploma in Management (PGDM) program to provide skilled human resource to meet the requirements of industry. The two-year (six Trimesters) program is approved by the All India Council of Technical Education (AICTE). Over the years, the program has drawn students from across the length and breadth of the country. Innovative methodologies are leveraged to help students comprehend the varied aspects of management. This course is accredited by NBA and is also considered equivalent to MBA by the Association of Indian Universities (AIU). Candidates for this program are selected based on their performance in CAT / XAT / MAT / ATMA / CMAT / GMAT and any other test approved by AICTE.

Programme Objectives:

The programme focuses on the development of key skills and capabilities required for a student to become a successful leader of the twenty first century.

Programme Outcomes:

On completion of the course, the students would be well equipped with necessary skills and capabilities to become a successful leader.

Post Graduate Diploma in Management (PGDM)

| Subject Code | First Year Trimester I | |
|--------------|---|---------|
| | Subject Name | Credits |
| 101 | Management and Organizational Behaviour | 3 |
| 102 | Statistics for Management | 3 |
| 103 | Economics for Managers | 3 |
| 104 | Financial Accounting | 3 |

| | | |
|-----|--|---|
| 105 | Personality Development and Business Communication | 3 |
| 106 | Marketing Management - I | 3 |
| 107 | Foreign Language – French | 3 |

Total Credits **21**

Course Curriculum

Second Year Trimester IV

| Subject Code | Subject Name | Credits |
|--------------------------|------------------------|----------------|
| 401 | Strategic Management | 3 |
| 402 | Business Laws | 3 |
| 403 | Elective 1 – Subject 1 | 3 |
| 404 | Elective 1 – Subject 2 | 3 |
| 405 | Elective 2 – Subject 1 | 3 |
| 406 | Elective 2 – Subject 2 | 3 |
| Project Work & Viva Voce | | 3 |
| Total Credits | | 21 |

PGDM-Marketing Management (PGDM-MM)

To cater to the needs of the professional managers in Retail and Marketing, the Institute launched a two-year, AICTE-approved Post Graduate Diploma in Management - Retail and Marketing (PGDM-RM) program in 2007. It provides a strong conceptual background, analytical skills and techniques for problem solving and decision making, and develop knowledge of contemporary Marketing and Retail Management issues at the strategic level. IPE is an Academic Member of the Retailers Association of India. It has an intake of 60 and is considered equivalent to MBA by AIU. It is renamed as Post Graduate Diploma in Management – Marketing Management (PGDM-MM). Candidates for this program are selected based on their performance in CAT / XAT / MAT / ATMA / CMAT / GMAT and any other test approved by AICTE.

Programme Objectives:

The main objective of this course is to impart young, creative and energetic minds with the fundamental knowledge of Marketing and its allied subjects with strong focus on current trends, thinking and practices.

To equip students with the sound knowledge (Fundamental and Advanced) and required skills (Communication, Analytical, problem solving, decision making) and which will empower them to face the real world Marketing challenges.

Programme Outcomes:

Students will be equipped with sound knowledge of general management domains in general and marketing domain in particular.

Will be able to take effective decisions by understanding and analyzing the dynamics of business environment (Domestic & Global).

Will be able to communicate well with all the stakeholders by using various forms of business communication.

Post Graduate Diploma in Management (PGDM) Course Curriculum

First Year

| Trimester I | | |
|----------------------|--|----------------|
| Subject Code | Subject Name | Credits |
| 101 | Management and Organizational Behaviour | 3 |
| 102 | Statistics for Management | 3 |
| 103 | Economics for Managers | 3 |
| 104 | Financial Accounting | 3 |
| 105 | Personality Development and Business Communication | 3 |
| 106 | Marketing Management - I | 3 |
| 107 | Foreign Language – French | 3 |
| Total Credits | | 21 |

| Trimester II | | |
|----------------------|---|----------------|
| Subject Code | Subject Name | Credits |
| 201 | Human Resource Management | 3 |
| 202 | Operations Research | 3 |
| 203 | Financial Management | 3 |
| 204 | Macro Economics | 3 |
| 205 | IT Applications for Management | 3 |
| 206 | Marketing Management - II | 3 |
| 207 | Public Sector Policy and Issues in Management | 3 |
| 208 | Design Thinking | NC |
| Total Credits | | 21 |

| Trimester III | | |
|----------------------|--|----------------|
| Subject Code | Subject Name | Credits |
| 301 | Production and Operations Management | 3 |
| 302 | Cost and Management Accounting | 2 |
| 303 | Business Analytics for Managers | 3 |
| 304 | Marketing Research | 3 |
| 305 | Priming for Placements (Business Aptitude) | 3 |
| 306 | Start Up and Entrepreneurship | 3 |

| | | |
|----------------------|----------------------------------|-----------|
| 307 | Leadership and Change Management | 2 |
| | Contemporary Issues/ Seminars | 1 |
| | Comprehensive Viva | 1 |
| Total Credits | | 21 |

Summer Internship Project (SIP – 8 weeks) Second Year

| Trimester IV | | |
|----------------------|--------------------------|----------------|
| Subject Code | Subject Name | Credits |
| 401 | Strategic Management | 3 |
| 402 | Business Laws | 3 |
| 403 | Elective 1 – Subject 1 | 3 |
| 404 | Elective 1 – Subject 2 | 3 |
| 405 | Elective 2 – Subject 1 | 3 |
| 406 | Elective 2 – Subject 2 | 3 |
| | Project Work & Viva Voce | 3 |
| Total Credits | | 21 |

| Trimester V | | |
|----------------------|---|----------------|
| Subject Code | Subject Name | Credits |
| 501 | Corporate Governance, CSR and Business Ethics | 3 |
| 502 | Project Management | 3 |
| 503 | Elective 1 – Subject 3 | 3 |
| 504 | Elective 1 – Subject 4 | 3 |
| 505 | Elective 2 – Subject 3 | 3 |
| 506 | Elective 2 – Subject 4 | 3 |
| Total Credits | | 18 |

| Trimester VI | | |
|----------------------|----------------------------|----------------|
| Subject Code | Subject Name | Credits |
| 601 | International Business | 3 |
| 602 | Infrastructure Management | 3 |
| 603 | Negotiations | 3 |
| | Long Term Research Project | 3 |
| Total Credits | | 12 |

| Term | Credits |
|-----------------------------|----------------|
| 1 | 21 |
| 2 | 21 |
| 3 | 21 |
| 4 | 21 |
| 5 | 18 |
| 6 | 12 |
| Total No. of Credits | 114 |

PGDM-Marketing Management (PGDM-MM)

To cater to the needs of the professional managers in Retail and Marketing, the Institute launched a two-year, AICTE-approved Post Graduate Diploma in Management - Retail and Marketing (PGDM-RM) program in 2007. It provides a strong conceptual background, analytical skills and techniques for problem solving and decision making, and develop knowledge of contemporary Marketing and Retail Management issues at the strategic level. IPE is an Academic Member of the Retailers Association of India. It has an intake of 60 and is considered equivalent to MBA by AIU. It is renamed as Post Graduate Diploma in Management – Marketing Management (PGDM-MM). Candidates for this program are selected based on their performance in CAT / XAT / MAT / ATMA / CMAT / GMAT and any other test approved by AICTE.

Programme Objectives:

- ☐ The main objective of this course is to impart young, creative and energetic minds with the fundamental knowledge of Marketing and its allied subjects with strong focus on current trends, thinking and practices.
- ☐ To equip students with the sound knowledge (Fundamental and Advanced) and required skills (Communication, Analytical, problem solving, decision making) and which will empower them to face the real world Marketing challenges.

Programme Outcomes:

- ☐ Students will be equipped with sound knowledge of general management domains in general and marketing domain in particular.
- ☐ Will be able to take effective decisions by understanding and analyzing the dynamics of business environment (Domestic & Global).
- ☐ Will be able to communicate well with all the stakeholders by using various forms of business communication.
- ☐ Will be able to demonstrate leadership skills by leading teams in a collaborative manner.

PGDM-Marketing Management (PGDM-MM)

Course Curriculum

First Year

| Trimester I | | |
|----------------------|--|----------------|
| Subject Code | Subject Name | Credits |
| 101 | Management and Organizational Behaviour | 3 |
| 102 | Statistics for Management | 3 |
| 103 | Economics for Managers | 3 |
| 104 | Financial Accounting | 3 |
| 105 | Personality Development and Business Communication | 3 |
| 106 | Marketing Management - I | 3 |
| 107 | IT Applications for Management | 3 |
| Total Credits | | 21 |

| Trimester II | | |
|----------------------|----------------------------------|----------------|
| Subject Code | Subject Name | Credits |
| 201 | Human Resource Management | 3 |
| 202 | Operations Research | 3 |
| 203 | Financial Management | 3 |
| 204 | Macro Economics | 3 |
| 205 | Consumer Behavior | 3 |
| 206 | Marketing Management - II | 3 |
| 207 | Digital & Social Media Marketing | 3 |
| 208 | Design Thinking | NC |
| Total Credits | | 21 |

| Trimester III | | |
|----------------------|--|----------------|
| Subject Code | Subject Name | Credits |
| 301 | Production and Operations Management | 3 |
| 302 | Cost and Management Accounting | 2 |
| 303 | Business Analytics for Managers | 3 |
| 304 | Marketing Research | 3 |
| 305 | Priming for Placements (Business Aptitude) | 3 |
| 306 | Start Ups and Entrepreneurship | 3 |
| 307 | French | 3 |
| | Contemporary Issues/ Seminars | 1 |
| | Comprehensive Viva | 1 |
| Total Credits | | 22 |

Summer Internship Project (SIP) - 8 weeks

Second Year

| Trimester IV | | |
|----------------------|-----------------------------------|----------------|
| Subject Code | Subject Name | Credits |
| 401 | Strategic Management | 3 |
| 402 | Retail Management | 3 |
| 403 | Elective – 1 Subject 1 | 3 |
| 404 | Elective – 2 Subject 2 | 3 |
| 405 | Sales and Distribution Management | 3 |
| 406 | Services Marketing | 3 |
| | Project Work & Viva Voce | 3 |
| Total Credits | | 21 |

| Trimester V | | |
|----------------------|---|----------------|
| Subject Code | Subject Name | Credits |
| 501 | Corporate Governance, CSR and Business Ethics | 3 |
| 502 | Integrated Marketing Communication | 3 |
| 503 | Elective – 1 Subject 3 | 3 |
| 504 | Elective – 2 Subject 4 | 3 |
| 505 | Strategic Marketing | 3 |
| 506 | Brand Management | 3 |
| Total Credits | | 18 |

| Trimester VI | | |
|----------------------|----------------------------|----------------|
| Subject Code | Subject Name | Credits |
| 601 | International Marketing | 3 |
| 602 | Rural & Agri Marketing | 3 |
| 603 | Project Management | 3 |
| | Long Term Research Project | 3 |
| Total Credits | | 12 |

| Term | Credits |
|-----------------------------|----------------|
| 1 | 21 |
| 2 | 21 |
| 3 | 22 |
| 4 | 21 |
| 5 | 18 |
| 6 | 12 |
| Total No. of Credits | 115 |

PGDM-Banking, Insurance and Financial Services (PGDM-BIF)

In order to churnout trained professionals to suit the requirements of rapidly expanding Banking, Insurance and Financial Services (BIF) sector, the Institute launched PGDM-BIF programme in 2008. This is a two-year full-time, AICTE-approved course considered equivalent to MBA by AIU and also accredited by NBA. It has the state-of-the-art curriculum with the thrust on market orientation, globalization, financial and banking sector reforms. It has an intake of 120 and candidates for this program are selected based on their performance in CAT / XAT / MAT / ATMA / CMAT / GMAT and any other test approved by AICTE.

Programme Objectives:

The primary objective of the programme is to become a choice for the students who would like to have a great career in finance, banking, insurance and financial services sectors.

Programme Outcomes:

At the completion of the programme the students would be able to facilitate and contribute in BIFS sector with a pool of talented managers with professional values thoroughly trained in fundamentals, analytical skills, and perspectives in banking insurance and finance so that they are fully prepared to shoulder managerial responsibilities at various levels.

PGDM-Banking, Insurance and Financial Services (PGDM-BIF)
Course Curriculum
First Year

| Trimester I | | |
|----------------------|--|----------------|
| Subject Code | Subject Name | Credits |
| 101 | Management and Organizational Behavior | 3 |
| 102 | Statistics for Management | 3 |
| 103 | Economics for Managers | 3 |
| 104 | Financial Accounting | 3 |
| 105 | Personality Development and Business Communication | 3 |
| 106 | Marketing Management | 3 |
| 107 | Management of Bank Operations | 3 |
| Total Credits | | 21 |

| Trimester II | | |
|----------------------|--|----------------|
| Subject Code | Subject Name | Credits |
| 201 | Human Resource Management | 3 |
| 202 | Operations Research | 3 |
| 203 | Financial Management | 3 |
| 204 | Macro Economics | 3 |
| 205 | French Language | 3 |
| 206 | Principles and Practices of Life Insurance | 3 |
| 207 | Financial Markets, Institutions and Services | 3 |
| 208 | Design Thinking | NC |
| Total Credits | | 21 |

| Trimester III | | |
|----------------------|---|----------------|
| Subject Code | Subject Name | Credits |
| 301 | Production and Operations Management | 3 |
| 302 | Cost and Management Accounting | 2 |
| 303 | Business Analytics for Managers | 3 |
| 304 | Marketing Research | 3 |
| 305 | Priming for Placements (Business Aptitude) | 3 |
| 306 | Start Ups and Entrepreneurship | 3 |
| 307 | Principles and Practices of General Insurance | 3 |
| | Contemporary Issues/Seminars | 1 |
| | Comprehensive Viva | 1 |
| Total Credits | | 22 |

Summer Internship Project (SIP) 8 weeks

Second Year

| Trimester IV | | |
|----------------------|---------------------------|----------------|
| Subject Code | Subject Name | Credits |
| 401 | Strategic Management | 3 |
| 402 | Legal Environment for BIF | 3 |
| 403 | Elective 1 – Subject 1 | 3 |
| 404 | Elective 1 – Subject 2 | 3 |
| 405 | Elective 2 – Subject 1 | 3 |
| 406 | Elective 2 – Subject 2 | 3 |
| | Project Work & Viva Voce | 3 |
| Total Credits | | 21 |

| Trimester V | | |
|----------------------|--|----------------|
| Subject Code | Subject Name | Credits |
| 501 | Corporate Governance, CSR and Business Ethics | 3 |
| 502 | International Banking, Treasury and Forex Management | 3 |
| 503 | Elective 1 – Subject 3 | 3 |
| 504 | Elective 1 – Subject 4 | 3 |
| 505 | Elective 2 – Subject 3 | 3 |
| 506 | Elective 2 – Subject 4 | 3 |
| Total Credits | | 18 |

| Trimester VI | | |
|----------------------|---|----------------|
| Subject Code | Subject Name | Credits |
| 601 | Retail Banking, Rural Banking and Micro Finance | 3 |
| 602 | Management of Pension Funds | 3 |
| 603 | Project & Infrastructure Management and Financing | 2 |
| | Long Term Research Project | 3 |
| Total Credits | | 11 |

| Term | Credits |
|-----------------------------|----------------|
| 1 | 21 |
| 2 | 21 |
| 3 | 22 |
| 4 | 21 |
| 5 | 18 |
| 6 | 11 |
| Total No. of Credits | 114 |

PGDM- International Business (PGDM-IB)

With the increasing globalization of business operations, there has emerged a strong need for professionals equipped with specialized expertise in international business. To cater to their requirements, IPE launched an AICTE-approved, two-year full-time Post-Graduate Diploma in Management - International Business (PGDM-IB) program in 2009 which is considered equivalent to MBA by AIU and also accredited by NBA. The program is planned to include optional foreign study tours, subject to students opting for the study tour at additional cost, aimed at providing global exposure to the students. It has an intake of 60 and candidates for this program are selected based on their performance in CAT / XAT / MAT / ATMA / CMAT / GMAT and any other test approved by AICTE.

Program Objectives:

- ☒ To familiarize students on the fundamental concepts of management.
- ☒ To transform students into knowledge endowed business managers of national as well as global businesses
- ☒ To be an institute of excellence in the area of international business education for students who would want to pursue a career in the field of International business

Program Outcomes:

- ☒ To equip students for career opportunities in International Business.
- ☒ To equip the entrepreneurial inclined participants to setup businesses in the field of Imports and Exports
- ☒ Participants would have strong analytical and decision skills to evolve effective national and international business strategies.

**PGDM- International Business (PGDM-IB)
Course Curriculum
First Year**

| Trimester I | | |
|----------------------|--|----------------|
| Subject Code | Subject Name | Credits |
| 101 | Management and Organizational Behavior | 3 |
| 102 | Statistics for Management | 3 |
| 103 | Economics for Managers | 3 |
| 104 | Financial Accounting | 3 |
| 105 | Personality Development and Business Communication | 3 |
| 106 | Marketing Management | 3 |
| 107 | International Business - I | 3 |
| Total Credits | | 21 |

| Trimester II | | |
|----------------------|-----------------------------|----------------|
| Subject Code | Subject Name | Credits |
| 201 | Human Resource Management | 3 |
| 202 | Operations Research | 3 |
| 203 | Financial Management | 3 |
| 204 | Macro Economics | 3 |
| 205 | French Language | 3 |
| 206 | International Business - II | 3 |
| 207 | Export Marketing | 2 |
| 208 | Design Thinking | NC |
| Total Credits | | 20 |

| Trimester III | | |
|----------------------|--|----------------|
| Subject Code | Subject Name | Credits |
| 301 | Production and Operations Management | 3 |
| 302 | Cost and Management Accounting | 2 |
| 303 | Business Analytics for Managers | 3 |
| 304 | International Marketing Research | 3 |
| 305 | Priming for Placements (Business Aptitude) | 3 |
| 306 | Start Ups and Entrepreneurship | 3 |
| 307 | Global Finance and Foreign Currencies | 3 |
| | Contemporary Issues/ Seminars | 1 |
| | Comprehensive Viva | 1 |
| Total Credits | | 22 |

Summer Internship Program (SIP) 8 Weeks

Second Year

| Trimester IV | | |
|----------------------|-----------------------------|----------------|
| Subject Code | Subject Name | Credits |
| 401 | Strategic Management | 3 |
| 402 | International Business Laws | 3 |
| 403 | Elective 1 – Subject 1 | 3 |
| 404 | Elective 1 – Subject 2 | 3 |
| 405 | Elective 2 – Subject 1 | 3 |
| 406 | Elective 2 – Subject 2 | 3 |
| | Project Work & Viva Voce | 3 |
| Total Credits | | 21 |

| Trimester V | | |
|----------------------|---|----------------|
| Subject Code | Subject Name | Credits |
| 501 | Corporate Governance, CSR and Business Ethics | 3 |
| 502 | International Brand Management | 3 |
| 503 | Elective 1 – Subject 3 | 3 |
| 504 | Elective 1 – Subject 4 | 3 |
| 505 | Elective 2 – Subject 3 | 3 |
| 506 | Elective 2 – Subject 4 | 3 |
| Total Credits | | 18 |

| Trimester VI | | |
|----------------------|-------------------------------------|----------------|
| Subject Code | Subject Name | Credits |
| 601 | MNC Strategies in Emerging Markets | 3 |
| 602 | WTO and Regional Trading Agreements | 3 |
| 603 | International Project Management | 3 |
| | Long Term Research Project | 3 |
| Total Credits | | 12 |

| Term | Credits |
|-----------------------------|----------------|
| 1 | 21 |
| 2 | 20 |
| 3 | 22 |
| 4 | 21 |
| 5 | 18 |
| 6 | 12 |
| Total No. of Credits | 114 |

PGDM- Human Resource Management (PGDM – HRM)

To meet the growing requirements of HR professionals, the Institute started a two-year AICTE approved full time PGDM-HRM in 2012. This program is envisaged as the highest quality program in the area of human resource management as it is pro-actively designed to provide eligible, suitable, and competent HR professionals with sufficient knowledge of business to all industrial sectors. It has an intake of 60 and candidates for this program are selected based on their performance in CAT / XAT / MAT / ATMA / CMAT / GMAT and any other test approved by AICTE.

Programme Objectives:

- ☒ To understand the drivers of the business of organizations.
- ☒ To establish a connect between business and HR deliverables
- ☒ To facilitate accelerated learning in the formulation and implementation of best practices in human resources management for sustained competitive advantage in organizations
- ☒ To offer experiential learning in understanding the challenges of HR professionals in developing their organizations
- ☒ To provide insights on developing strategies, initiatives and programs for business performance with focus on organization design, change and development.

Programme Outcomes:

- ✓ After completion of the programme the students would be well equipped with necessary knowledge and skills to take up HR responsibilities in corporate sector.

**PGDM- Human Resource Management (PGDM – HRM)
Course Curriculum
First Year**

| Trimester I | | |
|----------------------|--|----------------|
| Subject Code | Subject Name | Credits |
| 101 | Management and Organizational Behaviour | 3 |
| 102 | Statistics for Management | 3 |
| 103 | Economics for Managers | 3 |
| 104 | Financial Accounting | 3 |
| 105 | Personality Development and Business Communication | 3 |
| 106 | Marketing Management | 3 |
| 107 | Human Resource Management | 3 |
| Total Credits | | 21 |

| Trimester II | | |
|----------------------|---|----------------|
| Subject Code | Subject Name | Credits |
| 201 | Organization Development | 3 |
| 202 | Operations Research | 3 |
| 203 | Financial Management | 3 |
| 204 | Macro Economics | 3 |
| 205 | IT Applications for Management | 3 |
| 206 | Performance and Compensation Management | 3 |
| 207 | Learning and Development | 3 |
| 208 | Design Thinking | NC |
| Total Credits | | 21 |

| Trimester III | | |
|----------------------|--|----------------|
| Subject Code | Subject Name | Credits |
| 301 | Production and Operations management | 3 |
| 302 | Cost and Management Accounting | 2 |
| 303 | Business Analytics for Managers | 3 |
| 304 | Applied Research in HRM | 3 |
| 305 | Priming for Placements (Business Aptitude) | 3 |
| 306 | Start Ups and Entrepreneurship | 3 |
| 307 | Talent Management | 3 |
| | Contemporary issues/ Seminars | 1 |
| | Comprehensive Viva | 1 |
| Total Credits | | 22 |

Summer Internship Program (SIP) 8 Weeks

Second Year

| Trimester IV | | |
|----------------------|--------------------------|----------------|
| Subject Code | Subject Name | Credits |
| 401 | Strategic HRM | 3 |
| 402 | Business Laws | 3 |
| 403 | Workforce Metrics | 3 |
| 404 | Elective - 1 Subject 1 | 3 |
| 405 | Elective - 1 Subject 2 | 3 |
| 406 | Industrial Relations | 3 |
| 407 | Competency Management | 3 |
| | Project Work & Viva Voce | 3 |
| Total Credits | | 24 |

| Trimester V | | |
|----------------------|---|----------------|
| Subject Code | Subject Name | Credits |
| 501 | Corporate Governance, CSR and Business Ethics | 3 |
| 502 | Knowledge Management | 3 |
| 503 | Functional Analytics – HR Analytics | 3 |
| 504 | Elective – 1 Subject 3 | 3 |
| 505 | Elective – 1 Subject 4 | 3 |
| 506 | Labour Legislation | 3 |
| 507 | HRM in Global Perspective | 3 |
| Total Credits | | 21 |

| Trimester VI | | |
|----------------------|--|----------------|
| Subject Code | Subject Name | Credits |
| 601 | Emotional Intelligence & Positive Psychology | 3 |
| 602 | Digitilization of HR | 3 |
| 603 | Project Management | 2 |
| | Long-Term Research Project /Viva | 3 |
| | Lecture Series on SAP – HR | NC |
| Total Credits | | 11 |

| Term | Credits |
|-----------------------------|----------------|
| 1 | 21 |
| 2 | 21 |
| 3 | 22 |
| 4 | 24 |
| 5 | 21 |
| 6 | 11 |
| Total No. of Credits | 120 |

Electives

The students have to select any one or two Elective Streams from the list mentioned below as per the norms of the course

| | |
|-----------------------|--|
| Finance | <ol style="list-style-type: none">1. Risk Management2. Financial Analysis & Credit Management3. Derivatives and Structured Finance4. Financial Modelling5. Financial Planning and Wealth Management6. Security Analysis and Portfolio Mgmt7. Tax Planning and Management8. Corporate Restructuring, Mergers and Acquisitions9. Entrepreneurial Finance10. Strategic Financial Management11. Strategic Cost Management12. Financial Analytics13. Foreign Exchange Arithmetic14. Private Equity |
| Marketing | <ol style="list-style-type: none">1. Product and Brand Management2. Integrated Marketing Communications3. Consumer Behaviour4. Services Marketing5. Customer Relationship Management6. B2B Marketing7. Strategic Marketing8. Digital Marketing9. Rural Marketing10. Agri-Business Marketing11. Sales and Distribution Management12. Retail Management13. Global Marketing Management14. Social Marketing15. Media Management16. Marketing Analytics |
| Human Resource | <ol style="list-style-type: none">1. Learning and Development2. Contemporary HRM3. Industrial Relations I4. Industrial Relations II5. Talent Management6. Organization Development7. Cross Cultural Management8. Leadership and Change Management9. Balanced Scorecard10. Strategic HRM11. HR Auditing12. HR Analytics |

| | |
|-------------------|--|
| Operations | 1. Supply Chain Management |
| | 2. Management of Service Operations 3. Total Quality Management 4. Lean Management 5. Optimization Models for Industry 6. Operations Strategy 7. Strategic Sourcing 8. Warehouse Management 9. Technology and Innovations Management 10. Advanced Inventory Modelling 11. Operations Analytics |
| Systems | 1. Cloud Computing for Business 2. Enterprise Resource Planning 3. Relational Database Management system 4. e-Commerce 5. Data Mining and Business Intelligence 6. Data Modelling with R and Python 7. Data Visualising using Advanced Excel 8. Data Visualising using Tableau 9. Digital Governance 10. Cyber Security and Cyber Laws 11. IT Infrastructure |
| Economics | 1. Industrial Economics 2. Public Finance 3. Urban Economics 4. Digital Economy 5. Natural Resource Management 6. Energy Economics 7. Environmental Economics 8. Econometrics 9. Contemporary Government Policies & Business 10. Monetary Economics 11. Economics of Infrastructure 12. Agricultural Economics 13. Mathematical Economics 14. International Economics |

| | |
|---------------------------|--|
| Entrepreneurship | <ol style="list-style-type: none"> 1. Creating a New Venture from Idea to launch 2. Entrepreneurial Finance 3. Creativity, Innovation and Entrepreneurship 4. Digital Marketing for Startups and SMEs 5. Social Entrepreneurship and Social Innovation 6. Family Business Management 7. Corporate Entrepreneurship 8. Business Model for Sustainable Growth 9. Aligning Startups with their Market 10. Detailed Project Report (DPR) |
| Business Analytics | <ol style="list-style-type: none"> 1. R Studio for Data Science and Machine Learning (ver.1.2.1335) |

2. Python for Data Science and Machine Learning (ver.3.7.3)
3. Data Visualising using Tableau
4. Web and Social Media Analytics
5. Deep Learning and Artificial Intelligence using R Studio (ver.1.2.1335)
6. Deep Learning and Artificial Intelligence using Advanced Python (ver.3.7.3)
7. Big Data Analytics
8. SQL for Data Science

** The list of subjects is indicative. The Institute reserves the right to make modifications at any point during the programme as per the market needs.

Trimester I

| Subject Code | Subject Name |
|---------------------|--|
| 101 | Management and Organizational Behaviour |
| 102 | Statistics for Management |
| 103 | Economics for Managers |
| 104 | Financial Accounting |
| 105 | Personality Development and Business Communication |
| 106PGDM/MM | Marketing Management - I |
| 106BIF /IB/HRM | Marketing Management |
| 107PGDM | Foreign Language - French |
| 107 MM | IT Applications for Management |
| 107 BIF | Management of Bank Operations |
| 107IB | International Business - I |
| 107 HRM | Human Resource Management |

MANAGEMENT & ORGANIZATIONAL BEHAVIOR

Code: 101

Credits: 3

Course objectives

The course helps the students in understanding the management practices and processes found in an organization and also peep into behavioral component of individuals and groups. Upon the completion of the course, the student should be able to understand the meaning and functions of management, the role and importance of a manager, the functions of the manager, the abilities and competencies required for a manager and also make introspection for personal enhancement. Besides, the students should enhance their behavioral competencies for better inter-personal relationships by improvising communication skills.

Course outcomes

Upon completion of this course, the student will have reliably demonstrated the ability to:

- ✓ Understand the management theories and relate it to industry situations.
- ✓ Analyze individual and group behavior, and understand the implications of organizational behavior on the process of management.
- ✓ Identify different motivational theories and evaluate motivational strategies used in a variety of organizational settings.
- ✓ Evaluate the appropriateness of various leadership styles and conflict management strategies used in organizations.
- ✓ Describe and assess the basic design elements of organizational structure and evaluate their impact on employees.
- ✓ Explain how organizational change and culture affect working relationships within organizations.

Unit I Introduction to Business & Management - Meaning & Role of Management - The Role and Functions of Manager, Managerial Skills - Traditional and Modern Approaches to Management

Unit II Planning – Concept, Process, Types, MBO - Decision Making - Concept, Process, Types, Models, Design and Structure – Factors deciding structure - Authority & Power, Coordination - Control - Introduction to OB, Motivation, Motivation- Emerging Trends & Practices.

Unit III Leadership, Emerging Trends & Practices, Meaning & Determinants of Personality, Attitudes - Job Satisfaction - Perception Meaning and Formation of Groups - Group Dynamics - Organizational Culture

Suggested Readings

1. Aswathappa K., (2014) Organizational Behavior, Himalaya Publishing House, Mumbai.
2. Fred Luthans, (2015) Organizational Behavior, McGraw Hill Education, New York.
3. Robbins, Judge and Sanghi, (2018) Organizational Behavior, Pearson Education Inc.
4. Stoner, James, (2012) Management, Pearson Education Inc. New Delhi.

Case Studies

- ✓ Leadership at GE
- ✓ Leading teams – Lumen and Clutchfield.
- ✓ Creativity at Pixar
- ✓ More Than a Paycheck
- ✓ Organizational Culture – Coca Cola

Journals/Magazines

- ✓ Business Today/Business World/Economic Times/Business Line
- ✓ California Management Review
- ✓ Harvard Business Review
- ✓ MIT Sloan Management Review
- ✓ People Matters
- ✓ The Academy of Management Review

STATISTICS FOR MANAGEMENT

Code: 102

Credits: 3

Course Objective(s): The objective of the course is to

- Inculcate Statistical thinking among the students
- Impart analytical thinking among learners which intern help in better decision making

Course Outcome(s): After the completion of the course the students are equipped

- To calibrate, cope with, and control uncertainty in business environment.
- To use right statistical analysis at an appropriate time, place and communicate its implications to the external world

Unit I Introduction: Measures of Central Tendency; Measures of Dispersion

Probability Theory: Terminology; Types of probability; Addition and Multiplication Theorem of Probability; Statistically Dependent and Independent events; Baye's Theorem and its Applications. **Probability Distributions:** Introduction; Random variable – Discrete and Continuous Variable; Types of Probability Distributions - Binomial, Poisson, Exponential and Normal Distributions; Applications.

Unit II Sampling – Introduction; Terminology; Survey Methods – Census Survey, Sample Survey; Sampling Methods – Probabilistic and Non-Probabilistic Methods; Sampling Error; Central Limit Theorem; Sampling Distribution; Sample Size Determination. **Estimation:** Introduction; Types of Estimates - Point and Interval Estimates; Confidence Interval; Interval Estimates of the Mean - Large and Small Sample(s); Interval Estimates of the Proportion - Large and Small Sample(s). **Tests of Hypothesis:** Terminology; Procedure; Parametric Tests: One Sample Tests – z-test and t-test; Two Sample (Independent) Tests - z-test and t-test; Two Sample (Dependent) Tests - t-test; Analysis of Variance (ANOVA) – One-way ANOVA; Non-Parametric Tests: Chi Square test – Goodness of Fit; Test of Independence; Test of proportions.

Unit III Correlation Analysis – Introduction; Terminology; Types of Correlation; Methods of Correlation Analysis - Scatter Diagram, Karl Pearson's Coefficient of Correlation, and Spearman's Rank Correlation Coefficient; Coefficient of Determination; Applications. **Regression Analysis:** Introduction; Types of Regression – Linear and Multiple Regression Models; Introduction to Linear and Multiple Regression Models; Regression Coefficients; Standard Error of Estimate; Applications. **Time Series:** Introduction; Components of Time Series; Variations in Time Series; Trend Analysis; Seasonal Variation; Time Series as a Tool of Forecasting.

Note: - Usage of SPSS, Excel software for statistical analysis will be demonstrated in a session or two

Suggested Readings

1. Amir D. Aczel, and JayavelSunderpandian (2008), “Complete Business Statistics”, Seventh Edition New Delhi: McGraw-Hill Edition.
2. Barry Render, Ralph M. Stair, Jr., Michael E. Hanna, and Badri R.N. (2017). “Quantitative Analysis for Management”, Thirteenth Edition New Delhi: Pearson
3. David P. Doane and Lori E. Seward (2012), “Applied Statistics in Business and Economics”, Fourth Edition New Delhi: McGraw-Hill Education.
4. David R. Anderson, Dennis J. Sweeney, Thomas A. Williams, Jeffrey D. Camm, and James J. Cochran (2017). “Statistics for Business and Economics”, Thirteenth Edition. Delhi: CENGAGE Learning.
5. Douglas A. Lind, William G. Marchal, and Samuel A. Wathen (2017), “Statistical Techniques in Business and Economics”, Seventeenth Edition New Delhi: McGraw-Hill Education.
6. Glyn Davis and Branko Pecar, “Business Statistics using Excel”. (2014). Second Edition. Faridabad: Oxford University Press.
7. Gupta S. C (2011), “Fundamentals of Statistics”, New Delhi: Himalaya Publishing House.
8. Hooda R. P. (2013), “Statistics for Business and Economics”, Fifth Edition. Noida: Vikas Publishing House Private Limited.
9. Richard I. Levin, David S. Rubin, Sanjay Rastogi, Masood H. Siddiqui, (2018), “Statistics for Management”. Eighth Edition. New Delhi: Pearson Education.
10. Srivastava T.N., and ShailajaRego (2016), “Statistics for Management”, Third Edition New Delhi: McGraw-Hill Education.
11. VimalaVeeraraghavan and SuhasShetgovekar, “Textbook of Parametric and Nonparametric Statistics” (2019). First Edition. New Delhi: Sage Publications India Private Limited.
12. Vohra N. D. (2013), “Business Statistics”. Delhi: Tata McGraw Hill Education Private Limited.

Case Studies

- ✓ Specialty Toys - Case study on Continuous Probability Distributions
- ✓ Acceptable Pins - Case study on Continuous Probability Distributions
- ✓ Gulf Real Estate Properties – Case study on Interval Estimate
- ✓ Air force Training Program - Case study on Hypothesis Testing
- ✓ US Department of Transportation- Case study on Linear Regression
- ✓ The Nine Nations of North America -Case study on Chi- Square Test

Journals/Magazines

- ✓ Annals of Statistics.
- ✓ Communications in Statistics
- ✓ Journal of the Royal Statistical Society.
- ✓ Quantitative Techniques in Marketing Analysis.

ECONOMICS FOR MANAGERS

Code: 103

Credits: 3

Course Objective(s): The purpose of this course is to provide students with a basic understanding of the economic theory and analytical tools that can be used in decision-making. Students who successfully complete the course will have a good understanding of economic concepts and tools that have direct managerial applications.

Course Outcome(s):

- ✓ The students are trained in such a way that that most of the economic concepts taught are used on the floor for effective decision making and strategic planning in the organization they are employed.
- ✓ The course will equip learners with skills that are useful immediately for business development.
- ✓ The design of the course is such that when students cross-over with domains i.e Finance, Strategy and Marketing, the knowledge of economics will pay dividends

Unit I Introduction to basic concepts and their uses in business decision making – Opportunity Cost -Theory of individual behavior; Theory of Demand, Demand Function, Elasticity of Demand – Types of Elasticities- Price, Income, Cross & Promotional – Measurement of elasticity. Demand Forecasting and its use in business planning- Cases and Exercises

Unit II Theory of Production – Total, Marginal and Average product, Law of Variable Proportions - Returns to scale, Isoproducts; Theory of cost and Revenue- cost concepts; Isoquants - Least cost combination, economies of scale and scope- Cases and Exercises.

Unit III Markets- Understanding Firms Incentives, Market Interactions - Perfect and Imperfect Market Structure - price output determination, Perfect Competition, Monopoly; Price Discrimination, Monopolistic Competition; Oligopoly- Price leadership, Market sharing collusions –Cartels – Deriving Market Concentration Ratios - Cases and Exercises

Suggested Readings

1. Keat Paul G., Young, Philip K.Y., and Banerjee, Sreejata (2017), Managerial Economics: Economic Tools for today's Decision Makers, Sixth Edition, Pearson India.
2. Michael R. Baye, (2016), Managerial Economics and Business Strategy, Mc Graw HD Ed
3. Robert Pindyck and Daniel Rubinfeld, Microeconomics (2017), Eight edition, Pearson Education Asia.
4. S Charles Maurice, Christopher R Thomas (2019), Managerial Economics, 13th Ed, Mc Graw HD Ed
5. William D. Nordhaus, Paul A. Samuelson (2017), Micro Economics, 19th Ed, Indian Edition, Mc GrawHiger Ed

Case Studies

- ✓ Chekkers Pizza, Demand Forecasting Case
- ✓ Mittal steel in 2006 – changing the global steel game – Pankaj Ghemawat, Ravi Madhavan, HBR Case (With All The Latest Additions)
- ✓ The Case of the OPEC Cartel.

Journals/Magazines

- ✓ Economist
- ✓ Paul Flatters, Michael Willmott, (2009), Understanding the Post-recession Consumer, Article HBR
- ✓ Prices Of Many Goods Do Not Move The Way Economics Think They Should, Economist, Article, Aug, 2019
- ✓ Why Successful Companies Usually Fail, Yves Doz, &Keeley Wilson, INSEAD September 4, 2018
- ✓ Will Economics Finally Get Its Paradigm Shift? Justin Fox, APRIL 28, 2014, HBR Article.

FINANCIAL ACCOUNTING

Code: 104

Credits: 3

Course Objective(s):

- This course provides an introduction to the framework for financial statement Preparation and financial statements analysis.
- In order to understand the financial statements, students will learn the key accounting concepts and policies.
- The course will further help to acquaint them in brief with accounting mechanics, process and system, but emphasis will be on concepts and their managerial implications.

Course Outcome(s): Upon completing this course the students will be able to:

- Understand the framework of financial accounting.
- Prepare and present the financial statements of limited companies.
- Understand and interpret the informational content of corporate financial statements and financial statement analysis.
- Consider accounting from an international context (US GAAP / IndianGAAP / IFRS).

Unit I Introduction to Accounting – Branches of Accounting - Functions and Limitations - Concepts and Conventions, Accounting Cycle, Generally Accepted Accounting Principles (GAAP), Role of Accounting Standards (AS), International Financial Reporting Standards (IFRS) and Indian Accounting Standards (Ind-AS). National Financial Reporting Authority (NFRA).

Unit II Introduction to Financial Statements: Preparation and Presentation of Financial Statements: Profit and Loss Statement, Balance sheet and Changes in Shareholders Equity Statement; Reading and Understanding Annual Report.

Unit III Analysis of Financial Statements: Ratio Analysis, Managerial Uses of Financial Analysis, Funds Flow Statement and Cash Flow Statement.

Suggested Readings

1. Ambrish Gupta (2012), “Financial Accounting for Management an Analytical Perspective”, Fourth Edition, by Pearson Publishers.
2. Charles T. Horngren, Gart L.Sundem, John A.Elloitt (2017), “Introduction to Financial Accounting”, 11th Edition, Pearson Publishers.
3. Dolphy D’Souza, Vishal Bansal (2017), “Indian Accounting Standards, Interpretations, Issues & Practical Application”, Snow White Publications.
4. Godwin, Alderman, Sanyal, (2016), “Financial Accounting, Cengage Learning.

5. Maheshwari S N, Maheshwari S K and Maheshwari S K (2017), A Text book of Accounting for Management, Vikash Publishing House Pvt Ltd, New Delhi
6. Paresh Shah (2013), Financial Accounting for Management”, Oxford University Press Second Edition.
7. Robert Anthony, Hawkins, and Merchant (2017), “Accounting Text & Cases”, 13th Edition by TATA McGraw Hill Publishers.

Case Studies

- Kelly Consultants Exercise – Kelly Business School Exercise
- Ribbon & Bows – Harvard Case
- Loan Pine Café - Harvard Case
- Khan & Sons Case – IIMA case

Journals/Magazines

- Accounting Review
- Harvard Business Review
- Journal of Accounting Education
- Journal of Accounting Research
- Journal of Finance
- Sloan Management Review
- The Chartered Accountant Journal of ICAI.
- The Management Accountant Journal of ICMAI.

PERSONALITY DEVELOPMENT AND BUSINESS COMMUNICATION

Code: 105

Credits: 3

Course Objective(s): The main objective of the PDBC curriculum is to involve content for all the above mentioned four skills in teaching English and to get students proficient in both receptive and productive skills.

Course Outcome(s):

- Better Comprehension and Presentation Skills
- Exposure to Versant, AMCAT and better strike rate during placement
- Better Interview Performance

Unit I Remedial English: Delightful Descriptions:
Describing Past, Present and Future Events. **Developing Conversational Skills** – Exchange of pleasantries, Exchange facts and opinions, Using relevant vocabulary. **Contextual Conversations:** Ask for Information, Give Information, Convey bad news, show appreciation

Unit II Business English: Professional Communication:
Concise Cogent Communication, Active Listening, Interact, Interpret and Respond. **Expositions and Discussions:** Organization, Key Points, Differing Opinions, Logical conclusions. **Effective Writing Skills:** Structure, Rough Draft, Improvisations and Final Draft. **High Impact Presentations:** Structure, Content, Review, Delivery

Unit III Industry Orientation and Interview Preparation
Interview Preparation– Fundamental Principles of Interviewing, Resume Preparation, Types of Interviews, General Preparations for an Interview. **Corporate Survival skills:** Personal accountability, Goal Setting, Business Etiquette, Team Work

Suggested Readings

1. B.N.Gosh (2012), Managing Soft Skills for Personality Development, Tata McGraw-Hill.
2. Barun K Mitra (2011), “Personality Development & Soft Skills”, Oxford.
3. Hory Shankar Mukerjee (2013), Business Communication.
4. How to Talk to Anyone- Leil Lowndes
5. Lesikar, Raymond V., & Flatley, Marie E., (2005) “Basic Business Communication – Skills for Empowering the Internet Generation”, Tenth Edition, Tata McGraw Hill, New Delhi
6. Locker, Kitty O., Kaczmarek, Stephen Kyo, (2007), “Business Communication – Building Critical Skills”, Tata McGraw Hill, New Delhi
7. Murphy, Herta A., Hildebrandt, Herbert W., & Thomas, Jane P., (2008) “Effective Business Communication”, Seventh Edition, Tata McGraw Hill, New Delhi

8. Raman M., & Singh, P., (2006) “Business Communication”, Oxford University Press, New Delhi.
9. Talk Like Ted- 9 Public Speaking Secrets by Carmine Galo
10. Word Power Made Easy- Normal Lewis

Case Studies

- ✓ Case Studies from Harvard Business Review

Journals/Magazines

- ✓ Journal of Business Communication, Sage publications
- ✓ Management Education, Mumbai

Websites

- ✓ www.mindtools.com
- ✓ www.bcr.com

MARKETING MANAGEMENT - I

Code: 106PGDM/MM

Credits

: 3

Course Objective(s):

- To acquaint the students with the concepts of Marketing in theory and practice.
- To familiarize the students with the latest trends and happenings in Marketing.

Course Outcome(s):

- The student shall attain a solid grasp of what marketing is, and the ways it is changing;
- The student would have learnt about the market and analyzing the market-conditions and latest trends in Marketing across industries.

Unit I Comprehending Marketing Management: Marketing Management - Introduction, Evolution of Marketing, Customer Value & Satisfaction, Introduction to basic concepts: Marketing Mix – Elements of Marketing Mix; The buyer decision process - The marketing environment – Analyzing Customers and Competition

Unit II Segmentation, Targeting, & Positioning: Market Segmentation: Levels and patterns of market segmentation, Bases for segmenting consumer and business markets. Targeting: Importance of market targeting, Targeting approaches. Positioning: Significance, Positioning variables and approaches. Differentiation: Importance, dimensions of differentiation and strategies.

Unit III Product Management
Product Concepts : Levels of Products, Classifications of Products, Product Mix – Product Width, Product Length, Product Depth & Product Consistency; Product Line decisions; Product Life Cycle Strategies, New Product Development; Basic Branding Concepts - Branding Decisions, Brand Image and Personality, Brand Equity and Brand Building. Labeling & Packaging.

Suggested Readings

1. Etzel, M.J., Walker, B.J., Stanton, W.J., & Pandit, A. (2017), “Marketing – Concepts and Cases”, Tata McGraw Hill, New Delhi.
2. Kotler, P., Keller, K.L., Koshy, A., and Jha, M. (2017), “Marketing Management – A South Asian Perspective”, Pearson, New Delhi.
3. Lamb, C.W., Hair, J.F., Mc Daniel c. (2017), "Marketing", Thomson Asia Pte Ltd, Bangalore.
4. Lamb, C.W., Hair, J.F., Sharma, D., Mc Daniel, C. (2017), “MKTG: A South Asian

Perspective”, Cengage Learning, New Delhi.

5. Panda, T.K. (2016), “Marketing Management – Text and Cases’ Excel Books, New Delhi.
6. Ramaswamy, V.S. & Namakumari, S. (2017), “Marketing Management: Planning, Implementation and Control” Macmillan India Ltd., New Delhi.
7. Saxena, Rajan (2016), "Marketing Management", Tata Mc Graw Hill Publishing Company Ltd., New Delhi.

Case Studies

- Coca-Cola
- HUL

Journals/Magazines

- *afaqs* Reporter
- Harvard Business Review
- Journal of Marketing Research
- Pitch
- Vikalpa

MARKETING MANAGEMENT

Code: 106BIF/IB/HRM
3

Credits:

Course Objective(s):

- To impart an understanding of the Conceptual framework, covering basic elements of the marketing. To familiarize the students with the latest trends and happenings in Marketing.

Course Outcome(s):

- The student would have developed an ability to understand and state the role and functions of marketing within a range of organizations; Describe key marketing concepts, theories and techniques for analyzing a variety of marketing situations.
- The student would have learnt about the market and analyzing the market conditions and latest trends in marketing across industries.

Unit I Comprehending Marketing Management: Marketing Management - Introduction, Evolution of Marketing, Customer Value & Satisfaction, Introduction to basic concepts: Marketing Mix; The buyer decision process - The marketing environment – Analyzing Customers and Competition. Introduction to Marketing Research.

Unit II Segmentation, Targeting, & Positioning: Market Segmentation: Levels and patterns of market segmentation, Bases for segmenting consumer and business markets. Targeting: Importance of market targeting, Targeting approaches. Positioning: Significance, Positioning variables and approaches. Differentiation: Importance, dimensions of differentiation and strategies. Recent trends in marketing.

Unit III Marketing Mix Elements: Product Concepts: Levels of Product, Classification of Products, Product Life Cycle, Product Mix, New Product Development, Branding, Labeling and Packaging. Price: Importance of Pricing – Setting the Price, Initiating Price Change Pricing Techniques and Strategies. Place: The role and functions of marketing intermediaries, Channels for industrial and consumer products, Channel Decisions in designing and managing channels. Promotion: Managing integrated marketing communications, Promotion Mix.

Suggested Readings

1. Etzel, M. J., Walker, B.J., Stanton, W.J., & Pandit, A. (2017), “Marketing – Concepts and Cases”, Tata McGraw Hill, New Delhi.
2. Kotler, P., Keller, K.L., Koshy, A., and Jha, M. (2016), “Marketing Management – A South Asian Perspective”, Dorling Kindersley (India) Pvt. Ltd., New Delhi.
3. Kotler, Philip (2016), "Marketing Management - Analysis, Planning, Implementation and Control", Prentice Hall, Delhi.
4. Lamb, C.W., Hair, J. F., Mc Daniel C., "Marketing", Thomson Asia Pte Ltd, Bangalore, 2016.
5. Lamb, C.W., Hair, J.F., Sharma, D., Mc Daniel, C. (2017), “MKTG: A South Asian Perspective”, Cengage Learning, New Delhi.
6. Panda, T.K. (2015), “ Marketing Management – Text and Cases’ Excel Books, New Delhi,
7. Ramaswamy V.S., Namakumari, S. (2018), Marketing Management Indian Context, Global Prospective, Sage Publications, New Delhi.
8. Saxena, Rajan (2016), "Marketing Management", Tata Mc Graw Hill Publishing Company Ltd., New Delhi.

Case Studies

- ✓ Coca-Cola
- ✓ HUL
- ✓ P&G
- ✓ ITC

Journals/Magazines

- ✓ *afaqs* Reporter
- ✓ Harvard Business Review
- ✓ Journal of Marketing Research
- ✓ Pitch
- ✓ Vikalpa

FOREIGN LANGUAGE - FRENCH

Code: 107PGDM

Credits: 3

Course Objective(s): The course is designed for students to assimilate basic knowledge of French as a Language. Introduction to oral and written French through in-class use corresponding to everyday language needs. The students will learn to understand and use simple language that can be transferred to the everyday situations.

Course Outcome(s): Upon completion of the course, students will:

- ✓ Converse about everyday topics such as greetings and personal description within the limits of vocabulary and structures appropriate to beginning French.
- ✓ Read and demonstrate comprehension of a short paragraph in French about other people, places or everyday topics.
- ✓ Learn basic grammar and vocabulary with sentences in past, present and future.
- ✓ Write a 5-10 sentence paragraph in French about themselves and introduce others.

Unit I Articles – Definite and Indefinite, Singular and Plural – Qualifying Adjectives
Colours – Identification of Objects. The Verb “to be” – Adjectives (Contd)
negative and interrogative sentences – the material (made of) of objects – the
Verb “to have”

Unit II The human body – Possessive Adjectives – Verbs – Telling the time – Days of the
week, months, years – the seasons – Demonstrative Adjectives – Weights and
Measures – Age

Unit III Lessons connected with the 3 Verb Groups –Introduction to the Past Tense and
the Future tense – members of a family - Basic vocabulary of a Company – the
imperative mode – the partitive articles

Suggested Readings

1. le”Mauger Bleu” (2005) “Cours de Langue et de Civilisation Francaises – Book I”, Goyal Publishers

IT APPLICATIONS FOR MANAGEMENT

Code: 107MM

Credits: 3

Course Objective(s): The objective of IT Applications is to impart basic computer Excel, Advanced Excel and Database Management System to introduce you to a suite of productivity tools that will aid in your day to day activities.

Course Outcome(s): On successful completion of the course:

- ✓ The student will possess awareness of the Basic and Essential Concepts on MS-Excel
- ✓ The students will be updated with Database Management using MS-Access and IT Market Concepts

Unit I Excel and advanced excel (Spreadsheet management) - Introduction to Worksheets; Editing and Formatting Worksheets; Charts; Import and Export of Data; Data Models; Sorting; Filtering; Data Validations, Manage Passwords.

Unit II Advanced Excel – Pivot Tables & Tools; Data Tables Cross References; Subtotals; Macros; Formulas and Functions; Power Pivot, Pivot Charts, Formating Charts, Instant Data Analysis, Slicers, External Data Connections, Workbook Analysis, Visulizations.

Unit III Database Management & IT in Marketing – Introduction to RDBMS Concepts; Creating a Database; Basic Queries; Forms; Reports and Relationships; Managerial Decision-Making; IT in Business Intelligence System; IT in Customer Relationship Management.

Suggested Readings

1. Beginning Microsoft Excel 2010 by Abbott Katz
2. Microsoft Excel 2016 Step by Step –Curtis Frye
3. Microsoft Office Professional 2013: Step by Step by Melton B
4. Rajaraman. V. (2013). Introduction to Information Technology. 2nd Ed. PHI Learning.
5. Schwartz (2011). Microsoft Office 2010 for Windows. 1st Ed. Pearson Education India.
6. Turban, Rainer and Potter (2003). Introduction to information technology. John Wiley and sons.

Case Studies

- ✓ Goal Seek in Microsoft Excel - Ivey Publishing
- ✓ Cisco Systems, Inc.: Implementing ERP - HBS

Journals/Magazines

- ✓ Frontiers of Information Technology & Electronic Engineering
- ✓ International Journal of Information Technology & Decision Making
- ✓ Journal of Cases on Information Technology

- ✓ Journal of Information Technology & Politics
- ✓ Journal of the Association for Information Science and Technology

MANAGEMENT OF BANK OPERATIONS

Code: 107BIF

Credits: 3

Course Objective(s): This course aims at:

- Enabling the students to understand the concepts and the management of banks operations in a competitive environment
- Familiarising the students with the regulating framework for banks in India and
- Acquainting the students with the new banking practices and processes

Course Outcome(s): At the end of the course the students will:

- Develop the knowledge about banking industry, its regulations and the recent trends in banking and
- Have an in-depth analysis of the management of banking operations in the liberalised Indian economy

Unit I Introduction: Concept and Definition of Banking Relationship between Banker and Customer — Evolution of Banking in India — Functions of Commercial Banks — Types of Banks — Role of Banks in Economic Development — Banking Sector Reforms

Regulatory Framework: The Reserve Bank of India Act 1934 — Banking Regulation Act 1949 - Functions and Powers of RBI — Maintenance of Liquid Assets / Reserve Funds / Cash Reserves / Statutory Reserves — CRR, SLR concepts, guidelines and impact on bank

Unit II Credit Management: Instruments and classification of Credit — Credit Appraisal Techniques — Different types of collaterals - Recall of Advances and Recovery Debt Recovery Tribunals — BCSBI and OMBUDSMAN — Investment (Portfolio) Management by Banks. Balance Sheets — SWOT Analysis: Shifts in Policy Perceptions — Non-Performing Assets and Income Recognition Norms – Basel Norms — Bank Balance Sheet Analysis Techniques Sources and Application of Funds - CAMEL Rating — Framework for Improving Balance Sheets — Spread Management— Asset / Liability Management (ALM)

Unit III Recent Trends in Banking including Digital Banking: Branch Expansion — Entry of New Banks- payments Banks and Small Banks — Banking Liquidation, Amalgamations and Mergers Rural Banking — Priority Sector Lending — Social Banking — Bank assurance Community Banking — Tele-banking — e-Banking — Overview in Risk in credit Management in Banking Sector & Financial Literacy. RBI Protection Guidelines — Banking Security Post Terminals — Cyber Security.

Suggested Readings

1. Bankers' Handbook on Credit Management by Indian Institute of Banking and Finance, (2018), Second Edition, Taxman Publications Pvt. Ltd.

2. Muraleedharan, (2014), “Modern Banking: Theory and Practice’, Second Edition, PHI Learning Ltd.
3. Padmalatha Suresh and Justin Paul, (2017) ‘Management of Banking and Financial Services’, Fourth Edition, Pearson Education.
4. Peter Rose and Sylvia Hudgins (2017), ‘Bank Management and Financial Services’ McGraw Hall, Indian Edition.

Case Studies

- Al Hilal Bank: Setting an Example, (2012), Ken Mark, Ivey Publishing
- Banking the Unbanked: The Journey of Indian Bank (2016), Barua, Samir. K; Agarwalla, Sobhesh Kumar, Indian Institute of Management Ahmedabad.
- Fraud at Bank of Baroda: Manage Risk or Manage Crisis (2016), Sanjay Dhamija, Ivey Publishing
- Meridian Credit Union: Taking on the Big Banks, (2018), Mike Valente, Ivey Publishing

Journals/Magazines

- International Journal of Central Banking published by Association of International Journal of Central Banking
- Journal of Banking and Finance, Elsevier
- Journal of Banking Regulation, Palgrave Macmillan

Reports

- Report on Trend and progress of Banking in India 2017-18, Available at: https://rbidocs.rbi.org.in/rdocs/Publications/PDFs/0RTP2018_FE9E97E7AF7024A4B94321734CD76DD4F.PDF
- RBI Master Circular-Lead Bank Scheme Available at: https://www.rbi.org.in/scripts/BS_ViewMasCirculardetails.aspx?id=11622

INTERNATIONAL BUSINESS - I

Code: 107IB

Credits: 3

Course Objective(s):

- To acquaint the students with the basic knowledge of International business, its importance etc.
- To make students familiar with concepts such as Globalization, liberalization and privatization.
- To enable students in their decision with regard to international market entry options, the various methods, its pros and cons
- To make students familiar with the basic regard to the important trade theories, and introduce concepts topics such as WTO

Course Outcome(s):

- It is expected that, students at the end of the course will be well versed with the various concepts pertaining to IB
- It is expected that students will be able to understand different market entry methods and choose the right entry method.(Logically choosing multiple entry methods for different markets)

Unit I International business - Meaning, Nature, Scope and Importance - Introduction; problems in international business; Need to go International; Liberalization, Privatization and Globalization; Stages of Globalization; Globalization of business; Forces influencing globalization; pros and cons of globalization

Unit II International Business strategies: Overview of International Market Entry Strategies, FDI-Joint Ventures, Exports- Strategic Alliances- International Business Environment-Economic-Political-Legal-Cultural-Technology (PEST Analysis)

Unit III International Trade theories (Theory of Mercantilism- Absolute advantage-comparative advantage- Heckscher Ohlin & Factor endowment theory) - Barriers to trade - Tariff barrier; Non-tariff barriers (NTB); WTO, Dumping and Anti-Dumping, TRIPS Agreement and the Pharmaceutical Industry, TRIMS

Suggested Readings

1. Arvind V. Phatak, Rabi S. Bhagat & Roger J. Kashlak (2006), "International Management, The McGraw –Hill Company.
2. Aswathappa K. (2006), "International Business", The McGraw –Hill Company.

3. Charles W L Hill & Arun Kumar Jain (2005), “International Business: Competing in the Global Market Place”, The McGraw –Hill Company.
4. Czinkota, Ronkainen, Moffett (2017), “International Business”, Cengage Publications.
5. Daniels, Radebaugh and Sullivan (2008), “International Business – Environments and Operations”, Pearson Education, Eleventh Edition.
6. Francis Cherunilam (2005), “International Business: Text and Cases”, Prentice Hall India.
7. Francis Cherunilam (2007), “International Business Environment”, Himalaya Publishing House, 2007.
8. Justin Paul “International Business” Publisher: PHI Learning Pvt. Ltd- New Delhi
9. Oded Shenkar & Yadong Luo (2004), “International Business”, Wiley Publication.
10. P. Subba Rao (2005), “International Business: Text and Cases”, Himalaya Publishing House.
11. S. Tamer Cavusgil, Gary Knight, John Riesenberger (2017), International Business, 4e (English, Paperback)

Case Studies

- Battling perceptions: The challenge in Huawei’s globalization process
- General Motors – What went wrong in India
- Market entry strategies: A case of IOCs

Journals/Magazines

- Journal of International Business Studies Palgrave Macmillan, Published in cooperation with Palgrave Macmillan
- Journal of World Business, Elsevier
- Management International Review, Journal of International Business

HUMAN RESOURCE MANAGEMENT

Code: 107HRM

Credits: 3

Course Objectives: The objective of this course is to give students the knowledge, understanding and key skills that are required by today's HR professionals and to enable students to effectively contribute to dynamic organizations. Students will also gain an understanding of key terms, theories/concepts and practices within the field of human resource management. Students shall learn to identify and analyze the problems in the field of HRM and be able to provide innovative solutions. They shall be able to identify and appreciate the significance of ethical issues in HR practices and the management of people in the workplace.

Course Outcome: During the study of this course, student would come to know about the theory and application of human resource management, the broad range of influences acting on human resource management, about the human resources planning and policies through its information system, training and development of human capital of the organization. This course emphasis is on the knowledge of performance assessment methods, improvements and resultant in terms of employee service condition reviews. Compensation and workers participation in management including the discipline matters and strategic human resources management.

- Unit I** Human Resources Management (HRM): Concepts, Evolution, Importance Role and Functions of HRM. Emerging role of HRM and challenges.
Human Resource Planning (HRP): Need, Process, Types of HRP - Demand & Supply Forecasting. Job Analysis and Design, Methods of Job analysis - Job Description - Job Specification; Job rotation – Job enlargement – Job enrichment.
- Unit II** Recruitment and Selection: Source of Recruitment - Selection Process & Types of Selection Tests - latest trends in hiring. Concept, scope and Significance of HRD
Employee Training and Development: Importance, Process, TNA - Evaluation of Training. Performance Appraisal: Concept, Process and Traditional and modern Methods.
- Unit III** Compensation Management: Objectives, Methods of Job evaluation -components of salary in India - Current trends in compensation – Performance Related Pay.
Industrial Relations (IR): Meaning – Functions of IR - Various participants of IR - IR in Emerging Scenario, Collective Bargaining

Suggested Readings

1. Denisi, Griffin and Sarkar (2014) Human Resource Management, Cengage New Delhi.
2. Dessler and Varkkey. (2017) Human Resource Management, Pearson New Delhi.
3. Durai, Pravin. (2010) Human Resource Management Pearson, Delhi
4. Jyothi P and Venkatesh (2014) Human Resource Management, Oxford, New Delhi.

5. Khanka, S.S. (2011), Human Resource Management, S Chand, New Delhi
6. Mathis and Jackson, (2016) Human Resource Management, Pearson, Delhi

7. Pande, Sharon & Basak, Swapnalatha (2014) Human Resource Management, Pearson, Delhi

Case Studies

- Best HR practices of Valero
- Best practices in HRM – NTPC
- HR practices of Pixar
- IR issues at Maruti
- Labour unrest at Toyota
- Performance management of Airtel
- Restructuring at Disney

Journals/Magazines

- Harvard Business Review
- California Management Review
- The Academy of Management Review
- MIT Sloan Management Review
- Business Today/Business World/Economic Times/Business Line

Trimester II

| Subject Code | Subject Name |
|---------------------|---|
| 201PGDM/MM/BIF/IB | Human Resource Management |
| 201HRM | Organization Development |
| 202 | Operations Research |
| 203 | Financial Management |
| 204 | Macro Economics |
| 205PGDM/HRM | IT Applications for Management |
| 205MM | Consumer Behavior |
| 205BIF/IB | French Language |
| 206PGDM/MM | Marketing Management - II |
| 206BIF | Principles and Practices of Life Insurance |
| 206IB | International Business –II |
| 206HRM | Performance and Compensation Management |
| 207PGDM | Public Sector Policy and Issues in Management |
| 207MM | Digital & Social Media Marketing |
| 207BIF | Financial Markets, Institutions and Services |
| 207IB | Export Marketing |
| 207HRM | Learning and Development |
| 208 | Design Thinking |

HUMAN RESOURCE MANAGEMENT

Code: 201PGDM/MM/BIF/IB

Credits: 3

Course Objectives: The objective of this course is to give students the knowledge, understanding and key skills that are required by today's HR professionals and to enable students to effectively contribute to dynamic organizations. Students will also gain an understanding of key terms, theories/concepts and practices within the field of human resource management. Students shall learn to Identify and analyze the problems in the field of HRM and be able to provide innovative solutions. They shall be able to identify and appreciate the significance of ethical issues in HR practices and the management of people in the workplace.

Course Outcome: During the study of this course, student would come to know about the theory and application of human resource management, the broad range of influences acting on human resource management, about the human resources planning and policies through its information system, training and development of human capital of the organization. This course emphasis is on the knowledge of performance assessment methods, improvements and resultant in terms of employee service condition reviews. Compensation and workers participation in management including the discipline matters and strategic human resources management.

Unit I Human Resources Management (HRM): Concepts, Evolution, Importance Role and Functions of HRM. Emerging role of HRM and challenges.
Human Resource Planning (HRP): Need, Process, Types of HRP - Demand & Supply Forecasting. Job Analysis and Design, Methods of Job analysis - Job Description - Job Specification; Job rotation - Job enlargement – Job enrichment.

Unit II Recruitment and Selection: Source of Recruitment - Selection Process & Types of Selection Tests - latest trends in hiring. Attrition Management, Concept, scope and Significance of HRD, Work Life Balance.

Employee Training and Development: Importance, Process, TNA - Evaluation of Training. Performance Appraisal: Concept, Process and Traditional and modern Methods.

Unit III Compensation Management: Objectives, Methods of Job evaluation - components of salary in India - Current trends in compensation - Performance Related Pay.
Industrial Relations (IR): Meaning - Functions of IR - Various participants of IR - IR in Emerging Scenario, Collective Bargaining

Suggested Readings

1. Denisi, Griffin and Sarkar (2014) Human Resource Management, Cengage New Delhi.
2. Dessler and Varkkey. (2017) Human Resource Management, Pearson New Delhi.
3. Durai, Pravin (2010) Human Resource Management Pearson, Delhi
4. Jyothi P and Venkatesh (2014) Human Resource Management, Oxford, New Delhi.
5. Khanka, Dr SS [2011], Human Resource Management, S Chand, New Delhi
6. Mathis and Jackson, (2016) Human Resource Management, Pearson, Delhi

7. Pande, Sharon & Basak, Swapnalatha (2014) Human Resource Management, Pearson, Delhi

Case Studies

- Best HR practices of Valero
- Best practices in HRM – NTPC
- HR practices of Pixar
- IR issues at Maruti
- Labour unrest at Toyota
- Performance management of Airtel
- Restructuring at Disney

Journals/Magazines

- Business Today/Business World/Economic Times/Business Line
- California Management Review
- Harvard Business Review
- MIT Sloan Management Review
- The Academy of Management Review

ORGANIZATION DEVELOPMENT

Code 201HRM

Credits: 3

Course Objectives:

- ✓ To acquaint the students with the latest importance of Organization Development as a field of study
- ✓ To equip the students with the practices and skills of Organization Development and their application in the corporate world
- ✓ To make the students learn how Organization Development as a discipline and a tool enable the corporate world to initiate and carryout change oriented activities

Course Outcomes:

- ✓ The students will understand the meaning and importance of Organization Development as a field of study
- ✓ The students will get to know how Organization Development can help the organizations in addressing the challenges of overcoming change management

Unit I Introduction to OD – Meaning, Definition and Importance of OD - Planned Change Process – Resistance to Change – Change Management Theories and Models - Life Cycle Theory – Kurt Lewin Model – Harold Leavitt Model - Marvin Weisbord Model – Nadler And Tushman Model

Unit II Individual/Dyad/Triad Interventions – Life & Career Planning – Coaching & Counseling – Sensitivity Training – Behavior Modeling – Gestalt OD – Process Consultation – Role Analysis Technique

Unit III Group/Inter-Group/Organization Interventions – Visioning – Team Building – Grid OD – Interdependency Exercises – Appreciative Inquiry – Responsibility Charting – MBO – Third Party Peace Making – Survey Feedback – Cultural Analysis, Transactional Analysis.

Suggested Readings

1. Bushe and Marshak, (2017) Dialogic Organization Development: The Theory and Practice of Transformational Change (1st Ed)
2. Donald F. Harvey, Donald R. Brown, (2001), “An Experiential Approach to Organization Development”, Prentice Hall
3. French, W, L and Bell, C.H. (2010), Organization Development – Behavioral Science Interventions for Organization Improvement. Pearson Education,
4. Grievies, J. Oxford Publishing, (2010), Organizational Change – Themes and Issues.
5. Ramnarayan S. and Rao T.V, (2014), Organization Development, Sage Publications.

Case Studies

- ✓ Cisco's Organizational Culture
- ✓ Flexible Work Options
- ✓ Johnson and Johnson's Health and Wellness Program

- ∨ Louis V. Gerstner Jr.: The Man who Turned IBM Around
- ∨ Managing Cultural Change at P & G

Journals/Magazines

- ∨ Business Today/Business World/Economic Times/Business Line
- ∨ California Management Review
- ∨ Harvard Business Review
- ∨ MIT Sloan Management Review
- ∨ The Academy of Management Review

OPERATIONS RESEARCH

Code:

202

Credits: 3

Course

Objective(s):

- ✓ To implant the mathematical modeling skills in the students
- ✓ To teach the art of mathematical modeling of real world problems

Course Outcome(s): The students will have exposure to Linear programming Models, Inventory Models. They have an understanding of Decision Making Environment. They will be able to use soft ware to model the real world Problem.

Unit I Introduction to OR, Overview of OR, OR in Managerial Decision making, QA approach to Decision making, Different techniques of OR. Introduction to Linear Models, Assumptions and Formulation of LP Problems, Solutions to LPP: Graphical method & Simplex method, Types of possible solutions to LPP, Degeneracy, Sensitivity and Post optimality Analysis, The dual of LPP.

Unit II Transportation Problem, Different methods of obtaining initial solution, Steps to the optimal solution, The Transshipment model, The Assignment problem, Hungarian method of solution. Inventory Models: Introduction, Different Approaches to Inventory Management, The Classical EOQ model, Model with Price Breaks, The Production Build up Model and Model with Planned Shortages. Introduction to Stochastic Models, Safety Stock.

Unit III Decision Analysis: Introduction, Steps in Decision Making, Types of Decision Making Environments, Decision Making under risk, Decision trees, Sensitivity Analysis. Game theory: Introduction, Two Person Zero Sum Game, Solution to Games with saddle points, Pure and Mixed Strategy Solutions, Principles of Dominance, Graphical Method for (2 x n) and (m x 2) games, Linear Programming Model for m x n games.

Suggested Readings

1. Anderson Sweeney Williams Martin, “An Introduction to Management Science Quantitative Approaches to Decision Making “, Thirteenth Edition, Cengage Learning.
2. Barry Render, Ralph M. Stair, JR., Michael E. Hanna (2007), “Quantitative Analysis for Management”, New Delhi, Pearson Education.
3. Hamdy A. Taha, (2008), “Operations Research: An Introduction”, Eighth Edition, Pearson Education.
4. Panneerselvam R, (2008), “Operations Research”, New Delhi, Prentice Hall of India Pct. Ltd.

5. Srinivasan G, (2008), “Operations Research”, New Delhi, PHI Learning Pvt. Ltd.
6. Vohra N. D., “Quantitative Techniques in Management”, New Delhi, Tata McGraw Hill.

Case Studies

- Auto Assembly
- Darby – Distribution System design
- Project Pickings
- Johnson Shoe Company
- Wagner Fabricating Company
- Lawsuit Defence Strategy

Journals/Magazines

- 4OR: Quarterly Journal of Operations Research
- Annals of Operations Research
- Asia-Pacific Journal of Operational Research
- INFOR (INFOR: Information Systems and Operational Research)
- Operations Research

FINANCIAL MANAGEMENT

Code: 203

Credits: 3

Course Objective(s):

- To enable and equip the students with the basic functions and tools of financial management
- To develop the knowledge and skills expected of a finance manager, in relation to investment, financing, and dividend policy decisions.

Course Outcome(s):

- Gain expert knowledge of principles and concepts used in financial management
- Student will acquire the ability to apply such knowledge in decision-making and overall management of an enterprise.

Unit I Nature of Financial Management: Scope of Finance Functions, Profit Versus Wealth Maximization, and Conflict of Goals: Management versus owners, Organization of the Finance Function.

Concepts of Value and Return: Time preference for Money, Compound Value, Present value, Value of an Annuity Due, Multi period Compounding, Present Value and Rate of Return. Present Value of Bonds, Preference shares, and Equity Shares.

Unit II Investment Decisions: Nature of Investment Decisions, Investment Evaluation Criteria, Payback period , Discounted Payback period , Accounting Rate of Return , Net Present Value , Internal Rate of Return method, Profitability Index, , NPV versus IRR.

Working Capital Management: Determinants of Working Capital, Factors effecting working capital, types of working capital, measuring requirement of working capital for manufacturing firms.

Unit III Cost of Capital: Basic Significance of the Cost of Capital, Determining Component Cost of Capital, Weighted Average Cost of Capital, WACC and Investment Evaluation, Cost of Equity and CAPM.

Dividend Theories: Relevance theory of Dividends, Irrelevance theory of Dividends (Walter, Gordon and M&M Theory).

Financing Decisions: Capital Structure meaning, Theories of Capital structure. Calculation of indifference point, Meaning and Measures of Financial and Operating Leverages, Financial Leverage: Effect on the shareholders Return and Risk, Combining Financial and Operating Leverages.

Suggested Readings

1. I M Pandey (2016), Financial Management, 11th Edition, Vikas Publishing House.
2. I.M. Pandey & Ramesh Bhat (2017), Cases in Financial Management, 3rd Edition, Tata McGraw Hill Publishers.
3. Jonathan Berk, Peter DeMarzo and Ashok Thampy (2010), Financial Management, First Edition, Pearson Publishers.
4. Khan, MY and Jain P K (2017), Financial Management: Text, Problems and Cases, Mc Graw Hill Education (India) Pvt Ltd.
5. Prasanna Chandra (2017), Financial Management: Theory and Practice Ninth Edition, Tata McGraw Hill Publishers.
6. Richard A Brealey, Stewart C Myers, Franklin Allen, Pitabas Mohanty (2017), Principles of Corporate finance Eleventh Edition, Tata Mc Graw-Hill.

Case Studies

- ✓ Dells Working Capital- Harvard Case
- ✓ Lockheed Tristar – Harvard Case
- ✓ Marriott Corporation: The Cost of Capital - Harvard Case
- ✓ RJR Nabisco – Harvard Case

Journals/Magazines

- ✓ Journal of Applied Corporate Finance
- ✓ Journal of Banking and Finance
- ✓ Journal of Finance
- ✓ Journal of Financial and Quantitative Analysis
- ✓ Review of Financial Studies

MACRO ECONOMICS

Code:
Credits: 3

204

Course Objective(s): This course introduces various macro-economic concepts and provides analytical insights to understand the real economic aggregates. In addition, it emphasizes on analytical thinking of contemporary macro-economic issues.

Course Outcome(s): Upon the completion of the course the students are expected to gain a foundation of knowledge on macro-economic functioning and instruments to explain various macro-economic debates.

Unit I Macroeconomic environment and impact on business; Circular Flow of Income and National Income Accounting, Concepts & Measurement of National Income and Issues in Computing National Income. Practical Applications of Macro Economic Aggregates in Business and Cross-Country Analysis.

Unit II Introduction to Consumption, Investment and Savings, Keynes Theory of Income and Employment Vs Classical theory; Aggregate Demand & Supply, Consumption Function, Multiplier.

Unit III Investment Function – Marginal Efficiency of Capital, Business Cycles and Economic Stabilisation, Effects of Inflation, Fiscal & Monetary Policy, Demonetization- A critical review.

Suggested Readings

1. Agarwal, Vanita (2010). Macroeconomics: Theory and Policy, 1st Ed., Pearson Education, South Asia.
2. D'Souza, Erol. (2012). Macroeconomics, 2nd Ed., Pearson Education, South Asia.
3. Dornbusch, Rudiger, Fischer, Stanley, and Startz, Richard (2015). Macroeconomics, 11th Ed., Mac Graw Hill.
4. Goyal, Ashima (2016). Macroeconomics and Markets in Developing and Emerging Economies, 1st Ed., Routledge India, Oxon and New York.
5. Mankiw, Gregory N. (2016). Macroeconomics, 9th Ed., Worth Publishers, New York.

Case Studies

- Business Confidence? Very High; Consumer Spending? Very Low: How to get the German Consumer to Spend More?
- Demand for and Supply of Money: A Case of India.
- Structural reforms and macroeconomic performance: Country Cases
- Reserve Bank of India's Tightening Monetary Policy: An Impediment to Economic Growth?
- Singapore: From Lee Kuan Yew to Lee Hsien Loong.
- US Financial Crisis: Is Keynesian Economics Still Relevant?

Journals/Magazines

- American Economic Review
- Development Studies, Working Paper
- Economic and Political Weekly
- Economica
- Emerging Markets Finance and Trade
- Journal of Economic Literature
- Journal of Economic perspectives
- Journal of Monetary Economics
- Journal of Post Keynesian Economics
- Review of Economics and Statistics
- Review of World Economics
- Structural Change and Economic Dynamics
- The World Bank Research Observer
- The World Economy

IT APPLICATIONS FOR MANAGEMENT

Code:
Credits: 3

205PGDM/HRM

Course Objective(s): The objective of IT Applications is to impart basic computer Excel, Advanced Excel and Database Management System to introduce you to a suite of productivity tools that will aid in your day to day activities.

Course Outcome(s): On successful completion of the course:

- The student will possess awareness of the Basic and Essential Concepts on MS-Excel
- The students will be updated with Database Management using MS-Access and IT Market Concepts

Unit I Excel and advanced excel (Spreadsheet management) - Introduction to Worksheets; Editing and Formatting Worksheets; Charts; Import and Export of Data; Data Models; Sorting; Filtering; Data Validations, Manage Passwords.

Unit II Advanced Excel – Pivot Tables & Tools; Data Tables Cross References; Subtotals; Macros; Formulas and Functions; Power Pivot, Pivot Charts, Formatting Charts, Instant Data Analysis, Slicers, External Data Connections, Workbook Analysis, Visualizations.

Unit III Database Management & IT in Marketing – Introduction to RDBMS Concepts; Creating a Database; Basic Queries; Forms; Reports and Relationships; Managerial Decision-Making; IT in Business Intelligence System; IT in Customer Relationship Management.

Suggested Readings

1. Beginning Microsoft Excel 2010 by Abbott Katz
2. Microsoft Excel 2016 Step by Step – Curtis Frye
3. Microsoft Office Professional 2013: Step by Step by Melton B
4. Rajaraman. V. (2013). Introduction to Information Technology. 2nd Ed. PHI Learning.
5. Schwartz (2011). Microsoft Office 2010 for Windows. 1st Ed. Pearson Education India.
6. Turban, Rainer and Potter (2003). Introduction to information technology. John Wiley and sons.

Case Studies

- Goal Seek in Microsoft Excel - Ivey Publishing
- Cisco Systems, Inc.: Implementing ERP - HBS

Journals/Magazines

- Frontiers of Information Technology & Electronic Engineering
- International Journal of Information Technology & Decision Making
- Journal of Cases on Information Technology
- Journal of Information Technology & Politics
- Journal of the Association for Information Science and Technology

CONSUMER BEHAVIOR

Code:
Credits: 3

205MM

Course Objective(s) The course is aimed at introducing to the students, the intricacies of consumer behaviour, so as to provide them with the understanding of the issues involved in the formulation and implementation of marketing strategies.

Course Outcomes The student will be able to appreciate the complexities and determinants which go into consumer behaviour. This understanding will enable them to become better marketing professionals.

Unit I Consumer Behaviour - Internal

Determinants

Introduction to Consumer Behaviour, Consumer Behaviour as a field of activity.

Evolution of Consumer Behaviour. The Consumer as an Individual: Motivation, Personality, Perception, Learning, Consumer Attitudes – Nature, Formation and Change.

Unit II Consumer Behaviour – External

Determinants

The Consumers in their Social & Cultural Settings: Groups, Reference Groups,

The family, The influence of Culture on Consumer Behaviour, Social Class, Cross cultural behaviour. Diffusion of Innovations. Consumer Decision Making - Models of consumer behaviour

Unit III Diffusion of Innovations Consumer Decision Making – Preliminary Models of Decision Making; Comprehensive Models of Decision Making: Schiffman and Kanuk Model, Nicosia Model, Howard Sheth Model, EKB Model.

Suggested Readings

1. Engel F James & Blackwell D Roger, (2017) “Consumer Behaviour” (Hold Semesters International Editions) Japan.
2. Harward John A, Sheth Jagdish N (2015) “Theory of buyer behaviour”, John Wiley & Sons Inc. New York.
3. Majumdar, R., (2017), “Consumer Behaviour – Insights from Indian Market”, PHI Learning Pvt Ltd, New Delhi.
4. Schiffman Leon G & Kanuk L L., (2017), “Consumer Behaviour”, Prentice Hall of India, New Delhi.
5. Shajahan, S., (2016) “Relationship Marketing – Text & Cases”, Tata McGraw Hill, New Delhi.

Case Studies

· Tanishq -
Caratmeters

- ✓ American Express - Motivating Consumers

- ✓ Director's Special - Leveraging Personality Traits

Journals/Magazines

- ✓ Brand Reporter

- ✓ Business India
- ✓ Business World
- ✓ Harvard Business Review
- ✓ Journal of Marketing Research
- ✓ Management Review
- ✓ Pitch
- ✓ Vikalpa

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210

FOREIGN LANGUAGE - FRENCH

Code: 205BIF/IB

Credits: 3

Course Objective(s): The course is designed for students to assimilate basic knowledge of French as a Language. Introduction to oral and written French through in-class use corresponding to everyday language needs. The students will learn to understand and use simple language that can be transferred to the everyday situations.

Course Outcome(s): Upon completion of the course, students will:

- ✓ Converse about everyday topics such as greetings and personal description within the limits of vocabulary and structures appropriate to beginning French.
- ✓ Read and demonstrate comprehension of a short paragraph in French about other people, places or everyday topics.
- ✓ Learn basic grammar and vocabulary with sentences in past, present and future.
- ✓ Write a 5-10 sentence paragraph in French about themselves and introduce others.

Unit I Articles – Definite and Indefinite, Singular and Plural – Qualifying Adjectives
Colours – Identification of Objects. The Verb “to be” – Adjectives (Contd)
negative and interrogative sentences – the material (made of) of objects – the
Verb “to have”

Unit II The human body – Possessive Adjectives – Verbs – Telling the time – Days of the
week, months, years – the seasons – Demonstrative Adjectives – Weights and
Measures – Age

Unit III Lessons connected with the 3 Verb Groups –Introduction to the Past Tense and
the Future tense – members of a family - Basic vocabulary of a Company – the
imperative mode – the partitive articles

Suggested Readings

1. le”Mauger Bleu” (2005) “Cours de Langue et de Civilisation Francaises – Book I”, Goyal Publishers

MARKETING MANAGEMENT - II

Code: 206PGDM/MM

Credits: 3

Course Objective(s):

- ✓ To hone the Marketing Skills of students by blending theory and practice.
- ✓ To familiarize the students with the latest trends and happenings in Marketing.

Course Outcome(s):

- ✓ The student shall attain a good understanding of the marketing mix elements and its significance in the practice of Marketing.
- ✓ The student would have learnt about the impact of the internet and other technologies on Marketing across industries.

Unit I Pricing & Distribution Decisions:

Price: Importance of Pricing – Principles of Pricing in Setting the Price, Initiating Price Change; Pricing Techniques and Strategies. Behavioral Pricing, Dynamic Pricing. **Place :** The role and functions of marketing intermediaries, Channels for industrial and consumer products, Channel Decisions in designing and managing channels, channel dynamics and conflicts.

Unit II Promotion & Communication Strategies:

Promotion: Managing integrated marketing communications, Six M's of Marketing Communication. Promotion Mix – Advertising, Sales promotion, Personal Selling, Public Relations and Direct Marketing.

Unit III Digital Marketing: Introduction - Internet and Impact on Marketing - Digital Platforms for Marketing: SEO, Social Media, E-mail, Mobile, - Business Markets, Customer Relationship Management — Introduction to Marketing Research - Recent trends in Marketing.

Suggested Readings

1. Etzel, M.J., Walker, B.J., Stanton, W.J., & Pandit, A. (2016), "Marketing – Concepts and Cases", Tata McGraw Hill, New Delhi.
2. Kotler, P., Keller, K.L., Koshy, A., and Jha, M. (2017) "Marketing Management – A South Asian Perspective", Pearson, New Delhi.
3. Lamb, C.W., Hair, J.F., Mc Daniel c., (2017), "Marketing", Thomson Asia Pte Ltd, Bangalore.
4. Lamb, C.W., Hair, J.F., Sharma, D., Mc Daniel, C., (2017) "MKTG: A South Asian Perspective", Cengage Learning, New Delhi.
5. Panda, T.K., "Marketing Management – Text and Cases", Excel Books, New Delhi,
6. Ramaswamy, V.S. & Namakumari, S., (2017), "Marketing Management: Planning, Implementation and Control", Macmillan India Ltd., New Delhi.
7. Saxena Rajan, (2016), "Marketing Management", Tata Mc Graw Hill Publishing Company Ltd., New Delhi.

Case Studies

- ✓ P&G
- ✓ ITC

Journals

- ✓ *afaqs* Reporter
- ✓ Harvard Business Review
- ✓ Journal of Marketing Research
- ✓ Pitch
- ✓ Vikalpa

PRINCIPLES AND PRACTICES OF LIFE INSURANCE

Code: 206BIF

Credits: 3

Course Objective(s):

This is an introductory course on insurance in order to explain and discuss fundamentals of insurance business.

The course is designed to enable the participants:

- To obtain an overview of the Indian insurance and reinsurance industry
- To understand basic principles of insurance company operations
- To get an understanding of standard insurance products
- To understand basic concepts of risk management in insurance companies

Course Outcome(s):

At the end of the course, student should understand the basic concepts in Life Insurance Sector, various participants and products, regulatory structure, risk management approach and their current issues. Further they should demonstrate the use of life insurance products in to personal financial risk management.

Unit I **Introduction:** Meaning of Life Insurance – The Evolution and Growth of Life Insurance – Basic Principles of Insurance - Types of Life Insurance Policies – Term Life Insurance – Whole Life insurance – Endowment Life Insurance – Group and Pension Insurance Policies – Nomination – Assignment – condition & warranties.

Unit II Computation of Premiums and Settlement of claims: Premium defined – Premium Calculation Including Rebates - Surrender value – Paid up value – Settlement of claims: Intimation procedure, documents and settlement procedures.
Underwriting: The need for underwriting – Guiding principles of Underwriting – Factors affecting Insurability – Policy terms and conditions – Exclusions.
Financial Planning and taxation: Savings – Insurance vis-à-vis- Investment in the Units Mutual Funds, Capital Markets – Life Insurance in Individual Financial Planning – Implications in IT treatment

Unit III Life Insurance Organization and Management: Organization and Management of Life Insurance Companies – Marketing of Life Insurance Products – Reinsurance of Life Insurance Risks – Competition and Regulation of Life Insurance – IRDA act 1999

Suggested Readings

1. Biclehaupt, D L., (Recent Edition), "General Insurance", Richard D Irwin, Inc
2. Black, Jr Kenneth and Harold Skipper Jr (2000), "Life and Health Insurance, Prentice"- Hall, Inc., England
3. Huebner, SS., K Black and R Cline (Recent Edition), "Property and Liability Insurance" Prentice Hall
4. K C Mishra & G E Thomas, (2012), General Insurance Principles and Practice. Cengage Learning.
5. Luhardt, Constance M et al (1999), "Property and Liability Insurance Principles", Insurance Institute of America.
6. R K Gupta (2013), "Fundamental of Insurance", Himalaya Publishing House, Reprint.
7. Rejda, George E (2001), "Principles of Risk Management and Insurance" Addison Wesley Longman, Inc.
8. Trieschmann, James S., Sandra G Gustavson, and Robert E. Hoyt (2001), "Risk Management and Insurance", South-western college Publishing, Cincinnati, Ohio.

INTERNATIONAL BUSINESS - II

Code: 206IB

Credits: 3

Course Objective(s):

- To acquaint the students with the basic knowledge of International business culture
- To make students familiar with concepts such as EPRG Framework, Transfer pricing and other International business strategies.

Course Outcome(s):

- It is expected that, students at the end of the course will be well versed with various aspects of International business culture and understand its importance in successful functioning of MNCs

Unit I Ethnocentric Polycentric Regiocentric Geocentric (EPRG) Framework Understanding Exchange Regimes - Fixed Exchange Rate System - Floating Exchange Rate and the Mixed Float and its Impact on Market Entry Strategies

Unit II Managing Multinational Enterprise - Transfer pricing - Ethics in International Business - Ethical dilemmas - The roots of unethical Behaviour - Ethical decision Making - The Strategy of International Business - Strategy and the firm - Global expansion, Profitability and Growth - Choosing a Strategy

Unit III International Marketing Research & its Importance - Doing business in China, Doing Business in Latin American Nations - Cultural context of International Business - Hofstede's Theory International HRM strategies - MNC Recruitment - Compensation - Strategies - The Repatriation Process - IHRM Trends Complexities and Challenges

Suggested Readings

1. Arvind V. Phatak, Rabi S. Bhagat & Roger J. Kashlak, (2006), "International Management, The McGraw –Hill Company
2. Charles W L Hill & Arun Kumar Jain, (2005). "International Business: Competing in the Global Market Place", The McGraw –Hill Company.
3. Czinkota, Ronkainen, Moffett, (2017) "International Business, Cengage Publications,
4. Daniels, Radebaugh and Sullivan, (2008), "International Business – Environments and Operations", Pearson Education, Eleventh Edition, Aswathappa K., "International Business" (2006), The McGraw –Hill Company
5. Francis Cherunilam, (2005), "International Business: Text and Cases", Prentice Hall India.
6. Francis Cherunilam, (2007) "International Business Environment", Himalaya Publishing House.
7. Oded Shenkar & Yadong Luo, (2004), "International Business", Wiley Publication
8. P. Subba Rao, (2005), "International Business: Text and Cases", Himalaya Publishing House.

Case Studies

- Global business strategies of Ford Motors

- Global strategies of IKEA in India Vs China
- Organizational Culture - A case of Nissan Motors

Journals/Magazines

- Journal of International Business Studies Palgrave Macmillan, Published in cooperation with Palgrave Macmillan
- Journal of World Business, Elsevier
- Management International Review, Journal of International Business

PERFORMANCE AND COMPENSATION MANAGEMENT

Code: 206HRM

Credits: 3

Course Objective: This course aims to impart the understanding about the performance management system and strategies adopted by the organizations to manage employees' performance. Moreover, the course is also designed to promote understanding of issues related to compensation management in corporate sector and public services and to impart skill in designing compensation management system.

Course Outcome:

- ✓ Develop understanding of performance management
- ✓ Conduct performance reviews
- ✓ Assess performance
- ✓ Understand process of compensation management.
- ✓ Design pay structure

Unit I The Concept of Performance Management (PM), Performance Management Systems, Performance planning and Agreements, Performance management cycle, Performance management models, Performance Contracting- MoU, Drafting - KPI, KPA, KRA, KSI, The Impact of Performance Management,

Unit II Defining performance and choosing measurement approach, Performance Reviews, Gathering performance information, Measuring result and behaviors, Performance management and employee development, 360-degree feedback systems, Performance management skills: Coaching, Managing Team performance, Latest trends in Performance management

Unit III History of compensation management, Compensation management process, Forms of pay, Financial and nonfinancial compensation. Compensation Strategies, Assessing job values & relativities; Pay structures, Pay calculations, designing pay levels, mix and pay structures, construction of optimal pay structure, Paying for performance, skills and competence, International pay systems: comparing costs and systems; Strategic market mindset, expatriate pay, Concept and Rationale of Employees Welfare. PMS and its linkages to HR processes.

Suggested Readings

1. Aguinis Herman (2013), Performance Management, 3rd Edition, Pearson Education
2. B.D. Singh, (2017), Performance and compensation management, Excel books
3. Michael Armstrong, (2017), Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance 5th Edition, Kogan page

Case Studies

- Implementation of 360-degree feedback systems at Ridge intellectuals · Linking performance management to strategy at Procter and Gamble (P&G)
- Team performance management at Duke University health systems
- Selective Sample PMS on Public & Private Sector Organizations

Journals/Magazines

- European Management Journal
- Harvard Business Review Human Resource Management Review

PUBLIC SECTOR POLICY AND ISSUES IN MANAGEMENT

Code: 207PGDM

Credits: 3

Course Objective(s): This course is set to analyze the transformations in public enterprise policy and practices with emphasis on current initiatives and emerging challenges of post-liberalisation unfolding in the Indian scenario.

Course Outcome(s): The course seeks to acclimatize the students with the paradigm shift of public enterprise policy and practices relating to issues in management in public sector enterprises.

Unit I Public Sector Policy: Rationale, Objectives, Growth of PEs - Departmental

Undertakings - Statutory Corporations - Government Company – Characteristics – Merits – Demerits – Issues and Implications. New Industrial Policy 1991 and its impact.

Unit II **Autonomy and Accountability** - Interface with Parliament and its Committees – Starred Questions – Unstarred Questions – Debates and Discussions - Limitations of Parliamentary Control – CAG Audit - Committee on Public Undertakings – Department of Public Enterprises – Delegation of Enhanced Powers to Public Enterprises - Eligibility Criteria Maharatna- Navratnas and Miniratnas I & II – Issues and Implications.

Unit III **Performance Evaluation** – Concept and Modalities of Memorandum of Understanding – MoU Systems – Process and Principles – MoU Task Force – High Power Committee – Excellence Awards - Institutional Machinery for Evaluation.

Suggested Readings

1. Government of India (2019). Economic Survey, Ministry of Finance, Economic Division, New Delhi.
2. Gupta, K. R. (2011). Public Enterprises: Economics and Management, Atlantic, India.
3. Laxmi Narain (2014). Public Enterprise Management and Privatisation, 6th Edition, S Chand, New Delhi.
4. Mishra R. K. et.al (2002). Public Enterprise Management – Issues and Perspective, Anmol Publications, New Delhi.
5. OECD (2016). Broadening the Ownership of State-Owned Enterprises. A Comparison of Governance Practices, OECD Publishing, Paris.
6. Ramanadham, V. V. (2019). The Nature of Public Enterprise, Routledge Library Editions.

Case Studies

- ✓ Air India
- ✓ Maruti
- ✓ Mergers and Acquisitions in PSEs

Journals/Magazines

- ✓ Annals of Public and Cooperative Economics
- ✓ ICPE Public Enterprise Half-Yearly Journal
- ✓ Indian Journal of Public Administration
- ✓ International Journal of Public Sector Management
- ✓ The Journal of Institute of Public Enterprise

DIGITAL & SOCIAL MEDIA MARKETING

Code: 207MM

Credits: 3

Course Objective(s): With the advent and development of digital platforms the perspective towards marketing has changed drastically. More numbers of customers and consumers spending great amount of time on modern media. Hence this gives the marketers a great opportunity to expose the customers to large digital content. The course aims to enable the students explore and understand about digital and social media marketing, segmentation and effective strategies.

Course Outcome(s): By the end of the course the students will have a complete understanding of digital markets, its marketing strategies, types of social media and strategies to optimize performance and increase growth.

Unit I Introduction to Digital Marketing:
Internet and its infant development, creating commercial Internet, Online marketing environment in the modern economy, internet relationships, web business models. Comparison of e-Marketing with traditional marketing, Web site Development Design Control. Introduction to Digital Marketing - Basic Description SEM, SEO, SEA, SMM, SMO, SMA, PPC. Search Engine Basics - Major Search Engines.

Unit II Search Engine Marketing:
Introduction to Search Engines and its Working – Keywords and Keyword Research - Revenue models for search engine positioning — Search engine optimization(SEO) Life Cycle – On Page and OFF Page Optimization Process-Link Building – Inbound and Outbound Marketing - Google Adwords - Search Engine Advertising - Pay-Per-Click (PPC) – Revenue Models in AdSense.

Unit III Social Media Marketing and Analytics: Introduction to Social Media and Engagement – Social Business Ecosystem and Social Media Optimization (SMO)- Social Media Marketing (SMM) - Social Media Advertising(SMA). Email Marketing - Affiliate Marketing - Content Marketing - Mobile Marketing - Social Analytics, Metrics, and Measurement -e-Business Risks and Legal Issues Management.

Suggested Readings

1. B-to-B Internet Marketing By Silverstein, Barry From Maximum Press – 2001
2. E-Marketing Strategy By Philips, Paul From Text and Cases
3. Frontiers of e-Commerce By Kalakota Ravi
4. InstaBrain The New Rules for Marketing to Generation Z by Sarah Weise
5. Internet Marketing and e-Commerce By Hanson, Ward From South Western college Publications – 2007

6. Internet Marketing Strategy By Chaffey From Prentice Hall – 2006
7. Likeable Social Media, Third Edition How To Delight Your Customers, Create an Irresistible Brand, & Be Generally Amazing On All Social Networks That Matter by Dave Kerpen
8. Online Marketing – a customer –led approach By Richard Gay from Oxford – 2012
9. Practical Guide for Digital Marketing Seven steps to engage your customers, get new ones, increase your sales, and build a winning digital marketing strategy by Claudio Torres
10. Principles of Internet Marketing By Ardlow From Thomson Learning – 2001
11. Principles of Internet Marketing By Hanson, Ward From South Western College Pubs, 2000
12. Social Media Marketing By Barker From Cengage Learning – 2013

Case Studies

- ✓ CDK digital Marketing: Addressing channel conflict with data analytics
- ✓ Tech talk: Creating a social media strategy

Journals/Magazines

- ✓ Campaign Magazine
- ✓ Digiday
- ✓ Journal of Digital and social media marketing
- ✓ Journal of interactive marketing
- ✓ Journal of internet commerce

FINANCIAL MARKETS, INSTITUTIONS AND SERVICES

Code: 207BIF

Credits: 3

Course Objective: Financial System is the back bone of every country as a well-developed financial system could channelize financial resources to the most productive use and help its economy to grow. Three main components of financial system are financial markets, institutions and financial services.

Course Outcomes: The course would familiarizing students with various financial markets in India and its constituents, present status and developments financial services and institutions in India, provides insight into the strategic, regulatory, operating and managerial issues concerning various financial services.

Unit I An overview of Environment of Financial System, Markets and Services-Types of Financial Services- Fund based and Fee based financial services. Financial Markets – Money Market-Capital Market-Commodity market Stock Exchanges – Functions-Trading & Settlement- Index

Unit II Merchant Banking – Functions of a Merchant Banker -Modes of raising capital from Primary Market – Steps involved in Public Issue- Role of Merchant Banker-SEBI guideline Leasing, Hire – purchasing, Bill Discounting, Factoring, Forfeiting and Securitization. Housing Finance-Consumer Finance- Credit Cards- Insurance and Pension Funds

Unit III Concept and Process of Venture Capital & Private Equity-the Indian Experience in Venture Capital Financing – Various schemes and guidelines. Concepts of Credit Rating – Functions of rating agencies – Credit rating process - Credit rating agencies in India.Mutual Funds – Types of Mutual Funds- Net Asset Value-Electronic traded Funds

Suggested Readings

1. Don Tapscott, Alex Tapscott, Blockchain Revolution: How the Technology Behind Bitcoin Is Changing Money, Business, and the World, May 2016
2. Madhu Vij, Swati Dhawan, Merchant Banking and Financial Services Paperback – 19 Sep 2011
3. Mishkin, Frederic S.; Eakins, Stanley, Financial Markets and Institutions, Global Edition 9, Pearson, 2018
4. Pathak Bharti, Indian Financial System, Pearson, 2018
5. Saunders, Anthony, Financial Institutions Management: A Risk Management Approach, Edition 7, 2010, McGraw Hill

Case Studies

- Hill, C. (2008), "International Business: Competing in the Global Market Place", Strategic Direction, Vol. 24 No. 9. <https://doi.org/10.1108/sd.2008.05624iae.001>

- The impact of microfinance institutions in local financial markets: a case study from Kenya, Susan Johnson, First published: 30 March 2004; <https://doi.org/10.1002/jid.1088>

Journals & Newspapers

- IPE Journal of Venture Capital & Financial Services
- The Economic Times
- The Business Standard
- The Hindu Business Line

Websites

- 1 www.sebi.com
- 2 www.indiavca.org
- 3 www.eximbankindia.com

EXPORT MARKETING

Code: 207IB

Credits: 2

Course Objectives:

- Developing analytical skills for identifying export opportunities and undertaking export marketing in countries offering export potential for wide ranging products of Indian origin.
- Developing an understating towards export procedures & documentation.
- Enhancing benefits from exports by understanding foreign trade policy

Course Outcomes:

- Students are expected to have practical exposure to export marketing concepts
- Students are expected to identify markets scientifically and understand the documentation procedures involved in it.

Unit I Preliminaries for Exports and Imports: Meaning and Definition of Export - Classification - Strategy and Preparation for Export Marketing - Export Marketing Organisation - Registration formalities - IEC - RCMC - Export Licensing - Selection of Export product - Identification of Markets – Methods of Exporting - Price quotations- Payment Terms - Letter of Credit.

Export Import Documentation: Aligned Documentation System - Commercial invoice – Shipping Bill – Certificate of Origin – Consular Invoice – Mate’s receipt – Bill of Lading – GR Form – ISO 9000 – Procedure for obtaining ISO 9000 – BIS 14000 Certification – Types of Marine Insurance Policies.

Unit II Export Import Procedure : Steps in Export Procedure – Export Contract – Forward Cover – Export Finance – Institutional Framework for export Finance – Export Clearance – Pre-Shipment Inspection – Methods of Pre- shipment Inspection – Marine Insurance – Role of Clearing and Forwarding Agents - Shipping and Customs Formalities – Customs EDI System - Negotiation of Documents – Realisation of Export Proceeds.

Policy and Institutional Framework for Export and Imports : Foreign Trade Policy – Highlights – Special Focus Initiation – Duty Drawback – Deemed Exports – ASIDE –MA & MDA – Star Export Houses – Towns of Excellence – EPCG Scheme – Incentives for Exports.

Suggested Readings

1. C. Jeevanandam “International Trade Policy, Practices, Procedures & Documentation” Sultan Chand & Sons. New Delhi, latest edition.
2. Export Performance and Export Marketing Strategies 2017 Edition (English, Hardcover, Sanjay K. Jain) ISBN: 9788190002646, 9788190002646
3. Export Procedures and Documentation (English, Paperback, Jitendra M. D.) ISBN: 9788187317012, 9788187317012

Case Studies

- India's import of Palm oil from Malaysia
- Pepper imports from Vietnam Pros & Cons

Journals/Magazines

- The Indian Trade Journal, Directorate General of Commercial Intelligence & Statistics (D.G.C.I. & S.)

LEARNING AND DEVELOPMENT

Code: 207HRM

Credits: 3

Course objectives:

It enables students to develop and know how to design, organize, implement and evaluate Training & Development in Organizations. The course also familiarizes students about various tools and techniques available for making Training & Development more effective.

Course outcomes:

Upon completion of this course, the student will have reliably demonstrated the ability to:

- Formulate an effective organizational learning strategy that is aligned with the business strategy
- Define metrics to measure the effectiveness of learning solutions
- Integrate L&D initiatives with other HR processes
- Acquire techniques to design and deliver compelling learning solutions
- Establish an operating model for the learning function
- Redefine the role and competencies of the L&D function
- Discover the latest trends in the field of learning technology

Unit I Introduction to Learning & Development: Concepts, Meaning, Scope, objective & factors influencing working & learning. Need Analysis: Introduction, methods & needs assessment process. Training Design: Factors Affecting Training Design, Training Budget, Setting of Training Objectives, Pre-training Activities. Learning: Definition, learning principles, Learning Process, Learning Styles, Adult learning, Blooms Taxonomy. Functional / Cross Functional / Behavioural and Leadership training, Role based training, Training on human being to being human (transactional development).

Unit II Methods and Techniques: Types of training, Training Approaches, Training methods & Factors influencing the choice of training methods, Competency based training, Cross Cultural Training. Employee Development: Need and Importance, Approaches, Process, & techniques. Careers & Career Management: Introduction, Career anchors, model of Career Development, Career management system, Trainers: Role of trainers, Qualities of a good trainer.

Unit III Training Evaluation: Reasons for evaluation, Evaluation criteria, Evaluation approaches, Models of training evaluation, Training audit. E-Learning: Technology's influence on training & learning, Computer-Based Training. Recent Trends in Learning and Development: Learning Organizations, Training issues and best practices: In Manufacturing, Public Sector Units, Banking, BPO, IT, Insurance. Value based Business orientation.

Suggested Readings

1. Armstrong, Michael (2010), "A handbook of Human Resource Management", Kogan Page India, New Delhi.
2. Blanchard, N., Thacker, J.W., (2004), 'Effective Training Systems, Strategies and practices', (2e) –Pearson Education, Singapore. pp-115
3. Bray, T., (2006), 'The Training Design Manual', Kogan Page, London, p- 183

4. Dipak Bhattacharya (2016), Training and Development: Theories and Applications, Sage Publications
5. Goldstein, I. L., and Ford, J.K., (2002), 'Training in Organizations', Wadsworth, Thomson Learning, Singapore, pp34, 63-66
6. JanaKiram, B., (2008), Training & Development, Dreamtech Press, New Delhi.
7. Lynton, Rolf. P., (2000), Training for Development, Sage publication, New Delhi.
8. Noe, R. (2014), Employee Training and Development (4e) Tata Mcgraw Hill, New Delhi
9. Rothwell, W. J., and Kazanas, H. C., (2004), 'Mastering the Instructional Design Process: A Systematic Approach' (3e), San Francisco, CA: Jossey-Bass.
10. Wilson, P. John., (2005), Human Resource Development, Kogan Page India, New Delhi.

Case Studies

- Apple- A Learning organization
- Diversity training at Toys R US
- Training and Development at McDonalds
- Training at GE
- Training at Motorola
- Workplace Training Report, 2017

Journals/Magazines

- Academy of Management Journal
- Harvard Business Review
- Human Capital
- Indian Journal of Training & Development
- International journal of Training and Development
- NHRD Journal
- NHRD Newsletter
- Sloan Management Review

Trimester III

| Subject Code | Subject Name |
|-----------------|---|
| 301 | Production and Operations Management |
| 302 | Cost and Management Accounting |
| 303 | Business Analytics for Managers |
| 304 PGDM/MM/BIF | Marketing Research |
| 304IB | International Marketing Research |
| 304HRM | Applied Research in HRM |
| 305 | Priming for Placements (Business Aptitude) |
| 306 | Start Ups and Entrepreneurship |
| 307PGDM | Leadership and Change Management |
| 307MM | French |
| 307BIF | Principles and Practices of General Insurance |
| 307IB | Global Finance and Foreign Currencies |
| 307HRM | Talent Management |
| | Contemporary Issues |
| | Comprehensive Viva |

PRODUCTION AND OPERATIONS MANAGEMENT

Code: 301

Credi

ts: 3

Course Objective:

- To emphasize importance of Operations function.
- To present contemporary view of Production and Operations Management

Course Outcome:

- The student will have the exposure towards Core production and Operations concepts,
Production planning tools, Quality Management, Inventory Management etc.
- The students will be ready to take on production and Operations jobs of today which are influenced by Global competition, Cost Challenge, Quality standards, Resource scarcity.

Unit I Production and Operations Management: An overview, Evolution of the Production function as Operations function, Scope of Operation management, Classification of Production systems. Manufacturing Vs Services, Service process matrix, Challenges for Service Operations manager. Production System Design: Standardization and Customization. Location planning. Process selection & Facility Layouts. Work study- Methods, Time Study.

Unit II Production System Operation & Controlling: Planning process, Aggregate planning & techniques; Production Planning and Control, Scheduling in Mass, Batch & Job production systems. Capacity Requirement Planning & MRP II, Make or Buy decision. Production Planning Tools: Johnson Rule, Line Balancing, Flow Process Chart. Maintenance Management.

Unit III Inventory Management: Importance of Integrated Material management, Different Inventory models. Economic Order Quantity. Functions of Purchase and Stores. MRP. Vendor rating, Value analysis. Quality Management: Importance of Quality and Evolution of Quality management. Statistical Quality Control; Sampling, SPC tools, Control Charts, Online & Offline Quality Control, Cost of Quality, ISO & TQM. Contemporary Issues in Operations management

Suggested Readings

1. B Mahadevan, "Operations Management", Pearson Education.
2. Chary S.N. (2006), "Production & Operation Management", Fourth Edition, New Delhi, Tata
Mcgraw Hill.
3. J B Venkataratnam, Production and Operations Management: e-Learning Portal, IPE website
4. Krajewski and Srivastava, 'Operations Management' Eleventh Edition (2015), Pearson
Education.
5. R Panneer Selvam, Production and Operations Management (2012) PHI.

6. Richard B. Chase, F. Robert Jacobs & Nicholas J. Aquilano, (2005),
“Operations
Management for competitive Advantage”, Eleventh Edition, McGraw Hill.
7. William J Stevenson, “Production / Operation Management”, Ninth Edition, New Delhi,
Tata
McGraw Hill.

Case Studies

- ∗ Capacity Planning at A R meters.
- ∗ Spare Parts inventory management at BMO.
- ∗ Utilisation of resources at MECAST Foundry
- ∗ Quality Control in BECO.
- ∗ Efficient Milk collection at Vandana Dairy.

Journals/Magazines

- ∗ International Journal of Flexible Manufacturing Systems
- ∗ International Journal of Operations and Production Management
- ∗ International Journal of Production Research
- ∗ International Journal of Project Management

COST AND MANAGEMENT ACCOUNTING

Code: 302

Credits: 2

Course Objective(s):

- To impart the fundamental knowledge on Cost Concepts, Cost Elements and Costing Methods.
- To equip the students to learn and understand Management accounting process and enable them to take various managerial decisions.

Course Outcome(s): Upon completing this course the students will be able to:

- Understand the Concepts of Cost, Costing and Cost Accounting.
- Prepare and present the Cost Sheet of various Industries.
- Understand and Implement Cost Volume Profit Analysis and decision making.
- Able to implement Cost Control Techniques such as Budgetary Control and Variance Analysis.

Unit I Introduction to Cost and Management Accounting: Role and use of Cost and Management Accounting – Evolution of Management Accounting – Financial Accounting vs Cost Accounting – Cost Accounting vs Management Accounting
- Cost Terminologies - Elements and Classification of Costs – Cost Sheet.

Cost Volume Profit (CVP) Analysis: CVP terminology and assumptions
CVP vs Absorption Costing – Use of Break-even analysis - Applications of marginal costing in decision making – Make or Buy – Shut Down Point – Expansion or Contraction.

Unit II Budgetary Planning and Control: Introduction to Budgeting and Budgetary Control – Fundamental and Master Budget - Static and Flexible Budget – Zero- based Budgeting – Operational Budgets - Budgeted Financial Statements.

Introduction to Standard Costing – Standards setting process, Standards vs Actuals – Types of Variances – Material, Labour and Sales Variances.

Suggested Readings

1. Anthony A. Atkinson, Robert S. Kaplan, Ella Mae Matsumura, S. Mark Young, G. Arun Kumar (2014), Management Accounting Information for Decision-Making and Strategy Execution, Sixth Edition by Pearson Publishers.
2. Dr. S N Maheswari, Dr. S K Maheshwari and Sharad Maheshwari (2018), “A Text Book Accounting for Management” 4th Edition by S. Chand Publishing House.
3. Horngren, Datar & Foster, Rajan (2017), “Cost Accounting, A Managerial Emphasis”, Pearson Edition, 16th edition.
4. Robert Anthony, Hawkins, and Merchant (2017), Accounting Text & Cases: 13th Edition by TATA McGraw Hill Publishers.
5. Ronald W Hilton (2017), Managerial Accounting: Creating Value in a Dynamic Business Environment:, Tenth Edition, Tata McGraw Hill.

Case Studies

- Cost Classification Case (IIM-A)
- Kelly Consultants Exercise
- Bayview Manufacturing Case Study
- Cash Budgeting Case Study

Journals

- Accounting Review
- Harvard Business Review
- Journal of Accounting & Economics
- Journal of Accounting Research
- Journal of Management Accounting Research, Elsevier Publishers
- Management Accountant Journal (ICMAI)
- Sloan Management Review

BUSINESS ANALYTICS FOR MANAGERS

Code: 303

Credits:

3

Course Objective(s): This course will cover the basic concepts of big data, methodologies for analyzing structured, semi-structured and unstructured data with emphasis laid on the association between the data science and the business needs. The course is intended for first year management students coming from a background of engineering, commerce, arts, computer sciences, statistics, mathematics, economy and management. This course seeks to present you with a wide range of data analytic techniques and is structured around the broad contours of the different types of data analytics namely: descriptive, inferential, predictive, and prescriptive analytics.

Course Outcome(s): By the time student completes the academic requirements he/ she will be able to:

- Obtain, clean/process and transform data.
- Analyze and interpret data using an ethically responsible approach.
- Use appropriate models of analysis, assess the quality of input, derive insight from results, and investigate potential issues.
- Apply computing theory, languages and algorithms, as well as mathematical and statistical models, and the principles of optimization to appropriately formulate and use data analyses.
- Formulate and use appropriate models of data analysis to answer business-related questions.
- Interpret data findings effectively to any audience, orally, visually and in written formats.

Unit I Introduction to Business Analytics and Data

Introduction; Types of Digital Data: Structured Data, Unstructured Data, and Semi-Structured Data; Exploring and Discovering Data; Introduction to OLTP; Introduction to OLAP: One-dimensional, Two-dimensional and Three-dimensional data; OLAP Architectures: MOLAP, ROLAP, and HOLAP; Role of OLAP Tools in BI Architecture; Introduction to Data Mining.

Overview of Business Analytics; Drivers for Business Analytics; Analytics Framework; Skills Required for a Business Analyst; Functional Applications of Business Analytics in Management; Introduction to R Programming; Data Manipulation in R: Vectors, Basic Math, and Matrix Operations; Summarizing Data: Numerical and Graphical Summaries; Data Visualization in R; Data

Transformation; Data Import Techniques in R; Time Series and Spatial Graphs; Graphs for Categorical Responses and Panel Data.

Unit II Descriptive and Prescriptive Analytics

Basic Data Summaries: Measures of Central Tendency, Measures of Dispersion, and Measures of Skewness and Kurtosis; Slicing and Filtering of data; Subsets of Data; Forecasting and Time Series Models; Overview of Exploratory and Confirmatory Factor Analysis; Unsupervised Learning: Clustering and Segmentation - K-means Clustering and Association Rule Mining – Market Basket Analysis.

Discussion using one case study for each concept.

Unit III Predictive and Diagnostic Analytics

Machine Learning: Building Regression Models – Simple Linear and Multiple Linear Regression Analysis using Ordinary Least Squares Method; Supervised Learning – Regression and Classification Techniques: Logistic Regression Analysis; Linear Discriminant Analysis; and Decision Trees; Conjoint Analysis; Unstructured Data Analytics: Overview of Text Mining and Web Mining. Discussion using one case study for each concept.

Suggested Readings

1. A Ohri (2012), “**R for Business Analytics**”, ISBN 978-1-4614-4342-1(eBook), DOI 10.1007/978-1-4614-4343-8, Springer New York-Heidelberg Dordrecht London, Springer Science, New York.
2. Arnab K.Laha (2015), “**How to Make The Right Decision**”, Random House Publishers India Pvt. Ltd., Gurgaon, Haryana, India.
3. Bhasker Gupta, “**Interview Questions in Business Analytics**”, Apress, ISBN-13 (pbk): 978-1-4842-0600-3 ISBN-13 (electronic): 978-1-4842-0599-0, DOI 10.1007/978-1-4842-0599-0.
4. Dr. Umesh R. Hodeghatta and Umesh Nayak, “**Business Analytics Using R - A Practical Approach**”, ISBN-13 (pbk): 978-1-4842-2513-4 ISBN-13 (electronic): 978-1-4842-2514-1, DOI 10.1007/978-1-4842-2514-1, Bangalore, Karnataka, India.
5. Glyn Davis and Branko Pecar (2013), “**Business Statistics using Excel**”, Oxford University Press, New Delhi.
6. Halady Rao Purba (2013), “**Business Analytics an Application Focus**”, PHI Learning Private Limited, New Delhi.
7. Jank Wolfgang (2011), “**Business Analytics for Managers**”, SpringerScience + Business Media, ISBN 978-1-4614-0405-7.
8. Jared P. Lander (2013), “**R for Everyone: Advanced Analytics and Graphics**”, Pearson Education Inc., New Jersey, USA.
9. Johannes Ledolter (2013), “**Data Mining and Business Analytics with R**”, John Wiley & Sons, Inc., New Jersey, USA.
10. Joseph F. Hair, William C. Black, Barry J. Babin and Rolph E. Anderson (2015), “**Multivariate Data Analysis**”, Pearson Education, New Delhi, India.
11. Prasad R N and Acharya Seema (2013), “**Fundamentals of Business Analytics**”, Wiley

- India Pvt. Ltd., New Delhi, India.
12. Subhashini Sharma Tripathi, “**Learn Business Analytics in Six Steps Using SAS and R**”, ISBN-13 (pbk): 978-1-4842-1002-4 ISBN-13 (electronic): 978-1-4842-1001-7, Bangalore, Karnataka, India.
 13. Thomas A. Runkler, “**Data Analytics Models and Algorithms for Intelligent Data Analysis**”, Springer, ISBN 978-3-8348-2588-9 ISBN 978-3-8348-2589-6 (eBook) DOI 10.1007/978-3-8348-2589-6.

Case Studies

- AT & T – Network Management System
- Boston Housing Data
- Obesity Trends Among US Adults - USDA

Journals/Magazines

- ACM Transactions on Knowledge Discovery in Data
- Analytics Magazine from INFORMS

- Data Mining and Knowledge Discovery Journal
- EPJ Data Science Journal, SpringerOpen
- IEEE Transactions on Knowledge and Data Engineering
- Journal of Machine Learning Research

MARKETING RESEARCH

Code: 304PGDM/MM/BIF

Credits: 3

Course Objective(s):

- To introduce the basic concepts of research and methodology of conducting research in Business Management domain in general and Marketing in particular.
- To familiarize the students to the principles of scientific methodology in business enquiry; to develop analytical skills for business research.

Course Outcome(s):

- The student shall become knowledgeable about various stages of the research processes and their application in decision making.
- The student will be honed in the necessary skills required to pursue the summer training/project work for a professional career in Business and Marketing Research domain.

Unit I Introduction to Marketing Research, Role of Marketing Research in decision making, Marketing Research Process, Defining the Marketing Research problem and Developing an Approach, Research Design Formulation – Exploratory, Descriptive and Causal Designs. Qualitative Research: Classification of Qualitative Research Procedures. Quantitative Research: Survey, Observation, and Experimentation.

Unit II Collection of Data: Primary and Secondary Data. Measurement & Scaling: Fundamentals, Comparative & Non-Comparative Scaling Techniques. Questionnaire Design. Editing, Coding, Tabulation and Analysis of Data. Cross-Tabulation and Hypothesis Testing.

Unit III Factor Analysis for Data Reduction. Cluster Analysis for Market Segmentation, Multidimensional scaling for Brand Positioning, Conjoint Analysis for Product Design. Report Preparation and Presentation, SPSS for Marketing Research, Marketing Research Cases

Suggested Readings

1. Easwaran, Sunanda., Singh,S.J., “ Marketing Research – Concepts, Practices, and Cases”, Oxford University Press, New Delhi, 2018.
2. Green Paul E &Tull Donald S, “Research for Marketing Decisions”, Prentice Hall India Ltd., New Delhi, 2017.
3. Luck David J Ruhin S Ronald: “Marketing Research”, Prentice Hall India, New Delhi, 2017.
4. Majumdar, R., “Marketing Research – Text, Applications and Case Studies”, New Age International Pvt. Ltd., New Delhi, 2018.
5. Malhotra, Naresh K., “Marketing Research – An Applied Orientation”, Pearson Education, 7th Edition, 2019.
6. Nargundkar, R., “Marketing Research – Text and Cases”, Tata McGraw-Hill, New Delhi, 2017.

Case Studies

- ✓ Himalaya Shampoo: Building a Differentiated Brand Image, IIM Banglore & IVEY Cases
- ✓ Cerenity sanitizer: Marketing Research for New Product Launch (A & B), IIM Ahmedabad.
- ✓ Tej Auto Limited: Market Segmentation using Cluster Analysis.

Journals/Magazines

- ✓ *afaqs* Reporter
- ✓ Harvard Business Review
- ✓ Journal of Marketing Research
- ✓ Pitch

INTERNATIONAL MARKETING RESEARCH

Code: 304IB

Credits: 3

Course Objective(s):

- To introduce the basic concepts of research and methodology of conducting research in Business Management domain in general and Marketing in particular.
- To familiarize the students to the principles of scientific methodology in business enquiry; to develop analytical skills for business research;

Course Outcome(s):

- The student shall become knowledgeable about various stages of the research processes and their application in decision making.
- The student will be honed in the necessary skills required to pursue the summer training/project work for a professional career in Business and International Marketing Research domain.

Unit I Introduction to Marketing Research and its role in decision making, Marketing Research Process, Defining the Marketing Research problem and Developing an Approach, Research Design Formulation – Exploratory, Descriptive and Causal Designs. Qualitative Research: Classification of Qualitative Research Procedures. Quantitative Research: Survey, Observation, and Experimentation.

Unit II Collection of Data: Primary and Secondary Data. Measurement & Scaling: Fundamentals, Comparative & Non-Comparative Scaling Techniques, Questionnaire Design, Editing, Coding, Tabulation and Analysis of Data. Hypothesis formulation

Unit III Report Preparation and Presentation, SPSS for Marketing Research, Marketing Research Cases. International Marketing Research & its Importance, Research in Asia-Doing Business in Latin American Nations- Doing Research in South East Asia- Doing Research in Europe-Challenges of International Marketing research

Suggested Readings

1. Easwaran, Sunanda., Singh,S.J., “ Marketing Research – Concepts, Practices, and Cases”, Oxford University Press, New Delhi, 2018.
2. Green Paul E &Tull Donald S, “Research for Marketing Decisions”, Prentice Hall India Ltd., New Delhi, 2017.
3. Luck David J Ruhin S Ronald: “Marketing Research”, Prentice Hall India, New Delhi, 2017.
4. Majumdar, R., “Marketing Research – Text, Applications and Case Studies”, New Age International Pvt. Ltd., New Delhi, 2018.
5. Malhotra, Naresh K., “Marketing Research – An Applied Orientation”, Pearson Education, 7th Edition, 2019.
6. Nargundkar, R., “Marketing Research – Text and Cases”, Tata McGraw-Hill, New Delhi, 2017.

Case Studies

- Himalaya Shampoo: Building a Differentiated Brand Image, IIM Bangalore & IVEY Cases
- Cerenity sanitizer: Marketing Research for New Product Launch (A & B), IIM Ahmedabad.
- Tej Auto Limited: Market Segmentation using Cluster Analysis.

Journals

- *afaqs* Reporter
- Harvard Business Review
- Journal of Marketing Research
- Pitch

APPLIED RESEARCH IN HRM

Code: 304HRM

Credits: 3

Course Objectives

- To provide a formal quantitative and qualitative approach to HR issues and intuition about situations where such an approach is appropriate for HRM Areas.
- To introduce some widely used forms and formats in HR research

Course outcomes The course will deal with both quantitative and qualitative techniques in their simplest form and will attempt to cover areas of applications in the HRM. The course enables students the understanding of methods, applications, problem formulations, designing and application of HR tools and techniques.

Unit I Introduction to Research, Types of Research and data, Characteristics of research, Research process – Components of a research, Research Methodology, Sampling techniques, Reliability & validity – types, Variables & Attributes. Literature Review, Style of referencing. Commonly used HR research methods, Concept mapping for HR research, Report preparation.

Job: Analysis, Description, specification – Preparing questionnaire and documentation, Interview-types, Evaluation worksheets- Yield ratio, Cost per hire, TDRC, process efficiency, Using Psychometric Tests- MBTI, 16pf, BIG5PF, FIRO-B for HR decisions. Johari Window.

Unit II HRP- Micro & Macro methods and scope of research in planning workforce, Markov Analysis, MACBETH Model Labour Turnover index, Glass ceiling effect, Attrition Analysis, Trend Analysis, Quantitative tools for forecasting. Employee satisfaction survey

Training & Development- Process & Training evaluation methods- Vision- mission Analysis. Task Analysis – Preparation of questionnaire, Training evaluation metrics - cost benefit analysis, ROI, benchmarking, Training policy and Program design

Unit III Performance Appraisals: Checklist for performance standards, Performance matrix, Measuring performance using scales. Designing performance appraisal formats. Linking appraisals to training, Managing employee motivation, Forms and formats for the surveys.

Compensation: Conducting Job Evaluation, Incentive determination using different incentive schemes, Rowan Premium plan, The Scanlon plan, Employee benefits, Quantitative application in compensation research, behavioural issues in compensation. Organizational culture study, Tools for OD research, Organization climate survey, Organization health survey, Employee attitude survey

Suggested Readings

1. Dipak Bhattacharyya (2011) Human Resource Research methods, Oxford University press.
2. Valerie Anderson (2009) Research Methods in Human Resource Management, CIPD

Case studies

- NLCIL – The performance management system

Journals/Magazines

- Business Today/Business World/Economic Times/Business Line
- California Management Review
- Harvard Business Review
- International Journal of Human Resource Management
- MIT Sloan Management Review
- People Matters
- The Academy of Management Review

PRIMING FOR PLACEMENTS (BUSINESS APTITUDE)

Code: 305

Credits: 3

Course Objective:

This is a foundation course and aims at enhancing employability skills in students. Students will be introduced to higher order thinking skills and problem solving on the following areas - Arithmetic ability, Numerical ability and General reasoning. Students will be trained to work systematically with speed and accuracy while problem solving.

Course Outcome:

At the end of the course students will be able to

- Solve questions on the above mentioned areas using short cuts and smart methods
- Understand the fundamentals concepts of Aptitude skills
- Perform calculations with speed and accuracy
- Ace the verbal section of the placement tests

Unit 1 QUANTITATIVE APTITUDE - NUMERICAL ABILITY

- Numerical Ability
- Introduction to higher order thinking skills
- Speed Maths
- Number systems
- LCM & HCF

Unit 2 QUANTITATIVE APTITUDE-ARITHMETIC ABILITY FOUNDATION

- Arithmetic Ability
- Percentage
- Profit loss and discounts
- Ratio proportions Allegations and mixtures
- Averages

Unit 3 QUANTITATIVE APTITUDE- ARITHMETIC ABILITY ADVANCED

- Arithmetic Ability
- Time speed and distance
- Time and work
- Interest calculations

Unit 4 REASONING ABILITY – GENERAL REASONING PART

· GENERAL REASONING

- Coding decoding
- Directions
- Series completions
- Analogies
- Classification
- Alphabet test
- Mathematical operations

Unit 5 Verbal Ability

- Advanced level refresher on Grammar and vocabulary covering Spotting errors, Idioms phrases, synonyms, antonyms and sentence improvement
- Advanced level refresher on Reading comprehension, sentence completions and Jumbled sentences

START UPS AND ENTREPRENEURSHIP

Code: 306

Credits: 3

Course Objective(s):

- Create awareness on Startup and Entrepreneurship in the present context and give details on various Processes involved in becoming an Entrepreneur, right from idea generation to setting up an Industry
- Preparation and Presentation of Business Plans which enables them converting the ideas into commercially viable Business Plans. Catalyze & promote development of Entrepreneurs.
- To give an overview of the Institutional support available in setting up an Industry in respect of R&D/Technology, Marketing, Financing & Training.

Course Outcome(s):

- Role of startups and entrepreneurs in economic development.
- Pre and post-entrepreneurial issues like idea generation, identifying business opportunities, converting the idea into a business plan & its implementation.
- Understand the challenges and symptoms of business sickness and turnaround strategies.
- Institutional support for entrepreneur in the areas of trainee, finance, marketing, R&D and export.

Unit I Meaning of Entrepreneurship, types of entrepreneurship, concept of Intrapreneur, Myths and Challenges associated with Entrepreneurship. Entrepreneurial Traits Difference between MSME and Start-ups, start-up life cycle.

Unit II Idea Generation, Identifying and Evaluating business Opportunities, Introduction to Opportunity Analysis Canvas, Business Model Canvas and Sections of Business Plans.

Unit III Forms of business ownership, Support systems for entrepreneurs: Institutional support, Training Institutions, Financial Institutions, Research and Technology, Sources of Finance suitable for Startups. Introduction to pitching, Introduction to Intellectual Property Rights.

Suggested Readings

1. Baron, R.A. &Himieleski K.M. (2018). Essential of Entrepreneurship Changing the World, One Idea at a Time, Cheltenham, UK: Edward Elgar Publishing
2. Charantimath, Poornima M (2019). Entrepreneurship Development and Small Business Enterprises, Pearson Education
3. Kuratko, D.F. & Rao, T.V. (2016). Entrepreneurship A South-Asian Perspective, Delhi: Cengage Learning India Pvt. Ltd.

Case Studies

- Holstein, A. D. (2018). Search Engine, Inc.: Growth Versus Exit Strategy for a Mature Tech Start-Up. *Entrepreneurship Education and Pedagogy*, 1(2), 166–193. <https://doi.org/10.1177/2515127418772176>

- Ballesteros-Sola, M., Stickney, M., & Trejo, Y. (2018). To B or not to B? The Journey of “Coding Autism” Toward the B Corp Certification. *Entrepreneurship Education and Pedagogy*, 1(2), 194–204. <https://doi.org/10.1177/2515127418774035>
- Finkle, T. A., & Olsen, T. (2019). Entrepreneurship in the Digital Era: Creating Your Own Online Business. *Entrepreneurship Education and Pedagogy*, 2(2), 133–150. <https://doi.org/10.1177/2515127418820680>

Journals/Magazines

- Entrepreneur
- Entrepreneurship Theory and Practice, Sage Publication
- <https://www.intellectualpropertymagazine.com/>
- <https://yourstory.com/>
- Journal of Entrepreneurship, Sage Publication

Websites

- http://www.inc.com/multimedia/slideshows/content/home-basedbusinesses_pagen_12.html
- <http://www.inc.com>
- <http://www.entrepreneur.com>
- <http://www.bplans.com>
- http://www.gaebler.com/Gaebler_Entrepreneurs.htm
- <http://www.iloveindia.com/indian-heroes/indian-entrepreneurs.htm>

LEADERSHIP AND CHANGE MANAGEMENT

Code: 307PGDM

Credits: 2

Course Objective(s): Explore various facets of change management and aspects of leadership through the reading of some relevant literature, **live simulation games** and reading of three books on the subject.

Course Objectives:

- ✓ To understand the philosophical, historical, theoretical and practical underpinnings of Leadership and Change Management as a core area of practice within HRD
- ✓ To increase awareness of OD tools and enhance skills in facilitation of planned change

Unit I Contingency theories of leadership, Social Leadership, Spiritual leadership
Leading and managing an organization with a balanced scorecard

Unit II How successful leaders think – building good to great companies. Leadership development in Indian companies

Suggested Readings

1. Jim Collins, (2001) Good to Great
2. Leaders at all levels – Ram Charan, John Wiley & Sons
3. Organisational Behavior – Fred Luthans, McGraw-Hill education
4. Prasad Kaipa and Navi Radjou, (2013) Smart to Wise – Acting and leading with wisdom
5. Rathgeber and Kotter, (2006) Our Iceberg is melting:
6. Roger Martin, (2007), How successful leaders think –Harvard Business Review, June
7. S.Lakshmi, Shyamal Majumdar & George Skaria, (2008), “Building Future leaders –Indian Management”.

Case Studies

Cases from the following three books will be covered:-

- ✓ Good to Great
- ✓ Smart to Wise
- ✓ Our Iceberg is melting

Journals/Magazines

- ✓ Harvard Business Review
- ✓ Indian Management

FOREIGN LANGUAGE - FRENCH

Code: 307MM

Credits: 3

Course Objective(s): The course is designed for students to assimilate basic knowledge of French as a Language. Introduction to oral and written French through in-class use corresponding to everyday language needs. The students will learn to understand and use simple language that can be transferred to the everyday situations.

Course Outcome(s): Upon completion of the course, students will:

- ✓ Converse about everyday topics such as greetings and personal description within the limits of vocabulary and structures appropriate to beginning French.
- ✓ Read and demonstrate comprehension of a short paragraph in French about other people, places or everyday topics.
- ✓ Learn basic grammar and vocabulary with sentences in past, present and future.
- ✓ Write a 5-10 sentence paragraph in French about themselves and introduce others.

Unit I Articles – Definite and Indefinite, Singular and Plural – Qualifying Adjectives
Colours – Identification of Objects. The Verb “to be” – Adjectives (Contd) negative
and interrogative sentences – the material (made of) of objects – the Verb “to
have”

Unit II The human body – Possessive Adjectives – Verbs – Telling the time – Days of
the week, months, years – the seasons – Demonstrative Adjectives –
Weights and Measures – Age

Unit III Lessons connected with the 3 Verb Groups –Introduction to the Past Tense and
the Future tense – members of a family - Basic vocabulary of a Company – the
imperative mode – the partitive articles

Suggested Readings

1. le”Mauger Bleu” (2005) “Cours de Langue et de Civilisation Francaises – Book I”, Goyal Publishers

PRINCIPLES AND PRACTICE OF GENERAL INSURANCE

Code: 307BIF

Credits: 3

Course Objective(s):

This is an introductory course on General insurance in order to explain and discuss fundamentals of insurance business. The course is designed to enable the students:

- To obtain an overview of the Indian insurance and reinsurance industry
- To understand basic principles of insurance company operations
- To get an understanding of standard insurance products
- To understand basic concepts of risk management in insurance companies

Course Outcome(s):

At the end of the course, student should understand the basic concepts in General Insurance Sector, various participants and products, regulatory structure, risk management approach and their current issues. Further they should demonstrate the use of General insurance products in to corporate & personal financial risk management.

Unit I Introduction: Meaning of General Insurance –Types of General Insurance – Fundamentals of General Insurance – Regulatory Framework for General Insurance in India.

Fire Insurance: Standard Fire and special perils Insurance coverage – Consequential loss (fire) Insurance policies

Unit II Motor Insurance: Types of policies – Comprehensive Policies of Private Car Insurance, Third party Insurance.

Miscellaneous Insurances: Personal Accident Insurance, Health Insurance and Mediclaim policies, Liability Insurance

Unit III Underwriting and Settlement of Claims: Proposal forms – Underwriting – Endorsements –Settlement of Claims: Claim procedure – TPAs – Claim forms– Essential Claim Documents – Ombudsman, Arbitration, Loss Minimization and Salvage.

Suggested Readings

1. Black, Jr Kenneth and Harold Skipper Jr (2000), “Life and Health Insurance”, Prentice-Hall, Inc., England
2. Fundamental of Insurance by R K Gupta, (2013) Himalaya Publishing House, Reprint
3. General Insurance Principles and Practice by K C Mishra & G E Thomas, (2012) Cengage Learning
4. Rejda, George E (2001), “Principles of Risk Management and Insurance”, Addison Wesley Longman, Inc.
5. Trieschmann, James S., Sandra G Gustavson, and Robert E. Hoyt (2001), “Risk Management and Insurance”, South-western college Publishing, Cincinnati, Ohio.

Journals/Magazines

- IRDA(Insurance Regulatory and Development Authority) Journal

Report

- Handbook of India Insurance Statistic FY 2017-18 (index), Available at: https://www.irdai.gov.in/ADMINCMS/cms/frmGeneral_Layout.aspx?page=PageNo3729&flag=1

GLOBAL FINANCE AND FOREIGN CURRENCIES

Code: 307IB

Credits: 3

Course Objectives:

- ✓ To acquaint the students with intricacies of foreign exchange market.
- ✓ To give an understanding of foreign risk management.

Course Outcomes:

- ✓ It is expected that students would get well versed with finer points of risk management in foreign exchange market. They get to know how, speculation, arbitrage and other activities happen in a foreign exchange market.
- ✓ They get to know how country risk analysis is done.
- ✓ They get to learn and understand concepts such as, Purchasing Power Parity.

Unit I Introduction to global finance - Basics of foreign exchange market-Bretton Woods System- Fixed versus floating exchange rate system- currency boards- European Monetary Union- Maastricht Treaty- Dollar versus Euro- Interpreting the foreign exchange quotations- direct versus indirect- Impact of inflation, interest rates and income on exchange rates.

Unit II Purchasing Power Parity (PPP) - PPP in the short run and long run-International Fisher Effect (IFE) - Interest Rate Parity (IRP)-comparison of PPP, IFE and IRP (problems).

Unit III International Arbitrage-Location, Triangular and Covered Interest Arbitrage (theory and problems) Transaction, Economic and Translation Exposure (theory and problems) Country Risk Analysis-Types-Techniques (theory only)

Suggested Readings

1. International Corporate Finance – Jeff Madura – Cengage Learning.
2. International Finance – Rajiv Srivstava – Oxford Publication
3. International Finance by Piet Sercu – Princeton Univeristy
4. International Financial Management – Cheol S Eun and Bruce G Resnick – McGraw Hill
5. International Financial Management – Thummuluri Siddaiah – Pearson.
6. The Economics of Foreign Exchange and Global Finance – Pejie Wang –Springer Science and Business Media.

Case Studies

- ✓ The case of Lufthansa – Hedging of Dollars.
- ✓ Parmalat – Eurpoe’s Enron
- ✓ The Case of Airbus – Dollar Exposure
- ✓ The Case of Porsche –Powers Profit with Currency Plays
- ✓ Mexican Peso Crisis
- ✓ Argentinian Peso Crisis
- ✓ Currency manipulation by China.

Journals/Magazines

- ✓ Journal of International Money and Finance – Elsevier
- ✓ Journal of International Money and Finance – Wiley Online

TALENT MANAGEMENT

Code: 307HRM

Credits: 3

Course Objectives:

- The course will equip the students with the necessary skills and knowledge required for talent recognition, management, retention and development, a sure way to ensure continuity and success.
- The course further focuses on talent management strategies and initiatives which are integrated with organizational strategy and bottom line objectives.

Course Outcomes:

- The course helps the students to examine the process for identifying high potential talent and developing a pipeline of talent to serve organizational present and future needs.
- The course will help the students to examine the processes for talent development and succession planning
- The course helps the students to evaluate the quality of a talent management program.

Unit I Creating a talent Management program for organizational Excellence, Workforce planning for high performance, Role of line managing in talent planning, Recruitment and Selection differences, Talent Acquisition – process, screening, sorting, interview types and skills for interviewing, talent acquisition techniques, Building talent pipeline, Talent acquisition strategies in global scenario, Coaching, training. Building blocks for talents. Onboarding.

Unit II Talent analysis and planning techniques, Using Talent management process to drive cultures of excellence, advantages of cultural dexterity, Managing succession, talent appraising and reviews for improving quality of talent base, Nurturing talent, Talent life cycle, Marshalling Talent approach. Talent Management in Gig Economy

Unit III Talent management and multiplication Talent retention, Succession and career planning for talents, Talent involvement and engagement, Determining talent potential for growth, Talent engagement strategies, Compensating talents, Talent management leadership, Women as talent.

Suggested Readings

1. Anil Kumar Singh, Somesh Dhamija & Masood Hasan, 2009, Talent Management in India, Atlantic
2. Berger & Berger, 3rd Edition, The Talent Management Handbook, Tata McGraw Hill
3. Conaty & Charan, 2010, The Talent Masters, random House Business Books
4. David DeLong & Steve Trautman, 2011, The Executive Guide to High-Impact Talent Management, Tata McGraw Hill
5. Joshi & Vohra, 2017, Talent Management, Cengage
6. Marc Effron, 2018, One page Talent Management, HBR Press
7. T V Rao, 2011, Hurconomics for Talent Management, Pearson
8. William A. schiemann, Reinventing Talent Management, Wiley

Case Studies

- Case Study of Accenture HumanPerformance Practice UK – Marcus Powell
- Case Study of Grant Thornton – Elizabeth Braiden
- Case Study of Anonymous Company ‘Banco’ – Angelita Orbea
- Case Study of Lloyds TSB - Ann Knights

Journals / Magazines

- Journal of General Management
- Talent Management - Training Journal

Trimester IV

| Subject Code | Subject Name |
|-----------------------|-------------------------------------|
| 401 | Strategic Management |
| 401HRM | Strategic Human Resource Management |
| 402PGDM/HRM | Business Laws |
| 402MM | Retail Management |
| 402BIF | Legal Environment for BIF |
| 402IB | International Business Laws |
| 403HRM | Workforce Metrics |
| 403PGDM/MM/BIF/IB/HRM | Elective 1 – Subject 1 |
| 404PGDM/MM/BIF/IB | Elective 1 – Subject 2 |
| 404HRM | Elective 1 – Subject 1 |
| 405HRM | Elective 1 – Subject 2 |
| 405PGDM/BIF/IB | Elective 2 – Subject 1 |
| 406PGDM/BIF/IB | Elective 2 – Subject 2 |
| 405MM | Sales and Distribution Management |
| 406HRM | Industrial Relations |
| 406MM | Services Marketing |
| 407HRM | Competency Management |
| | Project Work & Viva Voce |
| | Term Project |

STRATEGIC MANAGEMENT

Code: 401

Credits: 3

Course Objective(s): In the context of rapid change in the business landscape, the course would sensitise students about the challenges and opportunities that confront organisations. The course seeks to stimulate strategic thinking and develop key decision making abilities of students.

Course Outcome(s): Students would be able to demonstrate an ability to formulate strategies and evaluate effectiveness of strategies implemented.

Unit I Strategy formulation

Concept of strategy, Strategic management process - Goals & Objectives of Business – Vision & Mission – Grand strategy - Levels of strategy – Strategic Intent. Environmental analysis and competitor analysis. Value chain analysis. Five forces model. Generic strategies. Portfolio analysis.

Unit II Strategic choices

Growth strategies - Integration (Backward and forward) – Concepts of synergy Mergers and Acquisitions – Related and unrelated diversification – Strategic alliances and Joint Ventures

Unit III Strategic control

Strategic Leadership – Corporate Governance – Strategic Entrepreneurship – Organization Culture – Strategic change management - Corporate restructuring and Turnaround management, Strategic evaluation and control – Balanced scorecard.

Suggested Readings

1. Charles, W.L. Hill., Gareth Jones & Houghton Mifflin, (6thEdn, 2003) Strategic Management – An Integrated Approach, All India Publishers.
2. Concepts in Strategic Management and Business Policy - Toward Global Sustainability Thomas L. Wheelen and J.David Hunger. Pearson
3. Gregory G. Dess, (1993) Strategic Management, Tata McGraw-Hill, New Delhi.
4. H. Igor Ansoff, (1965/1987) Corporate Strategy, Tata McGraw-Hill, New Delhi/Penguin, New Delhi.
5. M.E.Porter, (1980) Competitive Strategy, Free Press, Illinois.
6. M.E.Porter, (1985) Competitive Advantage, Free Press, Illinois.
7. M.E.Porter, (1990) Competitive Advantage of Nations, Macmillan, New Delhi.
8. Nitish Sengupta, & J.S. Chandan, (2003) Strategic Management Contemporary Concepts and Cases, Vision Books, New Delhi.
9. R.Srinivasan, (2ndEdn) Strategic Management -- The Indian Context, Prentice Hall of India Pvt. Ltd., New Delhi.
10. Richard Pettinger, & Palgrave, (2004) Contemporary Strategic Management, Macmillan, New Delhi.
11. Richard Pettinger, (1996) Introduction to Corporate Strategy, Macmillan, New Delhi.
12. Strategic Management, P. S. Ananthanarayanan and N.Chandrasekaran, Oxford University Press.

13. Strategic Management: Concepts: Competitiveness and Globalization, Hitt, Ireland and Hoskisson, Pearson
14. Strategic Management: Formulation, Implementation and Control, John Pearce, Richard Robinson, Amita Mittal Tata McGraw-Hill Education Pvt. Ltd.
15. Upendra Kachru, (2005) Strategic Management, Excel Books, New Delhi.

Case Studies

- Mahendra & Mahendra
- Mindtree
- Indigo
- Sona Steering
- TVS Motor
- Vijaya Dairy
- JSW

Journals/Magazines

- Sloan Management Review
- Harvard Business Review
- Vikalpa – IIM Ahmedabad
- Management Review – IIM Bangalore

STRATEGIC HUMAN RESOURCE MANAGEMENT

Code: 401HRM

Credits: 3

Course Objective: The goal of this course is to provide students with the knowledge and skills that they can use to effectively manage human resources to achieve organizational goals and take a strategic approach to human resource management.

Course Outcome:

- ✓ Student should be able to explain the scope of HRM
- ✓ Understand the meaning and nature of strategic HRM
- ✓ Design HR strategies
- ✓ Align HR strategies to business strategies
- ✓ Formulate HR strategies for multinational firms

Unit I An Investment Perspective of Human Resources Management, Social Responsibility and Human Resource Management, The Evolving/Strategic Role of Human Resource Management, HR practices to stages of organizational lifecycles, Strategic Workforce Planning, Design and Redesign of Work Systems. New approaches to recruitment, Fundamental characteristics of HRM, Strategy and strategic management, Strategic HRM: ‘Best fit’ or ‘Best practice’?

Unit II Strategic HRM and sustained competitive advantage, Building a workforce the challenge of interest alignment, Management power, employee voice and social legitimacy, Workforce performance and “Black Box” of HRM, HR strategy in services, HR strategy in multidivisional firms, HR strategy in multinational firms, Strategic approach to performance management - Balanced Scorecard, EVA, HR implications of mergers and acquisitions, Managing cultural transition in case of Mergers & Acquisitions

Unit III Linking HRM Practices to Organizational Outcomes, Linking Strategy to HRM Practices, Sustained Competitive Advantage through Inimitable HR practices, Congruence and Integrated HR Systems, Human resource strategy and dynamics of industry based competition. High Performance Work Practices, Strategic HRM approach to emerging HR issues. Indian Perspectives, Strategic alignment- of HR & Business, Employer Branding, Promoting organization Preference employer

Suggested Readings

1. Agarwala, T., 2007. Strategy and Human Resource Management. Oxford University Press.
2. Dreher, D., 2005. Human Resource Strategy: A Behavioral Perspective for the General Manager. Tata McGraw-Hill Publishing Company Limited.
3. Mello, A., J., 2014. Strategic Human Resource Management. Cengage Learning.
4. Peter Boxall & John Purcell (2016), Strategy and Human Resource Management (Management, Work and Organisations) – 4th ed.

Case Studies

- ✓ Using training to rebrand Sofitel hotels

- Hiring for excellence at CISCO systems

Journals/Magazines

- European Management Journal
- Harvard Business Review (HBR)
- Human Resource Management Review
- Journal of Strategic Human Resource Management

BUSINESS LAWS

Code: 402PGDM/HRM

Credits: 3

Course Objective(s):

- To impart the broad knowledge of the commercial laws
- To equip the students to understand implications of various laws effecting the corporate business
- Focus on recent amendments to Acts

Course Outcome(s):

- Students get a view of various Acts effecting corporate business houses
- Understand benefits of various Acts to the corporate and would be in a position to prepare and understand its implications of agreements , contracts and GST

Unit I Indian Contract Act, 1872: Definition – Essential Elements of Contract – Offer, Acceptance, Capacity to Contract, Consideration, Free Consent, Legality of Contracts – Indemnity and Guarantee, Bailment and Pledge, Introduction to Contract of Agency- definitions- agent, principal, sub-agent, substituted agent, Essentials, rules and test of agency. E-Contracts with up to date amendments

Unit II The Companies Act, 2013: Definition, Types of Companies, Incorporation of Company, Memorandum and Articles of Association, Doctrine of Indoor Management, Prospectus, Allotment of securities, Share Capital and Debentures, Board of Directors, Appointment of Directors, Board Meetings, Company Meetings.

Unit III Goods and Services Tax: Overview of GST, Implementation of GST, Liability of the Tax Payer, GST Network, GST Council. Provisions of Companies Act (2000) latest amendments RTI Act (2005), Sales and goods Act, Contracts including E-Tendering, Procurement, Reverse auctions, E-Auction / Reverse Auction.

Suggested Readings

1. Akhileshwar Pathak (2014), Legal Aspects of Business, Tata McGraw-Hill Publishing Company Ltd., New Delhi.
2. K.R.Bulchandani (2014), “Business Law for Management”, Himalaya Publishing House, Hyderabad.
3. Kapoor ND, (2018) Elements of Mercantile Law, Sultan Chand & Sons New Delhi.
4. Pollock Fredrick & Mulla Dinshaw Fardunji, (2018) The Indian Contract Act, 1872, Lexi Nexis
5. Prasad LVR, Kiran Kumar GJ, (2017), GST - A Brief Introduction PK Publishers New Delhi.
6. Ramaiya, (2014) A Guide to Companies Act, Wadhwa and Company Nagpur
7. S. N. Maheshwari, & S. K. Maheshwari, (2013), “A Manual of Business Laws”, Himalaya Publishing House, New Delhi.
8. Sharma, J. P. Business Laws by Bharat Law House (Latest Edition).

9. The Competition Act (2002), Bare Act.
10. V. S. Datey (2013), Business and Corporate Laws, Taxmann Allied Services Ltd., New Delhi.

Case Studies

- Balfour Vs Balfour
- Lalman Shukla Vs Gouridutt
- Mohirbibi Vs Dharamdas Ghose
- Carlill Vs Carbolic Smoke Ball Co.
- Salomon Vs Salomon & Co Limited
- Ashbury Railway Carriage Iron & Steel Co Vs Riche
- Jubilee Cotton Mills Limited Vs Lewis

Journals/Magazines

- Chartered Secretary, The Institute of Company Secretaries of India(ICSI), New Delhi
- Corporate Law Advisor
- Goods & Services Tax Cases and Corporate Professionals Today, Taxmans
- Indian Journal of Law and Technology, National Law School of India University (India), Bangalore
- NALSAR International Law Journal, Nalsar University of Law

Websites

- <http://ebook.mca.gov.in/default.aspx>
- <https://companylaw.taxmann.com/>
- <https://indiacode.nic.in/>
- <https://www.gst.gov.in/>

RETAIL MANAGEMENT

Code: 402MM

Credits: 3

Course Objective(s):

The objective of the course is to enrich students understanding about retailing. The course introduce to the students about the industry in India and make students understand critical functions of retailing like various business models, Merchandising and marketing and communication strategy. An applied perspective is adopted whereby learners are encouraged to apply concepts and perspectives learned in the course.

Course Outcome(s):

Students will understand about the retail business and various aspects of retail.

This course will enhance the students' knowledge about buying process and retailer's strategy to cut the buying process.

This course also covers aspects like retail ethics, job opportunities and entrepreneur opportunities in retails

Unit I Introduction to Retailing, Types of retail formats-The evolution of Retailing in India- Reasons for growth of Retailing in India, Drivers of Retail change in India-The functions of Retailer- Retail in India, Prospects & challenges, Opportunities in Retailing-Careers in Retailing.

Unit II Retail franchising-HR in Retail-Business models and theories of retail development- Understanding the retail consumer-the consumer decision making process-Retail communication mix-Ethics in retailing-Retail management information system-retail strategy- the retail value chain.

Unit III Introduction to Retail merchandising-factors affecting merchandising buying function-the process of merchandising planning-the merchandiser role & responsibilities merchandise procurement-category management-private labels-CRM-Servicing the retail consumer.

Suggested Readings

1. Barry Berman and Joel Evans (2004) Retail Management: A Strategic Approach, 9th Edition, Prentice Hall.
2. Chetan Bajaj, Rajnish Tuli, Nidhi Varma Srivastava (2016), "Retail Management Second Edition" OXFORD publication
3. Michael Levy, Barton Weitz: Retailing Management, 10th Edition (2019), Tata McGraw-Hill publication.
4. Piyush Kumar Sinha & Dwarika Prasad Uniyal, Managing Retail, 2nd edition, Oxford Publication.
5. Swapna Pradhan, Retailing Management Text & Cases, 3rd Edition, Tata McGraw-Hill.

Case Studies

- Nodstrom Case on customer service
- Bigbazaar case on merchandising

Journals/Magazines

- Images Retail
- Indian Journal of Marketing, · Journal of Marketing Research · Progressive Grocer

LEGAL ENVIRONMENT FOR BANKING, INSURANCE AND FINANCIAL SERVICES

Code: 402BIF

Credits: 3

Course Objectives:

- To impart broad knowledge of commercial laws.
- To equip students with understanding and implications of various laws affecting the banking, insurance and financial services sectors.

Course Outcomes:

- Students get a view of various acts affecting corporate business.
- Students would understand the benefits of various acts to the corporate sector in general and banking, insurance and financial services sector in particulars.

Unit I Indian Contract Act, 1872: Definition – Essential elements of Contract – Offer, Acceptance Capacity to contract, Consideration, Free consent, legality of object, Performance, Discharge and Breach of Contract, quasi contracts. The Companies Act, 2013: Definition, Types of Companies, Incorporation of Company, Memorandum and Articles of Association, Share Capital and Debentures, Board of Directors, Appointment of Directors, Powers of Board, Board Meetings, Company Meetings, Accounts and Audit and Corporate Reporting.

Unit II The Information Technology Act, 2000: Introduction, Digital Signature, Electronic Governance, Electronic Records, Controller & Certifying Authorities-Functions and Powers. Goods and Services Tax: Overview of GST, Implementation of GST, Liability of the Tax Payer, GST Network, GST Council.

Unit III Banking Regulations Act, 1949: An overview – Banking Sector Reforms. Insurance Act 1938: An Overview – Insurance Sector Reforms - The Insurance Regulatory Development Authority (IRDA) Act, 1999 – IRDA (Investment) Regulations 2000 – IRDA Guidelines for Insurance Brokers Securities and Exchange Board of India (SEBI) Act, 1992 – SEBI Guidelines.

Suggested Readings

1. Akhileshwar Pathak, (2007), “Legal Aspects of Business”, Tata McGraw-Hill Publishing Company Limited, New Delhi.
2. Consumer Protection Act, 1986, Bare Act:
3. K.R. Bulchandani, “Business Law for Management”, Himalaya Publishing House, Hyderabad, 2007.
4. M.C. Kuchhal, “Mercantile Law”, Vikas Publishing House Pvt. Ltd., New Delhi. 2007.
5. Maheshwari S.N. & Maheshwari S.K (2010), “A Manual of Business Laws”, Himalaya Publishing House, New Delhi.
6. Maheshwari S.N. & Maheshwari S.K., (2008), “Banking: Law & Practice”, Kalyani Publishers, New Delhi.
7. N.D. Kapoor, (2007), “Essential Elements of Mercantile Law”, S.C. Chand & Co., New Delhi.
8. Ramaiya, A Guide to Companies Act, Wadhwa and Company Nagpur.

9. Sharma, J. P, Corporate Laws, Ane Books Pvt Ltd, New Delhi.
10. The Competition Act, 2002, Bare Act.
11. V. Ramakrishna Raju, “Business Laws & Economic Legislations”, Himalaya Publishing House, New Delhi, 2007.
12. V.S. Datey, (2007), “Business and Corporate Laws”, Taxmann Allied Services Ltd. New Delhi, 2007.

INTERNATIONAL BUSINESS LAWS

Code : 402IB

Credits: 3

Course Objectives

- To impart the broad knowledge of the commercial and international laws
- To equip the students to understand implications of various laws effecting the corporate business
- Focus on recent amendments to Acts

Course Outcomes

- Students get a view of various Acts effecting corporate business houses including foreign companies.
- Understand benefits of various Acts to the corporate and would be in a position to prepare and understand its implications of companies, agreements, contracts and GST.

Unit I Introduction to Laws: Meaning of Law, Law and society,– Essential Elements of Contract – Offer, Acceptance, Capacity to Contract, Consideration, Free Consent, Legality of Contracts – Indemnity and Guarantee, Bailment and Pledge, Introduction to Contract of Agency- definitions- agent, principal, sub-agent, substituted agent, Essentials, rules and test of agency.

Unit II International trade law - International commercial contracts - International tax law - International commercial litigation- Business mediation and International commercial arbitration - International competition law - Global Business responsibility - Environment law - Human Rights law - International labour laws

Unit III Law relating to International Trade in India, International Sales Contracts, Contracts related to Credit, Carriage & Insurance, Joint Ventures and FDI. Goods and Services Tax: Overview of GST, Structure of GST (SGST, CGST, UTGST & IGST) Liability of the Tax Payer, GST Network, GST Council, Imports and exports under GST

Suggested Readings

1. Datey VS, (2019) GST Ready Reckoner, Taxman.
2. Kapoor ND, (2018) Elements of Mercantile Law, Sultan Chand & Sons New Delhi.
3. Motiwal OP, Awasthi HIC (2010), International Trade-the law and Practice: Bhowmik and Company, New Delhi.
4. Pollock Fredrick & Mulla Dinshaw Fardunji, (2018) The Indian Contract Act, 1872, Lexi Nexis
5. Ramaiya A, (2014), Guide to the Companies Act, Lexis Nexis

Cases Studies

- Balfour Vs Balfour
- Lalman Shukla Vs Gouridutt
- Mohirbibi Vs Dharamdas Ghose
- Carlill Vs Carbolic Smoke Ball Co.

- ✓ Salomon Vs Salomon & Co Limited
- ✓ Ashbury Railway Carriage Iron & Steel Co Vs Riche
- ✓ Jubilee Cotton Mills Limited Vs Lewis

Journals/Magazines

- ✓ Chartered Secretary, The Institute of Company Secretaries of India(ICSI), New Delhi
- ✓ Goods & Services Tax Cases and Corporate Professionals Today, Taxmans
- ✓ Indian Journal of Law and Technology, National Law School of India University (India), Bangalore
- ✓ NALSAR International Law Journal, Nalsar University of Law

Websites

- ✓ <http://ebook.mca.gov.in/default.aspx>
- ✓ <https://companylaw.taxmann.com/>
- ✓ <https://indiacode.nic.in/>
- ✓ <https://www.gst.gov.in/>

WORK FORCE METRICS

Code: 403HRM

Credits: 3

Course objectives:

This course introduces the students to the theory, concepts, and business application of human resources research, data, metrics, systems, analyses, and reporting. The students will be able to:

- Understand the importance of HR metrics in measuring HR's impact and drive business results.
- Identify the right HR metrics (what to measure, types of measurements etc.) in aligning HR and business goals.
- Turn metrics into analytics for effective management decisions.

Course Outcomes:

- Analyze appropriate internal and external human resource metrics, benchmarks, and indicators.
- Record, maintain, retrieve and analyse human resources information (e.g., staffing, skills, performance ratings and compensation information).
- Identify quantitative and qualitative techniques to understand trends and indicators in human resource data

Unit I **HR Metrics** – Introduction, Definition, scope, importance, Using statistical tests to measure HRM function, Common problems with metrics, Advantages of measuring HRM.

Human Capital Management – Human Capital Management Concept, meaning, issues connected.

HR Audit & Accounting – Human Resource auditing, audit process, advantages, creation of HRIS, HR Accounting approaches.

Unit II **Human Resource Planning** - Manpower planning process, HRP metrics – push model (Markov) and pull model (renewal models), quantitative tools for forecasting manpower requirements.

Staffing metrics – Staffing process, Recruiting tools and practices – a quick audit, how and when to measure the quality of hire, measuring the quality of applicants. Measuring the costs of hiring, Attrition metrics – techniques used to calculate attrition.

Development metrics – **Training ROI**, Training evaluation models, assessing the training organization, measuring employee satisfaction, attitude measurement and survey.

Unit III **Performance metrics** - performance matrix – Shingo prize model, EFQM, and Baldrige criteria, Balanced Scorecard, HR Scorecard, performance measurement using ranking and rating systems, scales for evaluation of performance, HR's role in value chain.

Compensation metrics – connecting it to revenues and expenses, calculating various wage/salary related measures. Variable pay systems, types of executive compensation, quantitative application in compensation – percentiles, cost-benefit

analysis, and compa-ratios. Mistakes in compensation designing. Employee benefits Calculation of incentives, measuring the impact of weak incentives.

Suggested Readings

1. Bernard Marr (2018) Data Driven HR, Kogan Page
2. Fitz-enz, J. (2009). The ROI of Human Capital: Measuring the Economic Value of Employee Performance.
3. Jac-Fitzens and Davidson (2002) How to Measure Human Resource Management (3rd Edition) Mc Graw Hill
4. John Sullivan (2003) HR Metrics The World Class Way, Kennedy information

Case Studies

- Using Metrics at DeBeers
- ROI at Wall Street Journal
- AON Hewitt Survey
- Toyota – Applying the HR metrics

Journals/Magazines

- Business Today/Business World/Economic Times/Business Line
- California Management Review
- Harvard Business Review
- MIT Sloan Management Review
- People Matters
- The Academy of Management Review

SALES AND DISTRIBUTION MANAGEMENT

Code: 405MM

Credits: 3

Course Objective(s): Recognize the role of selling as a career. Understand the implications of sales and marketing orientation, Recognize the position of sales forecasting in the marketing planning system. Understand the importance of intermediaries and channel logistics.

Course Outcome(s): Student can have clarity on sales skills and approaches and how to improve them to best fit into the sales job. Student can upsell and cross sell the products and contribute for the revenue generation. Student knows the importance of the distribution partners. Student can manage distribution channels better.

Unit I Principles and Concepts of Personal Selling

Introduction to selling - Development and Role of Selling in Marketing - Marketing Vs Selling, **The Selling Process: Pre-Sales Preparation - Prospecting – Preapproach - Approach - Presentation and Demonstration - Objections Handling - Closing the Sale - Salesmanship:** Meaning, Skills and Qualities of the effective salesmen.

Unit II Managing the Sales Force

Planning Sales – **Forecasting:** Sales Forecasting Methods - **Sales Budgets – Sales Territories:** Definition – Procedure for Designing Sales Territories – **Quotas:** Definition, Objectives and Types – **Sales Force Management:** Recruitment – Selection – Training – Motivation - Compensation, and evaluation of salesmen.

Unit III Distribution Management

Marketing Channels – Definition & Importance - Different forms and levels of channels - Functions of Marketing Channels - Steps in Channel Design, **Physical Distribution:** concepts and objectives, Components of Physical Distribution, Transportation and Warehousing.

Suggested Readings

1. David Jobber, Geoff Lancaster (2019), “Selling and Sales Management”, Pearson Education, New Delhi.
2. Havalder K.K. and Vasant M.C. (2017), “Sales and Distribution Management”, Tata McGraw Hill, New Delhi.
3. John F. Tanner Jr., D. Honeycutt., Robert C. Erffmeyer.(2013), “ Sales Management shaping future sales Leaders”, Pearson Education.
4. Manning Gerald L, Reece Barry L (2016), “Selling Today – Creating Customer Value”, Pearson Education, New Delhi.
5. Ovid Riso (ed.) (1993), “the Dartnell Sales Sales Promotion Handbook”, UBS Publishers Ltd., New Delhi
6. Still R. R., Cundiff E.W. and Govani N.P. (2008), Sales Management: Decisions, Strategies and Cases, Pearson Hall, New Delhi.

Case Studies

- Negotiating Resistance

- How to win in omnichannel world
- Drishti Eye Centre: Managing Sales Force

Journals/Magazines

- Journal of Personal Selling and Sales Management
- Sales and Marketing Management
- Salesmanship

INDUSTRIAL RELATIONS

Code: 406HRM

Credits: 3

Course Objectives

The fundamental concern of Industrial Relations as a field of study is with investigating the nature of the relationship that exists between an employer and his or her employees – or the employment relationship, as it is generally known. The main aim of this course is to introduce students to the theories, institutions and practices of Industrial Relations. The module examines the role and objectives of the main actors in the employment relations – employers, employees and trade unions and the government, and their interactions in collective bargaining, employee involvement/participation, conflict resolution and expression and the termination of the employment relationship.

Course Outcomes

The effective management of complex employment relationships is a critical function in contemporary organisations. The course introduces industrial relations delineating its essential concepts. In so doing, it considers the historical dimensions of work and the employment relationship, and the origins and the development of industrial relations up to the present time. Particular detailed attention is given to the present day structures and characteristics of employee representation, management and employers' associations. This is complemented by an examination of the role of the state, and how recent systemic changes affect state regulation and the workplace. The problem based learning structure allows you to develop your inquiry and communication skills.

Unit I **Concept and Scenario of Industrial Relations in India** Nature, Objectives and Importance- Approaches- Industrial Relations Scenario in the Contemporary Frame Work- International Labour Organization (ILO)- **Trade Unionism and Collective Bargaining** : Trade Unions Origin, Meaning/Concept of Collective Bargaining, Objectives of CB, CB Process, Process of Negotiation, CB Agreements, CB in India- Trade Unions – Principles, Reasons for Joining a Trade Union, Procedures of Registration/ Cancellation, Privileges of a Registered Trade Union, Functions of Trade union, Recognition- Trade Union Movement in India.

Unit II **Industrial Conflict and Dispute Resolution:** Provisions of Industrial Disputes Act of 1947 : Forms, Types and Causes of Industrial Disputes- Authorities under the Act, Powers and Duties of Authorities- Machinery for Settlement of Industrial Disputes- Strikes and Lockouts- Illegal Strikes and Lockouts- Layoff-Retrenchment and Closure- Conditions Regarding Closure- Role of Labour Welfare Officer- Unfair Labour Practices- **Grievance Handling:** Concept, Causes of Grievance, Need for a Grievance Redressal Procedure. Disciplinary Procedure, Natural Justice, Domestic Enquiry Conduct / Mis-conduct, Punishment.

Unit III **Social Security in India:** Provisions of Employees State Insurance Act 1948- Minimum Wages Act of 1948- Payment of Wages Act of 1936 - Maternity Benefit Act 196, Employees Compensation Act, 1923- Employees Provident Fund Act, 1952- The Industrial Employment (Standing Order) Act, 1946- Payment of Gratuity Act, 1972- The Factories Act 1948- Provisions regarding

health, safety, welfare, working hours, annual leave & employment of young persons. Handling Strikes - Crisis Management, Wages Code-2018.

Suggested Readings

1. Bare Acts of Different Labour Laws.
2. Budd J.W., (2019), Labor Relations: Striking a Balance, McGraw Hill, 5th Edition
3. Ghosh P. & Nandan S., Industrial Relations and Labour Laws, (2017), Industrial Relations and Labour Laws, McGraw Hill.
4. Govindaraju N.S., (2019), Managing Labour Relations, Niruta Publications.
5. Mamoria C.B & Others (2011) Dynamics of Industrial Relations, Himalaya, Mumbai.
6. P L Mallik, Eastern Book; Labour Laws, Bharat Law House, New Delhi (Latest Edition).
7. Venkata Ratnam C.S, (2017), Industrial Relations, Oxford University Press, New Delhi.

Case Studies

- ∨ Case Study: Why Honda Workers are on an Indefinite Strike at JantarMantar.
- ∨ Case Study: Communicating in a Crisis and the Role of Business Leader: The Case of Jet Airways
- ∨ Case Study: Labour Unrest at Manesar Plant of Maruti Suzuki in 2012, A Perspective
- ∨ Case Study: Toyota Industrial Dispute

Journals/Magazines

- ∨ British Journal of Industrial Relations: An International Journal of Employment Relations
- ∨ Historical Studies in Industrial Relations
- ∨ Indian Journal of Industrial Relations
- ∨ Industrial Relations Journal
- ∨ Industrial Relations: A Journal of Economy and Society

SERVICES MARKETING

Code: 406MM

Credits: 3

Course Objective(s):

- To introduce to Services Marketing and to understand how does marketing in service organizations differ from marketing in manufacturing organizations
- Identify and analyze the various components of the "services marketing mix" and study the "GAP" model to identify and analyze service problems, ascertain alternative solutions, and choose and implement the best solution

Course Outcome(s):

- Students would be in a position to develop strategies and tactics to address different challenges like Service design, failure, recovery and guarantee.
- Understand the key issues required in managing customer satisfaction and service quality.
- In a position to apply marketing research techniques unique to service marketing to measure the intangible service quality/performance, customer satisfaction, customer life time value, and loyalty.

Unit I An introduction to services, evolution of services economy & its importance, characteristics & classification of services, search, experience and credence, categories, Scale of Market Entities, Molecular Model, difference between goods & services and Services Marketing Mix. Service Quality, Measurement, Servqual, Service Encounters, Customer Perception & Expectations, Zone of Tolerance, Gaps Model and TQM.

Unit II Marketing Strategy, Segmentation, Positioning, Branding of Services. Consumer Behavior, Service Failure and Recovery & Customer Relations. Product, Pricing of Services, Place- Service through Intermediaries and Electronic Channels, Promotion- Integrated Services Marketing Communication.

Unit III People- Employees and Customers Roles, Service Process Blueprinting- Service Systems, Physical Evidence and Servicescape. Globalization of Services, Financial Services Marketing & Financial Products.

Suggested Readings

1. Govind Apte, "Services Marketing", Oxford University Press, 2011.
2. Harrison, T., "Financial Services Marketing", Pearson Education, New Delhi, 2008.
3. Hoffman, K.D. & Bateson, J.E.G., "Marketing of Services", Cengage Learning, New Delhi, 2009.
4. Lovelock Christopher, Jochen Wirtz, Jayanta Chatterjee, "Services Marketing—People, Technology, Strategy", 7th Edition, Pearson, 2011.
5. Naresh K. Malhotra, Satyabhusan Dash, "Marketing Research", 7th edition, Pearson, 2019.
6. Nargundkar, R., "Services Marketing – Text and Cases", Tata McGraw Hill, New Delhi, 2008.
7. Pezzullo, M.A., "Marketing Financial Services", Macmillan Publication, 2009.

8. Shajahan, S., “Services Marketing – Concepts, Practices & Cases From Indian Environment”, Himalaya Publishing Company, Mumbai, 2008.
9. Srinivasan R, “Services Marketing: The Indian Context”, PHI Learning, 2012.
10. Valarie A Zeithaml, Mary Jo Bitner, Dwayne D Gremier and Ajay Pandit., “Services Marketing”: McGraw-Hill Pub. Co., 6th Ed. 2013.
11. Varun Goenka, Pradeep Kumar Bhattacharjee, “Marketing Management, Indian Cases”, Pearson, 2018.
12. Verma, Harsh, V., “Services Marketing: Text & Cases”, Pearson Education, New Delhi, 2008.
13. Vinnie Jauhari, and Kirti Dutta (2017), "Services Marketing Text and Cases", Oxford University Press, New Delhi.

Case studies

- McDonald-marketing mix
- Medical tourism in India
- IKEA
- The Mumbai Dabbawalas
- Chulha Case
- Flipkart
- Customer is the king
- Results not sympathy
- Thomas cook
- British airways
- Amazon
- Maruthi
- Pricing Dilema – case
- “The truth about customer experience” Harvard Business Review

Journals/Magazines

- Brand Reporter
- Business India
- Business World
- Harvard Business Review
- Journal of Marketing Research
- Journal of Marketing Vistas
- Marketing Master Mind
- Pitch

COMPETENCY MANAGEMENT

Code: 407HRM

Credits: 3

Course Objectives:

- To develop an understanding about the competency based HR areas.
- To help students with the technique of identifying and mapping competencies.
- To relate the competency based practices to organizational processes

Course outcomes: The students will be able to

- Plan competency based study
- Identify and develop competency dictionary
- Design competency assessment tools
- Implementing Competency based systems

Unit I Introduction: Concept and definition of Role and Competency, Characteristics of competency, Competency versus competence, Performance versus competency; skills versus competency, behavior indicators, History of competency. Types of competencies, Why to promote a competency culture, Context and Relevance of competencies in modern organizations. Competencies Applications – Introduction to Competency Frameworks, Competency Maps, and Competency Profiles.

Competency Management Framework/Competency Model:

Macro View of Competency management framework: Linking HR processes to organizational strategy, Development of personal competency framework, Competency modeling framework — Understanding job positions, Data collection instruments, Stages in design and implementation of competency model – General competency framework, Competency identification – Competency assessment and competency development Lancaster Model of managerial competencies. Competency model of iGATE.

Unit II Design and Implementation of competency model: Defining Core competencies (Organization wide), Business competencies (SBU specific), Team Competencies (project driven), Role competencies (Role wise); Competency identification - Consolidation of checklist, Rank Order and finalization, Validation, and Benchmark. Competency development – Maturity framework and matrix, areas of improvement, and action plan

Competency Assessment: Identification of Role competencies, Assessment center-Design, Psychometric testing in assessment center, 360 degree feedback, potential appraisal, Difference between development center and assessment center. Methods of competency assessment - Role plays, Case study, Structured Experiences, Simulations, Business Games, Repertory grid, BEI, MBTI, FIRO-B. **Job competency profiling,** Role competency, profiling - Functional competency profiling, Core competency profiling.

Unit III **Competency mapping:** Competency map, competency mapping. Studying job, processes, and environment, studying attributes of good performer. Competency Mapping – Strategy - Structure Congruence, Structure - Role Congruence, Vertical & horizontal Role linkages, Positioning to bring in competitive advantage.

Integration of Competency Based HR systems: Competency based selection, competency based interviews, competency based training and development competency based performance management, competency driven careers, and competency linked remuneration and competency driven culture.

Suggested Readings

1. Boyatzis, R. E., (1982). *The Competent Manager: A Model For Effective Performance*. New York: John Wiley and Sons,
2. Lucia, A.D. & R. Lepsinger (1999). 'The Art And Science Of Competency Models. Pinpointing Critical Success Factors in Organizations'. San Francisco: Jossey-Bass Pfeiffer. pp- 28,26
3. Palan, K., (2003). 'Competency Management - A Practitioner's Guide, Specialist Management Resources', Utama pp- 115-116
4. Sanghi, S. (2016), *The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations*, (3e) Sage publication, Delhi
5. Sharma, Radha (2003). *360 Degree Feedback, Competency Mapping & Assessment Center*, TMH, Delhi
6. Shermon, G. (2011). *Competency based HRM* ;– Tata Mc Graw Hill
7. Spencer, L.M. & Spencer, S. (1993). 'Competence at Work: Models for Superior Performance', New York, NY: John Wiley. pp -5-7.
8. Srinivas, K (2013), *Competency-Based Human Resource Management*, PHI, Delhi.

Case Studies

- I-Gate – Implementation of Competency framework
- Competency based practices of BDL.

Journals/Magazines

- Business Today/Business World/Economic Times/Business Line
- California Management Review
- Harvard Business Review
- MIT Sloan Management Review
- People Matters
- The Academy of Management Review

Trimester V

| Subject Code | Subject Name |
|---------------------|---|
| 501 | Corporate Governance, CSR and Business Ethics |
| 502PGDM | Project Management |
| 502MM | Integrated Marketing Communication |
| 502BIF | International Banking, Foreign Exchange and Treasury Management |
| 502IB | International Brand Management |
| 502HRM | Knowledge Management |
| 503HRM | Functional Analytics – HR Analytics |
| 503PGDM/MM/BIF/IB | Elective 1 – Subject 3 |
| 504PGDM/ BIF/IB | Elective 1 – Subject 4 |
| 504HRM | Elective 1 – Subject 3 |
| 505HRM | Elective 1 – Subject 4 |
| 505PGDM/BIF/IB | Elective 2 – Subject 3 |
| 506PGDM/BIF/IB | Elective 2 – Subject 4 |
| 505MM | Strategic Marketing |
| 506HRM | Labour Legislation |
| 506MM | Brand Management |
| 507HRM | HRM in Global Perspective |

CORPORATE GOVERNANCE, CSR AND BUSINESS ETHICS

Code: 501

Credits: 3

Course Objective(s): To familiarize the students with the understanding of issues and practices of corporate governance in the global and Indian context.

Course Outcome(s): On completion of the course, the students would have adequate knowledge of issues and practices of corporate governance in the global and Indian context

Unit I **Concepts:** Theories and models of corporate governance; KMP; secretarial audit; class action; NCLT; insider trading; rating agencies; green governance/e-governance; shareholder activism; whistle-blowing. **Corporate Governance Framework in India:** Corporate boards and its powers, responsibilities and disqualifications; board committees and their functions; regulatory framework of corporate governance in India; Clause 49; reforms in the Companies Act, 2013; corporate governance in PSUs and banks. **Codes & Standards on Corporate Governance:** Sir Adrian Cadbury Committee (UK), 1992, OECD Principles of Corporate Governance, 1999; Sarbanes-Oxley (SOX) Act, 2002 (USA); Kumarmanglam Birla Committee, 2000.

Unit II **Major Corporate Governance Failures:** BCCI (UK), Maxwell communication corporation and Mirror group newspapers (UK); Enron (USA); World.com (USA); Andersen worldwide (USA); Vivendi (France); Satyam Computer Services Ltd (India); Sahara (India); Kingfisher Airlines Ltd (India); common governance problems noticed in various corporate failures and Policy actions.

Unit III **Business Ethics and CSR:** Concept of business ethics, ethical theories; ethical governance; code of ethics; globalization and business ethics, corporate governance and business ethics. Corporate philanthropy; corporate sustainability reporting; CSR through triple bottom line; relation between CSR and corporate governance; environmental aspect of CSR; CSR models; drivers of CSR; major codes on CSR; initiatives in India including provisions on CSR spending and reporting.

Suggested Readings

1. Asish K. Bhattacharyya (2016). Corporate Governance in India: Change and Continuity, Sage, New Delhi.
2. Bajpai, G. N. (2016). The Essential Book of Corporate Governance, Sage Publications, New Delhi.
3. CS Rupanjana De (2018). A Practical Guide to Corporate Social Responsibility: As Amended by the Insolvency and Bankruptcy Code (Amendment) Act, Bloomsbury, India.
4. Government of India (2019). Economic Survey, Ministry of Finance, Economic Division, New Delhi.
5. Michael Hilb (2017). Governance of Digitalization: The Role of Boards of Directors and Top Management Teams in Digital Value Creation, Haupt, Berne.

6. Nirbhay Lumde (2018). Corporate Social Responsibility in India: A Practitioner's Perspective, Notion Press, India.
7. OECD (2013). Boards of Directors of State-Owned Enterprises---An Overview of National Practices, OECD Publishing, Paris.
8. OECD (2016). Broadening the Ownership of State-Owned Enterprises.A Comparison of Governance Practices, OECD Publishing, Paris.
9. OECD (2019). Corporate Governance Factbook, OECD Publishing, Paris.
10. Sharma, J.P. (2016). Corporate Governance, Business Ethics and CSR - With Case Studies and Major Corporate Scandals, Ane Books, India.

Case Studies

- Satyam Computer Services Ltd
- Kingfisher Airlines Ltd
- Infosys
- ICICI
- ILFS
- PNB
- PMC
- Bhushan Steel

Journals/Magazines

- Corporate Governance Insight
- Corporate Governance: An International Review
- Corporate Governance: The International Journal of Business in Society
- Corporate Social Responsibility, Corporate Governance and Corporate Policies in Emerging Markets
- Indian Journal of Corporate Governance
- International Journal of Business Governance and Ethics
- Journal of Business Ethics
- Journal of Financial Crime
- Journal of OECD on Corporate Governance
- Social Responsibility Journal

PROJECT MANAGEMENT

Code: 502PGDM

Credits: 3

Course Objective(s): The course objective is to

- Familiarize the students with the concept of project management
- Acquaint the students with the issues related to planning to coordination to completion of project

Course Outcome(s): After the completion of the course students are expected

- To be a part of any project Management team and contribute significantly in execution of project
- Understand the nuances of project management
- Learn the tools of project management

Unit I Introduction to Project Management; Project Life Cycle, Project Feasibility Studies and Appraisal

Unit II Project Planning and Organizing, Project Management Tools and Techniques (PERT & CPM), Project Crashing, Trade off analysis, Resource allocation and Resource leveling, Project Categorization,

Unit-III Project financing, Characteristics of Infrastructure projects-Methods of financing infrastructure projects – BOT, BOOT, BOLT, –BOAT etc Project cost control; Cost over runs, Contract Management, Human, Legal and social Aspect in managing projects, Project Monitoring and Control, Sensitivity analysis, Risk management, Project Evaluation and termination.

Suggested Readings

1. Bruce T. Barkeley, "Project Management-In New Product Development", (2008), Tata McGraw-Hill
2. Erik Larson and Clifford Gray (2017), "Project Management – The Managerial Process", Sixth Edition, McGraw Hill.
3. Harold Kerzner, "Project Management: A Systems Approach to Planning, Scheduling, and Controlling", (2017), 12th Edition, John Wiley & Sons.
4. Jack R. Meredith, Samuel J. Mantel Jr. (2012), "Project Management – A Managerial Approach", Eighth edition, John Wiley & Sons.
5. Jeffrey K. Pinto (2009), "Project Management", Pearson Education.
6. Kathy Schwalbe, (2014), "Information Technology Project Management", Seventh Edition, Cengage.
7. P. K. Joy (1994), "Total Project Management: The Indian Context", MacMillan India Pvt. Ltd., First Edition.
8. Panneerselvam R (2009), "Project Management", Prentice Hall India Learning Private Limited, First Edition.
9. Prasanna Chandra (2017), "Projects: Planning, Analysis, Selection, Financing, Implementation, and Review", Eighth edition, Tata McGraw Hill Education.
10. Rajeev M. Gupta, (2014), "Project Management", Second Edition, PHI Learning Pvt. Ltd.
11. Robert K. Wysocki, Robert Beck Jr, David B. Crane (2014), "Effective Project Management: Traditional, Agile, Extreme", Seventh Edition Wiley.

12. Sitangshu Khathua (2013), “Project Management and Appraisal”, Oxford University Press.
13. Timothy J. Kloppenborg (2012), “Contemporary Project Management”, Second Edition, Cengage Learning India Pvt. Ltd

Case Studies

- Barrage Construction & Startrek Enterprises project plans
- AP projects
- Maldives v/s GMR Infrastructure
- Classic Mushrooms Pvt. Ltd., Visakapatnam.
- Metro projects of Delhi and Hyderabad
- Lavasoft Company- a web site development firm
- Some more cases will be discussed in the class

Journals/Magazines

- International Journal of Project Management, IPMA.
- Project Management Journal

INTEGRATED MARKETING COMMUNICATIONS

Code: 502MM

Credit

s: 3

Course Objective(s):

- The objective of this course is to provide an overview of the components and considerations involved in marketing communication strategy decisions.
- To be able learn different media forms, their effectiveness and application.

Course Outcome(s):

- Demonstrate the understanding of how the communication component plays a vital role in the conceptualization, development and ultimate success of a marketing campaign by describing and critically evaluating previous campaigns and applying theories.
- Able to demonstrate how media appeals to specific audiences in various cultural contexts and how to use communication tools to maximize the effectiveness of a Marketing Plan.

Unit I Introduction to Integrated Marketing Communications
Marketing Communication: An Integrated Approach – Characteristics of IMC campaign – Managing IMC Process: Planning an IMC campaign – Process of achieving integration – Integrated Marketing Communication Mix – Organizational approaches and barriers to integration – Value addition through IMC - Fundamentals of Advertising Campaigns – Brand Positioning through Advertising – Unique Selling Propositions – Brand Image Creation through Advertising – Types of Media & Advertising – Celebrity Endorsements

Unit II Consumer Promotion – Elements – Trade Promotion – Objectives & Types – Exhibitions & Event Management – Creating Word of Mouth –Direct Marketing & its integration with IMC – Personal Selling – Database marketing – Managing Big Data – Promotion through Customer Relations - Advertising Agencies – Sales promotion Agencies – PR Firms & Interactive Agencies

Unit III Budgeting for Marketing Communication – Objectives of IMC Campaign: Objectives – Corporate objective, Marketing objective, Sales objective, Communication objective – DAGMAR approach – Communication Models – Budgeting for MARCOM - Steps in developing and evaluating effective Marcom – Objectives – Designing a Message – Copywriting – Measuring Communication

Effectiveness, Conducting research to measure Communication Effectiveness.

Suggested Readings

1. Advertising and Promotions-Belch & Celch, Tata Mcgrew Hill 2001
2. Advertising Management – Rajeev Batra, John G. Myers & David A Aaker PHI
3. Integrated Marketing Communications – Kenneth Blown & Donald Bach PHI, 2009
4. International Edition-Contemporary Advertising Irwin/McGraw-Hill
5. Otto Kleepner’s Advertising Procedure-PHI

Case Studies

- Google Advertising, HBR.
- Dove's 'Real Beauty Sketches' Campaign, ICFAI Cases

- Game of Thrones' TV Series: HBO’s Integrated Marketing Strategy, ICFAI Cases.

Journals/Magazines

- Brand Equity by ET
- Journal of Marketing
- Pitch

INTERNATIONAL BANKING, FOREIGN EXCHANGE & TREASURY MANAGEMENT

Code: 502BIF

Credits:

3

Course Objective(s): This course is both theoretical and practical; it is designed to develop student understanding of the basic concepts of International Banking, Forex and Treasury. The focus is primarily on the international Reasons for the growth of International Banking, Recent Trends in International Banking. Further the course covers topics on factors determining foreign exchange rates.

Course Outcome(s): Upon successful completion of the course, the student should possess an awareness of the Basic concepts on International Banking and Forex, Treasury Management and operations in Foreign exchange markets.

Unit I Introduction to International Banking: Brief History and reasons for the growth of International Banking, Characteristics and Dimensions of International Banking, Recent trends in International Banking- Birth of Offshore Banking – International Capital Market Instruments – Masala Bonds, ADRs, GDRs and IDRs.

Unit II Introduction to Treasury Management – Treasury Operations – Scope and Functions of Treasury Management- Objectives of Treasury and Organizational structure –Integrated Treasury- Settlement Procedures.

Unit III Foreign Exchange - Overview of Foreign Exchange Market – Risk Analysis and Risk Control – Interest Rate Risk – Forex Risk – Transaction, Economic and Translation exposure in foreign exchange market– Factors influencing exchange rates – Inflation, Interest Rates and Income.

Suggested Readings

1. Indian Institute of Banking and Finance (2017). International Banking Operations. Macmillan.
2. Indian Institute of Banking and Finance (2017). Treasury, Investment and Risk Management. Taxmann.
3. Indian Institute of Banking and Finance (2018). Treasury Management Macmillan.
4. Jacque, L. L. (2013). Management and control of foreign exchange risk. Springer Science & Business Media.
5. Jeevanandam C. (2016). Foreign Exchange Practice, Concepts and Control. Sultan & Chand.
6. Rupnarayan Bose (2014). Fundamentals of International Banking. Macmillan.
7. Shapiro, A. C. (2008). Multinational Financial Management. John Wiley & Sons.

8. Sundharam, K. P. M., & Varshney, P. N. (2014). Banking Theory: Law and Practice. Chand.

**Case
Studies**

- Basel norms challenges in India
- Risk Management in International Banking Operations
- Special Drawing: Rights: Limitations on use and valuation

Journals/Magazine

s

- ABA Banking Journal, Birmingham, U.K.
- Global Business Review: SAGE
- Journal of Corporate Treasury Management, University of Groningen, Netherlands
- Journal of Finance, Wiley.
- Journal of International Money and Finance - Elsevier

INTERNATIONAL BRAND MANAGEMENT

Code: 5021B

Credits: 3

Course Objective(s):

- To provide fundamental understanding of brand management concepts
- To develop a consumer-centric approach to building, measuring and evaluating strategies that build brand equity for new and existing brands.
- To identify important issues related to planning and implementing brand strategies for a diverse group of marketing offerings (e.g., products, services, industrial goods, non-profits, etc.).
- To identify brand meaning and to measure brand strength for any particular market offering.
- To apply branding principles and marketing communication concepts and frameworks to achieve brand management goals and improve marketing performance.

Course Outcome(s):

- Evaluate the scope of brand management activity across the overall organizational context and analyse how it relates to other business areas.
- Appraise the key issues in managing a global brand portfolio and making strategic brand decisions.
- Formulate and justify brand development decisions for global markets
- Analyse and discuss contemporary brand related problems and develop appropriate strategies and initiatives.

Unit I Introduction to brand management - Historical evolution of branding - Brand names and its basis - Application of branding - Management's philosophy & brand-Maslow's hierarchy of needs - Brand functions - Branding Products - Branding services - CRM in brand management - Brand loyalty - True brand loyalty - spurious brand loyalty - Brand Equity - Customer based brand equity.

Unit II Segmentation & its usage in advertising - market targeting and positioning brands across borders - brand building - Positioning maps - choosing a positioning - Communicating and delivering the chosen positioning - Integrated marketing communications to build brand - modern international brand building strategies.

Unit III Brand extensions - brand extension fit - Brand ambassador & celebrity endorsements in brand building - Brand co-creation - Managing brands over time
- Managing brands across Geographical boundaries - Finance based brand equity
- Measuring brand equity - Role of advertisements in brand building.

**Suggested
Readings**

1. Aaker, David A. Building Strong Brands, Free Press, ISBN 9780029001516

2. Best Practice Cases in Branding: Lessons from the World's Strongest Brands, by Kevin Keller, Prentice Hall, latest edition
3. Brand Management Text & cases by U C Mathur, Macmillan publishers India Ltd, 2016
4. Keller, Kevin Lane, Strategic Brand Management, Second Edition, Prentice Hall, ISBN 0130411507], International Edition, 2nd Edition, ISBN 0131105833]
5. Kellogg on Branding: The Marketing Faculty of the Kellogg School of Management by Alice M. Tybout and Tim Calkins, latest edition
6. Unconscious Branding: How Neuroscience Can Empower (and Inspire) Marketing by Douglas Van Praet

Case Studies

- Ikea – Strategies for India
- REVA: Building a Brand –What went wrong?
- Ryn Air: Building a Global Brand
- Yahoo! Managing an Internet Brand
- South West Airlines: Managing a High Growth Brand
- Home Depot: Understanding Retail Brand

Journals/Magazines

- Journal of Brand Management, Palgrave Macmillan
- Journal of Product & Brand Management, Emerald insight

KNOWLEDGE MANAGEMENT

Code: 502HRM
3

Credits:

Course Objective(s): The new wave of increasingly technology oriented employees; organizations are turning the individual knowledge into intellectual company assets. But while technology now offers the framework for effective Knowledge Management, knowledge itself is still very much a human activity that requires human organization and understanding. A current, organized, and complete approach to KM leads to better decision-making across the board, and is critical to a company's continued growth and success. This course will provide the students with a foundational framework designed to introduce current KM concepts and guide the creation of effective KM objectives, strategies, and systems.

Course Outcome(s): The students will explore the primary KM approaches, tools, and concepts involved in creating an effective plan for employee work flow. They will also learn about the the characteristics, benefits, challenges, and success factors involved in implementing the best KM methodologies and practices.

Unit I Knowledge Management - Knowledge Types, Nature, Approaches to KM - Hierarchy - Benefits of KM and its framework - Elements - Organizational impact of KM and its assessment -Knowledge Management in learning organizations. Types of Knowledge: Tacit and Explicit- Managing knowledge workers- Overview of KM solutions - Discovery-capturing and sharing of knowledge.

Unit II Knowledge management process - Factors influencing KM - KM life cycle - Knowledge creation, Knowledge sharing, Knowledge dissemination, Nonaka's model of knowledge. Knowledge capturing techniques: Brainstorming, Protocol analysis, Consensus decision making, Repertory grid, Concept mapping - Preserving and applying Human Expertise.

Unit III KM strategies: Aligning individual needs with organization - Converting Tacit Knowledge to Explicit - Discovering New Knowledge - Data Mining - Reward systems for knowledge management, Knowledge Audit, Benchmarking, Balance score card, Gap analysis - Future of Knowledge Management

Suggested Readings

1. Awad.E.M and Ghaziri.H.M: Knowledge management, Pearson education International.
2. Stuart Barnes: Knowledge management system theory and practice, Thomson learning.
3. Donald Hislop: Knowledge management in organisations, Oxford University press.
4. Peter Senge, (1990) Fifth Discipline
5. Vinayshil Goutam, Life long: Seeking meaning, Relevance and Self-renewal.

Case Studies

- Case Study "Xerox Creates a Knowledge Sharing Culture Through Grassroots Efforts", Vicky J. Powers.
- Case Study "If only HP knew what HP Knows", Thomas H. Davenport.
- Case Study "KM @ Whirlpool" Roberta Vanetti

- Case Study "Data Mining and its Applications for Knowledge Management: A Literature Review from 2007 to 2012"
- Case Study "Knowledge Management and Organizational Learning", William R. King

Journals/Magazines

- Electronic Journal of Knowledge Management
- International Journal of Knowledge Management
- International Journal of Knowledge Management Studies
- Journal of Information and Knowledge Management

**HR
ANALYTICS**

Code: 503HRM

Credits: 3

Course objectives:

The course provides an understanding of critical HR topics with an analytical perspective.
The

course helps to acquire in-depth knowledge and practical insights of every step in the HR analytics process cycle.

Course Outcomes

The students learn to practice

- Assessing human resource management activities such as forecasting requirements and availability of numbers and types of skill sets needed by an organization. Analyzing recruitment sources and matching methods to sources
- Analyzing the use of employment tests and demonstrating concepts of validity, reliability, correlation, and test validation procedures.
- Analyzing the performance appraisal process, the methods used, and the problems encountered.
- Analyzing efforts in safety and health programs, employee assistance programs, health promotion programs and other efforts directed toward improving employee health and well-being

Unit I Overview of HR Analytics: Introduction to the Module: Analytics Wave, Analytics in Business, Analytics Transforming HR, Current Reality of HR Analytics, Statistics, Descriptive Statistics, Testing the Model, Evaluating the Model, Implementing, Performance Evaluation analytics, The challenge of Noisy Data, Usage, ethics and limitation, Finding persistence: Regression to the Mean, Extrapolating from Small Samples, Signal Independence.

Unit II Staffing Analytics: The Staffing Cycle, Predicting new Hire Performance, Bringing Data to Internal Mobility, Issues of Causality, Understanding and Managing Attrition, Survival Model Analytics in Talent Management, Introduction, Challenges, Context, Interdependence, Self-fulfilling Prophecies, Reverse Causality, Advanced Analytics, Inferential Statistics- Diversity Analytics, Employee attitude surveys and workforce perception study, Monitoring impact of interventions. Employee Burnout, Understanding Stress.

Unit III Collaborative Analytics: Describing collaboration Networks, Types of Organizational Networks, Building Blocks Mapping Collaboration networks, BI- tool: IBM (Watson Analytics), Visualizations, Diagrammatic Representation of Data, Graphical representation of Data.

Suggested readings

1. Berrett-Koehler Publishers. 2. Fitz-enz, J., & Mattox, J. (2014). Predictive Analytics for Human Resources. Wiley.
2. Edwards, M. R., & Edwards, K. (2016). Predictive HR Analytics: Mastering the HR Metric. London: Kogan Page.
3. Levenson, A. (2014). Employee Surveys That Work: Improving Design, Use, and Organizational Impact.

Case Studies

- Relating engagement with store income

- Coca - Cola Enterprises (CCE) Case Study: The Thirst for HR Analytics Grows.
- Competing on Talent Analytics
- Competing on Analytics

Journals/Magazines

- Business Today/Business World/Economic Times/Business Line
- California Management Review
- Journal of Management
- MIT Sloan Management Review
- People Matters
- The Academy of Management Review

STRATEGIC MARKETING

Code: 505MM

3

Credits:

Course Objective(s): Objective of the course is to impart an understanding of the conceptual framework, covering basic elements of the marketing Analysis, Planning, Strategies and Implementation to

- Recognize the three strategic “C”s.
- Understand the importance of Strategic Marketing
- Determine the characteristics of Strategic Marketing
- Visualize the future of Strategic Marketing
- Comprehend the process of Strategic Planning Process

Course Outcome(s): After attending this course, students will be able to:

- Develop an ability to assess the impact of the environment on marketing function.
- Should be able to develop suitable marketing strategies in light of the environment.
- Should be able to look for growth opportunities beyond national boundaries.

Unit I Planning: Introduction to Strategic Marketing, Concepts of Planning, Strategic/situation Analysis and Strategic Formulation. Customer Analysis, Competitor Analysis.

Unit II Strategies: Segmenting, Targeting and Positioning Strategies, Product Strategies, Branding Strategies, Pricing Strategies, Distribution and Promotion Strategies, Legal and Ethical issues.

Unit III Execution: Designing appropriate Strategies and Processes of Implementing different strategies. Marketing Control Process, Measure Results, Sales Analysis, Profitability Analysis, Marketing ROI.

Suggested Readings

1. Aaker, D A (2005), Strategic Market Management, John Wiley & Sons, New York
2. Bishop, B. (2000), “Strategic Marketing for the Digital Age”, Excel Books, New Delhi.
3. Ferrell, O. C. and M D Hartline (2017), Marketing Management Strategies, (6th edition) Cengage Learning, New Delhi.

4. Gilligan, C and Wilson, M S R (2003), Strategic Marketing Planning, Butterworth- Heinemann, New Delhi.
5. Jain, Subhash C., (2004), "Marketing Strategy" Planning, Implementing and Learning. Cengage Learning, London.
6. Mathur, U C (2006), Strategic Marketing Management Text and Cases, Macmillan India Ltd. New Delhi.
7. Nag A (2008), Strategic Marketing (2nd edn.), Macmillan India Ltd. New Delhi.
8. Sahaf, M A (2008), "Strategic Marketing", Prentice Hall of India Pvt Ltd. New Delhi.
9. Shajahan, S (2010), Strategic Marketing Text and Cases, Viva Books, New Delhi.
10. West, Douglas, John Ford and Essam Ibrahim (2006) Strategic Marketing: Creating Competitive Advantage. Oxford University Press, New Delhi.
11. Xavier, M J (2007), Strategic Marketing, Response Books, New Delhi.
12. Yadav, P.K. (1995), "Marketing Strategies", Anamika Publishers & Distributors, Delhi.

Case Studies

- ∗ 4G revolutions adding new flavor in mobile handsets
- ∗ Riding Banking reforms under your palm
- ∗ Caselets on: 1) Nissan, 2) Thomas cook, 3) Wipro, 4) ITC

Journals

- ∗ Brand Reporter
- ∗ Business India
- ∗ Harvard Business Review
- ∗ Pitch

LABOUR LEGISLATION

Code: 506HRM

Credits:

3

Course

Objectives

This course develops students' knowledge and understanding of labour relations as well as essential labour laws governing terms and conditions of employment. This course explores the role of law in ordering industrial relations. The form and structure of legal regulation of employer-employee relations is influenced by historical, economic and political factors. Students will be expected to gain an understanding of the various factors in the industrial relations system, the institutional relationships among the actors, and some of the norms and rules that are developed within the labour law system.

Course

Outcomes

Upon successful completion of the course the student will be able to:

Demonstrate an appreciation of the industrial, economic and social contexts in which labour is regulated; demonstrate an understanding of the significance and content of the contract of employment and its relationship to industrial awards and workplace agreements; demonstrate an understanding of law regulating occupational health and safety; demonstrate an understanding of the role of law in regulating industrial conflict; demonstrate an understanding of the legal regulation of trade unions; demonstrate the skills required in applying legal rules and principles to factual situations.

Unit I Philosophy of Labour Laws, Industrial Relations and Human Resource Management, International Labour Organisation - International Labour, Labour Policy, Emerging Issues and Future Trends

Unit II LAWS ON WORKING CONDITIONS; The Factories Act, 1948 - Applicability, Provisions regarding health, safety, welfare, working hours, annual leave & employment of young persons. Shops and Establishment Law,

Contract Labour (Regulation and Abolition Act, 1986), Child Labour (Prohibition and Regulation Act, 1986) INDUSTRIAL RELATIONS LAWS; Trade Union Act, 1926, Industrial Disputes Act, 1947, Industrial Employment (Standing Orders) Act, 1946, Industrial Discipline and Misconduct, Domestic Enquiry.

Unit III WAGES AND LABOUR LAWS; Minimum Wages Act, 1948, Payment of Wages Act, 1936 - Object & Applicability, Coverage, Time & mode of payment, Deductions allowed. Payment of Bonus Act, 1965, Equal Remuneration Act, 1976. LAWS FOR LABOUR WELFARE AND SOCIAL SECURITY; Social Security Legislation: An Overview, The Employee's Compensation Act, 1923 - Coverage, Employer's liability for compensation, amount of compensation. The Employees' State Insurance Act, 1948 - Applicability, Coverage of employees, Rate of contribution & Benefits. The Maternity Benefit Act, 1961, The Employee's Provident Fund and Miscellaneous Provision Act, 1952 - Eligibility, Applicability, Benefits, Payment of Contribution, Benefits. The Employee's Pension Scheme - Applicability, Membership Eligibility, Funding of the Scheme, Benefit Package. The Payment of Gratuity Act, 1972 - The Payment of Gratuity Act, 1972 - Applicability & calculation.

Suggested Readings

1. Agarwal, S.L. (1978), - Labour Relations Law in India
2. Ambrish Kumar (1975). - Law of Gratuity and Practice in India
3. H.L. Kumar - Misconducts, Chargesheets, Enquiry, 1978
3. Bagri, P.R. (1976), - Law of Bonus
4. Chopra, D.S. (1975) - Factories Act,
5. Indian Law Institute - Labour Law and Labour Relations (1968)
6. Labour and Industrial Laws, P.L.Malik, Eastern Book Company
7. Labour Laws, H.L.Kumar, Universal Laws Publishing
8. Malhotra, O.P. - Law of Industrial Dispute (1973)
9. Mamoria, C.B. (1975), - Industrial Labour and Industrial Relations in India
10. Mukerjee, B. (1974), - Law Relating to payment of Wages Act,
11. Sethi. D.L. (1978) - Industrial Dispute Act, 1947,
12. Soonavala, J.K. (1968), - The Supreme Court on Industrial Law
13. Subramanian, K.N. (1977), - Wages in India

Case Studies

- Industrial Relations at Cummins India Ltd.-A Case Study
- Case Study :Labour Law on Unfair Discrimination
- SAIL' s Voluntary Retirement Scheme
- Philips India-Labour Problem at Salt lake

Journals/Magazines

- Labour Law Journal
- Labour Law Reporter.

BRAND MANAGEMENT

Code: 506MM

Credits:

3

Course Objective(s): We live in a world of brands. Each time we observe a product, it carries a brand name, symbol, logo to recognize. The course on brand management has been designed to build understanding towards the brand's mix, positioning, equity, extensions and distribution.

Course Outcome(s): The course will provide insights into the brand's mix, positioning, equity, extensions and distribution; and its implications in understanding the market.

Unit I Brand and Brand Management: What is a Brand? - Brand Vs Product - Can anything be branded? Branding challenges and opportunities, Brand equity concept, Strategic Brand Management Process - The Customer Based Brand Equity: Brand Knowledge
- Building a Strong Brand - Brand Positioning: Identifying and Establishing Brand Positioning, Positioning Guidelines, Defining and Establishing Brand Values, Internal Branding- Choosing Brand Elements to Build Brand Equity: Criteria for Choosing the Brand Elements, Options and Tactics for Brand Elements.

Unit II Designing Marketing Programs to Build Brand Equity: Product Strategy, Pricing Strategy, Channel Strategy - Leveraging Secondary Brand Knowledge to Build Brand Equity: Conceptualizing the Leveraging Process, Company, Country of Origin and other Geographic Areas, Channels of Distribution, Co- branding, Licensing, Celebrity endorsement, Sporting, Cultural, or Others Events - Developing a Brand Equity Measurement and Management System: The Brand Value Chain, Designing

Unit III Designing and Implementing Branding Strategies: The Brand-Product Matrix, Brand Hierarchy, Designing a Branding Strategy - Introducing and Naming New Products and Brand Extensions: New Products and Brand Extensions, Advantages of Extensions, Disadvantages of Brand Extensions - Understanding How Consumers Evaluate Brand Extensions -Evaluating Brand Extension Opportunities - Managing Brands over Geographic Boundaries and Market Segments.

Suggested Readings

1. Aaker, D.A. (1991). Managing Brand Equity. New York: Free Press.
2. Aaker, D.A. (1996). Building Strong Brands. New York: Free Press.
3. Kapferer, Jean- Noel. (1997). Strategic Brand Management. Dover, NH Kogan Page.
4. Marketing Management (2015) 15/e by Philip Kotler
5. Product management - Donal R. Lehmann, Russel S. Winer
6. Strategic Brand Management Building, Measuring, and Managing Brand Equity, 4th Edition- Prentice Hall (2012) by Kevin Lane Keller

Case Studies

- INFOSYS – An outsourcing company
- THE BODY SHOP – Case of brand equity
- Hyundai – Brand repositioning
- Apple – Brand repositioning

Journals/Magazines

- Journal of Brand Management
- Journal of Consumer Research
- Journal of Marketing
- Journal of Marketing Research
- Journal of Product & Brand Management

· Pitch

HRM IN GLOBAL PERSPECTIVE

Code: 507HRM

Credits: 3

Course Objective(s):

- ✓ To impart knowledge on the basics of management
- ✓ To enable students to understand the science behind brand positioning, globally
- ✓ To give insight into brand extension strategies and global brand building strategies

Course Outcome(s):

Students after completing the course would have hands on experience with regard to holistic brand management globally

- Unit I** International business - Meaning, Nature, Scope and Importance - Introduction; problems in international business-Forces influencing globalization; pros and cons of globalization- International Business strategies: Over view of International Market Entry Strategies, International Business Environment-Economic-Political-Legal-Cultural-Technology (PEST Analysis),
- Unit II** Ethnocentric Polycentric Regiocentric Geocentric (EPRG) Framework – International Marketing Research- Hofstede’s Theory - Managing Multinational Enterprise,Talent Acquisition of expatriates, Recruitment, Cross cultural alignment and, International training
- Unit III** Introduction to International HRM- Globalisation & Its Impact on IHRM- Economic & Political Integration and its Impact on IHRM- Emerging Trends in International HR- Global Leadership - Creating a

global Mindset-Understanding Culture- Managing Performance & Repatriation of Expatriates- Designing Compensation for Expatriates.

Suggested Readings

1. Czinkota, Michael R., Ilkka A. Ronkainen, Michael H. Moffett, and Eugene O. Moynihan
(2001) "Careers in Global Business" Global Business, Harcourt College Publishers.
2. Czinkota, Ronkainen, Moffett, (2007)"International Business, Cengage Publications,
3. Daniels, Radebaugh and Sullivan, "International Business – Environments and Operations", Pearson Education, Eleventh Edition, (2008). Aswathappa K., "International Business", The McGraw – Hill Company - 2006.
4. Financial Transition in Europe and Central Asia: Challenges of the New Decade, Textbook Cover for Financial Transition in Europe and Central Asia: Challenges of the New Decade Publisher:World Bank Publications, ISBN: 9780821348147 / 0821348140
5. International Business, (Strategy, Management & the New Realities by S. Tamer
CAVUSGIL, Gary knight, John R Riesenberger, Pearson
6. Japan and East Asia in Transition: Trade Policy, Crisis and Evolution and Regionalism, ISBN: 9781403911605 / 1403911606
7. Oded Shenkar & Yadong Luo, (2004) "International Business", Wiley Publication.
8. Pena, Leticia (1998) "Values in International Business: Faces of a Faceless Labor Force," Journal of Human Values, 4: 1, Sage Publication
9. Tahvanainen, Marja (Summer/Fall 2000) "Expatriate Performance Management: The Case of Nokia Telecommunications," Human Resource Management, Vol. 37, No. 4.
10. The Myth of the Shrinking State: Globalization and the State in India Cover by Baldev Raj Nayar, Publisher: Oxford University Press, USA, ISBN: 9780195699395 / 0195699394

Trimester VI

| Subject Code | Subject Name |
|---------------------|---|
| 601PGDM | International Business |
| 601MM | International Marketing |
| 601BIF | Retail Banking, Rural Banking and Micro Finance |
| 601IB | MNC Strategies in Emerging Markets |
| 601HRM | Emotional Intelligence & Positive Psychology |
| 602PGDM | Infrastructure Management |
| 602MM | Rural & Agri Marketing |
| 602BIF | Management of Pension Funds |
| 602IB | WTO and Regional Trading Agreements |
| 602HRM | Digitilization of HR |
| 603MM | Integrated Marketing Communication |
| 603PGDM | Negotiations |
| 603MM/IB/HRM | Project Management |
| 603BIF | Project & Infrastructure Management and Financing |

INTERNATIONAL BUSINESS

Code: 601PGDM

Credits: 3

Course Objective(s):

- To acquaint the students with the basic knowledge of International business, its importance etc.
- To make students familiar with concepts such as Globalization, liberalization and privatization.
- To enable students in their decision with regard to international market entry options, the various methods, its pros and cons
- To make students familiar with the basic regard to the important trade theories, and introduce concepts topics such as WTO

Course Outcome(s):

- It is expected that, students at the end of the course will be well versed with the various concepts pertaining to IB
- It is expected that students will be able to understand different market entry methods and choose the right entry method.(Logically choosing multiple entry methods for different markets)

Unit I International business - Meaning, Nature, Scope and Importance - Introduction; problems in international business; Need to go International; Liberalization, Privatization and Globalization; Stages of Globalization; Globalization of business; Forces influencing globalization; pros and cons of globalization

UnitII International Business strategies: Overview of International Market Entry Strategies, FDI- Joint Ventures, Exports- Strategic Alliances- International Business Environment- Economic- Political Legal- Cultural- Technology (PEST Analysis)

Unit III International Trade theories (Theory of Mercantilism- Absolute advantage-compariveadvantage- Heckscher Ohilin & Factor endowment theory) - Barriers to trade-Tariff barrier; Non-tariff barriers (NTB); WTO, Dumping and Anti-Dumping, TRIPS Agreement and the Pharmaceutical Industry, TRIMS

Suggested Readings

1. Arvind V. Phatak, Rabi S. Bhagat & Roger J. Kashlak (2006), "International Management, The McGraw –Hill Company.
2. Aswathappa K. (2006), "International Business", The McGraw –Hill Company.
3. Charles W L Hill &Arun Kumar Jain (2005), "International Business: Competing in the Global Market Place", The McGraw –Hill Company.
4. Czinkota, Ronkainen, Moffett (2017), "International Business", Cengage Publications.
5. Daniels, Radebaugh and Sullivan (2008), "International Business – Environments and Operations", Pearson Education, Eleventh Edition.
6. Francis Cherunilam (2005), "International Business: Text and Cases", Prentice Hall India.
7. Francis Cherunilam (2007), "International Business Environment", Himalaya Publishing House, 2007.

8. Justin Paul “International Business” Publisher: PHI Learning Pvt. Ltd- New Delhi
9. OdedShenkar&YadongLuo (2004), “International Business”, Wiley Publication.
10. P. SubbaRao (2005), “International Business: Text and Cases”, Himalaya Publishing House.
11. S. Tamer Cavusgil, Gary Knight, John Riesenberger (2017), International Business, 4e (English, Paperback)

Case Studies

- Battling perceptions: The challenge in Huawei’s globalization process
- Market entry strategies: A case of IOCs
- General Motors – What went wrong in India

Journals/Magazines

- Journal of International Business Studies Palgrave Macmillan, Published in cooperation with Palgrave Macmillan
- Journal of World Business, Elsevier
- Management International Review, Journal of International Business

INTERNATIONAL MARKETING

Code: 601MM

Credits: 3

Course Objective(s):

- To acquaint the students with the basic knowledge of International business culture
- To make students familiar with concepts such as EPRG Framework, Transfer pricing and other International business strategies.
- To make students familiar with the 4Ps in the context of International marketing

Course Outcome(s):

- It is expected that, students at the end of the course will be well versed with various aspects of International business culture and understand its importance in successful functioning of MNCs.
- At the end of the course students would be familiar with the 4Ps in the context of International marketing.

Unit I Introduction: Nature, importance and scope of international marketing - International market orientation and involvement - International marketing management process – International Marketing Environment: Influence of physical, economic, socio - cultural, political and legal environments on international marketing operations; Scanning and monitoring global marketing environment; International marketing information system.

Unit II International Market Segmentation and Positioning - Screening and selection of markets - International market entry strategies-Exporting licensing contract manufacturing, joint venture, setting -up of wholly owned subsidiaries abroad - International Product Planning: Major Product decisions-Product features and quality, Product design, labeling, packaging, branding and product support services; Product standardization vs. adaptation; Managing product line; International trade product life cycle; New product development.

Unit III Pricing for International Markets: Factors affecting international price determination; International pricing process and policies; Delivery terms and currency for export price quotations; Transfer pricing. - International Distribution Decisions: Distribution channel strategy-International distribution channels, their roles and functions; Selection and management of overseas agents; International distribution logistics inventory management transportation, warehousing and insurance - International Promotion Strategies: Communications across countries-complexities and issues; International promotion tools and planning – Advertising, personal selling, publicity and sales promotion; Developing international promotion campaign; Standardization vs. adaptation issue; Planning for direct mail, sales literature, trade fairs and exhibitions.

Suggested Readings

1. Cateora & Graham, International Marketing, McGraw Hill.
2. Cateora, Phillip R. and John L. Grahm (1999), International Marketing, 10th ed., Irwin McGraw Hill, Boston.

3. Cherunilam, F., International Trade & Export Management, Himalaya.
4. Czinkota, M., Ronkainen, I., Sutton Brady, C. and Beal, T. International Marketing, Thomson Learning.
5. Global Marketing 9th edition, Warren J. Keegan, Pace University, Mark C. Green, Simpson College, ©2017, Pearson
6. Lee Keifer and Carter S. (2018), “Global Marketing Management”, Oxford University Press, New Delhi.
7. Onkvisit, S. & Shaw, J., International Marketing: Analysis & Strategy, Prentice Hall India.
8. Varshney, R.L. and Bhattacharya, B. (2008), “International Marketing Management”, S. Chand & Co., New Delhi,

Case Studies

- Battling perceptions: The challenge in Huawei’s globalization process
- Market entry strategies: A case of IOCs
- General Motors – What went wrong in India?
- Hollywood and the rise of cultural protectionism

Journals/Magazines

- Global Business Review
- Harvard Business Review
- International Journal of Research in Marketing
- Journal of Global Marketing
- Marketing Mastermind
- Pitch

RETAIL BANKING, RURAL BANKING AND MICRO FINANCE

Code: 601BIF

Credits: 3

Course Objective(s):

This module covers an extensive overview of retail banking, rural banking and issues pertaining to micro finance.

Course Outcome(s):

The course would familiarize students with various the concepts of retail banking, its significance, rural banking, institutions offering rural banking, promotion of micro finance initiatives in India.

- Unit I Retail Banking:** Concept of Retail Banking- Acceptance of Retail Banking as a Risk diversification Tool – Differences between Retail Banking, Private Banking and Priority Banking- Reasons, Significance Economics and threats of Retail Boom in Banking- Recent Trends in Retail Banking: Alternate delivery channels - Customer Relationship Management- Regulatory aspects
- Unit II Rural Banking:** Concept of Rural Banking- Govt. Initiatives for rural development and Agricultural Credit- Banking Reforms and rural Credit- National Bank for Agriculture and Rural Development (NABARD) – The District Industries Centre (DIC) – Small Industries Development Bank of India (SIDBI) Lead Bank Scheme- Credit sources to Agriculture and Allied – ~~Activities~~ development loans – National Agricultural Insurance Scheme- Recovery and NPAs in Agricultural Sector.
- Unit III Micro Finance:** Concept of Micro Finance – Bangladesh Grameen Experiment- Micro Credit Summit 1997- Micro credit and Micro Finance – Self Help Group Approach- Models of Micro Finance- Conventional Models: Direct method and Indirect method- Models in AP – Business Facilitator/Business Correspondent model – Bank- MFI Bank lending model – Promoting Bank- MFI partnership model – Financial Inclusion Initiatives.

Suggested Readings

1. Ethics in Banking (2018 Edition), Indian Institute of Banking & Finance, 2018
2. Inclusive Banking Thro' Business Correspondents, IIBF, 2018
3. Macmillan's Principle & Practices Of Banking, IIBF, 2017
4. Micro-Finance: Perspectives and Operations 2E, IIBF, 2018
5. Retail Asset Products and Other Related Services, Indian Institute of Banking and Finance, 2017
6. Retail Banking for CAIIB Examination (2018-2019) Session, Indian Institute of Banking

Finance, 2018

7. Rural Banking Operations (2nd Edition), Indian Institute of Banking & Finance,
January

2017

Case Studies

- Indian Moneylenders at Work: Case Studies of the Traditional Rural Credit Market
in
Dhanbad District, Bihar, Hans-Dieter Roth, 2007
- Micro Finance in Vietnam: Three Case Studies RUTH PUTZEYS Hanoi, May 2002
- R. Murugesan, Rural Banking and Rural Development – A Case Study of Developing
Countries with Special Reference to Rwanda, 2016

Journals/Magazines

- Banking Finance Magazine
- EPW, Special Issue on Banking
- RBI Bulletin: Reserve Bank of India, <https://bulletin.rbi.org.in>
- Reserve Bank of India - Occasional Papers – RBI, <https://www.rbi.org.in>

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MNC STRATEGIES IN EMERGING MARKETS

Code: 601IB

Credits: 3

Course Objective(s):

- To impart knowledge with regard to the meaning scope and potential of BoP markets globally
- To make students familiar with grass root innovations for BoP markets
- To make students understand the 4Ps of marketing with regard to BoP markets

Course Outcome(s):

- After completing the course, students would be in a position to understand the power and potential of BoP markets globally
- Students would be familiar with regard to the 4 ps of marketing with regard to the BoP markets

Unit I Bottom of the Pyramid Marketing – Definition, Meaning, Scope and opportunities and Challenges - Issues in BoP marketing - Top BoP marketers - Fortune at the bottom of the pyramid – an analysis - Planning the Business Portfolio for the BoP Markets- Creating rural customer equity.

Unit II BoP consumer behavior- Characteristics affecting the BoP consumer behavior- Types of buying decision behavior of a BoP consumer- The rural buyer decision process- Decision making for new products- An Overview of BoP market research. MNC product strategy- Product and Service Decisions- Product Line Decisions for BoP markets- Pricing strategies for BoP markets

Unit III Segmentation, Targeting and positioning strategies of MNCs in BoP Markets, Target marketing in rural – Evaluating Market segments, Selecting Market Segments, choosing a rural positioning strategy- Positioning maps- Re positioning of brands- Rural communication Strategy- Rural advertising HUL strategy in BoP markets. Rural distribution strategy

Suggested Readings

1. Fortune at the Bottom of the Pyramid, C.K Prahalad, Pearson (2019)
2. Rural Marketing in India: A Case Study in India: A Case Study G. SrinivasRao (2018)
3. Rural Marketing, Balram Dogra, Tata McGraw-Hill Education (2010)

Case Studies

- Aravind eye hospital
- Business model of Jaipur Rugs
- A study of Cemex, Mexico

Journals/Magazines

- Journal of Marketing Theory and Practice
- Journal of Public Policy & Marketing

EMOTIONAL INTELLIGENCE & POSITIVE PSYCHOLOGY

Code: 601HRM

Credits: 3

Course Objectives:

Emotional Intelligence and Positive psychology (EI&PP) is the scientific study of optimal human functioning to help people flourish. This course is a foundation course to help students to understand core themes of emotional intelligence and positive psychology, but also equip students with the helpful positive interventions in various area areas of personal and professional life.

Course Outcomes:

- In this course students learn skills like how to interpret and manage their emotions and balance their optimism and pessimism, using coping methods and relaxation techniques, managing your non-verbal communications.
- This course will make students more aware of their own thoughts and feelings and as a result it will improve their ability to interact calmly with others both in the workplace and at home.

Unit I Meaning of emotions – Impact of emotions – Body and emotions – Reaction to Adversity/Failure – Self-awareness and Understanding own emotions - Emotional Resilience –Initiative and Optimism – Positivity – Positive attitude – Positive communication and Motivation

Unit II Empathy – Sensing others’ feelings – Development of others – Feedback – Mentoring and Coaching – Emotionally intelligent leadership – Nurturing relationships – Mindfulness

Unit III The case for Positive psychology, Positive psychology, Past, Present and Future, Applications of Positive Psychology, Positive ethics, Broaden-and-Build theory of Positive Emotions

Suggested Readings

1. Emotional Intelligence, Daniel Goleman, Bantam Books, New York, 2007
2. Handbook of Positive Psychology. (2nd Ed), C. R. Snyder, Shane J. Lopez, Oxford University Press 2011.
3. Social Intelligence, Daniel Goleman, Arrow Books, London, 2007
4. Working with Emotional Intelligence, Daniel Goleman, Bantam Books, New York, 2011

Case Studies

- Hiring for Emotional Intelligence
- Global Leadership Success Through Emotional and Cultural Intelligences
- Andrew Thornton
- Cricket Australia: Leadership in Crisis

Journals/Magazines

- Journal of Applied Psychology
- Journal of Management
- International Journal of Stress management

INFRASTRUCTURE MANAGEMENT

Code: 602PGDM

Credits: 3

Course Objective(s):

The course is designed for the students to sensitise and assimilate the various concepts and analytical insights and familiarize the latest trends and policy updates pertaining to Infrastructure Management.

Course Outcome(s):

Upon completion of the course, students are expected to gain a foundation of knowledge in terms of the richness and relevance on the subject-matter of Infrastructure management.

Unit I Introduction to Infrastructure: Concept, Scope and objectives- Importance – Approaches - Physical and Social and Commercial Infrastructure and Economic Development.

Unit II Evolving Policy and Legal Scenario: Cabinet Committee on Infrastructure - Public and Private Partnership - Concessionaire Agreement - Annuity, BOT, BOLT, BOO, BOOST, BOOT, DBFO, DBOT, HAM, LDOT, DBFOT, ROMT, BLT, Management Contract.

Unit III Evolving Policy and Sector specific Initiatives - FDI in Infrastructure, Roads, Ports, Smart Cities, Telecommunications, issues, opportunities, Recent Trends, Key Challenges - Future Outlook.

Suggested Readings

1. Akash Deep, Jungwook Kim and Minsoo Lee (2019) Realizing the Potential of Public-Private Partnerships to Advance Asia's Infrastructure Development, Asian Development Bank, Philippine.
2. Amitabh Satyam and Igor Calzada (2017). The Smart City Transformations: The Revolution of the 21st, Bloomsbury, India.
3. Arpan Kumar Kar, Shuchi Sinha and Gupta, M. P. (2018) Digital India, Reflections and Practice, Springer International Publishing.
4. Arpita Banerjee and Pravat Kumar Kurie (2019) Development Disparities in India, An Enquiry into Convergence, Springer Nature, Switzerland AG.
5. CRISIL (2019) Rekindling private investment in roads and Highways, Infrastructure Advisory, FICCI, Delhi.
6. Dhanmanjiri Sathe (2017) The Political Economy of Land Acquisition in India, How a Village Stops Being One, Palgrave Macmillan, Singapore.
7. Fumihiko Seta, Joy Sen, Arindam Biswas and Ajay Khare (2019) From Poverty, Inequality to Smart City, Palgrave Macmillan, Springer Nature Switzerland AG.
8. Government of India (2019) Economic Survey, Ministry of Finance, Economic Division, New Delhi.
9. Government of India (2019) INDIA 2019, Publications Division, Ministry of Information and Broadcasting, New Delhi.
10. Government of India (2019) Infrastructure Sector in India, India Brand Equity Foundation, Ministry of Commerce and Industry, New Delhi.

11. Prasanna K. Mohanty (2017) Financing Cities in India: Municipal Reforms, Fiscal Accountability and Urban Infrastructure, Sage Publications, New Delhi.
12. The Economist (2018) Evaluating the Environment for Public-Private Partnerships in Asia: The 2018 Infrascopes, London, United Kingdom.

Case Studies

- Kaleshwaram Lift Irrigation Scheme
- Hyderabad Metro Rail
- Smart Cities

Journals/Magazines

- Finance India
- Journal of Asian Economics
- Journal of Industrial Engineering and Management
- Journal of Infrastructure Development
- Journal of International Business Studies
- Journal of International Management Studies
- The International Journal of Logistics Management
- Vision : Global Journal of Flexible Systems Management,
- World Bank Economic Review

RURAL AND AGRI MARKETING

Code: 602MM

Credits: 3

Course objective(s):

The objective of the course is to make the students to understand the environment in which the rural markets operate, the opportunities and the inherent problems associated with them and the strategies to tap the vast rural market.

Course Outcome(s):

Students will be in a position to recognize the challenges and opportunities in rural marketing, rural consumer behavior, marketing of agricultural inputs and outputs.

Unit I Rural marketing, Meaning, Scenario, Rural consumer behavior, Market segmentation, product and pricing, Distribution, Rural marketing strategies, marketing of consumer durables

Unit II Marketing of agricultural inputs such as seeds, fertilizers, pesticides, farm machinery and equipment, livestock feed etc.

Unit III Production, procurement, processing, and marketing of output such as agriculture (includes crops, livestock, fisheries, forestry, agro forestry, horticulture, dairying). Traditional marketing of farm products, defects in agricultural marketing, grading, storing and processing, external trade in agricultural products.

Suggested Readings

1. Acharya S S and Agarwal N L (2016) Agricultural Marketing in India. 6th ed. Oxford & IBH Publishing Co. Pvt. Ltd., New Delhi.
2. Badi, R V and Badi N V (2007), "Rural marketing", Himalaya Publishing House, Mumbai.
3. Balram Dogra, Karminder Ghuman (2009), "Rural marketing - concepts and practices", Tata McGraw-Hill Publishing Company Ltd., New Delhi.
4. Gopaldaswamy, (2016), "Rural Marketing, Environment, problems, and strategies, Vikas Publications.
5. Habeeb-ur-Rahman, K S (2004), "Rural marketing in India", Himalaya Publishing House, Mumbai.
6. Krishnamacharyulu, C S G, Lalitha Ramakrishnan (2009), "Rural marketing Text and cases", Pearson Education (Singapore) Pvt. Ltd, Delhi.
7. Krishnamoorthy, R (2008), "Introduction to Rural marketing", Himalaya Publishing House, Mumbai.
8. Pradeep Kashyap, Siddhartha Raut (2016), "The rural marketing Text and Practices", Himal Impressions, New Delhi.
9. Sanal Kumar Velayudhan (2012), "Rural Marketing-Targeting the Non-urban Consumer", Sage Publications, New Delhi.

Case Studies

- ✓ Project Shakthi of HUL
- ✓ e-Choupal case of ITC
- ✓ Rural buyer behavior

- Rural marketing strategy for fast moving consumer goods

Journals/Magazines

- Brand Reporter
- Indian Journal of Marketing
- Journal of Rural Development

MANAGEMENT OF PENSION FUNDS

Code: 602BIF

Credits: 3

Course Objective(s):

The objective of this course is to provide:

- Understanding of the roles played by various stakeholders in Pension Fund market
- Understanding of the organisation and incentive structures of pension funds and the complexity of relationships with the companies in which they invest
- Understanding the pension funds process and operations and examine how PE funds are raised and structured
- Understanding the manner in which pension funds exit their investments

Course Outcome(s):

After the completion of the course the students would develop in-depth understanding of pension funds, its significance, various stakeholders, and its management. Further, they should demonstrate the measures of financial performance analysis.

Unit I The Need for Retirement Planning, Road Blocks to Retirement Saving. Retirement Objectives: Maintaining Pre-Retirement Standard of Living, Maintaining Economic Self-Sufficiency, Minimizing Taxes, Adapting to Non Economic Aspects of Retirement, Improving Life Style in Retirement, Caring for Dependents, Passing on Wealth. Other Objectives.

Unit II The Nature of the Person. Attitude towards Retirement. Health Issues. Anticipated Life Expectancy. Attitude towards Savings for Retirement. Attitude towards investment. Retirement Strategies. Planning for Working Retiree. Planning for Home Owner. Planning for Business Owner. Estate Planning. Estimating Needed Retirement Income. Expected Standard of Living during Retirement. Expected Pre-retirement and Post-retirement Inflation. Effect of Assumptions Regarding Inflation and Standard of Living on the Retirement Need. Pension Benefits. Private Savings.

Financial the Desired Retirement Life-Style. Computing the Target Amount. Identifying Resources needing Inflation Protection. Implementing a Savings Schedule to Fund the Target Amount. Investing for Retirement. Risk-Return Considerations. Long Term Accumulation Period. Periodic Portfolio Restructuring.

Unit III Development of Pension Plans. :Problems of Old Age. Increasing Longevity. Basic Features of a Pension Plan. Evaluation of Pension Plans. Funding Considerations. Cost Considerations. Defined Contribution Plans. Individual Policy Plans. Group Insured Pension Plans. Trust Fund Plans. Inflation and Pension Planning. Underwriting Aspects of Individual and Group Pension Plans.

Distribution Planning. Distributions Prior to Retirement. Retirement Distributions. Retirement Costs. Housing. Health Care. Long-Term Care Planning. Annuity Distributions at Retirement. Type of Annuity Including Variable Annuities. Taxation of Annuity Benefits.

Retirement Plans: Indian Scenario Oasis Report.

Suggested Readings

1. Arun S. Muralidhar (2001), "Innovations in Pension Fund Management", Stanford University Press, Stanford, California
2. Frank J. Fabozzi (Ed) (1997), "Pension Fund Investment Management", Frank J. Fabozzi Associates, New Hope, Pennsylvania.
3. Keith P. Ambachtsheer (2016), "The Future of Pension Management – Integrating Design, Governance, and Investing", John Wiley & Sons, Inc., Hoboken, New Jersey.
4. Keith P. Ambachtsheer & D. Don Ezra (1998), "Pension Fund Excellence – Creating Value for Stakeholders", John Wiley & Sons, Inc., Hoboken, New Jersey.
5. Marco Micocci, Greg N. Gregoriou, Giovanni Batista Masala (Ed) (2010), "Pension Fund Risk Management – Financial and Actuarial Modeling", Taylor & Francis Group, LLC, Boca Raton, FL.
6. Tacchino, Litell and Cordell (1999), "Financial Decision – Making at Retirement", The American College, Bryn Mawr. Pa.
7. Walker, David M (1977), Retirement Security: Understanding and Planning your Financial Future, Wiley, New York.

Case Studies

- A Case Study of an Asset – Liability Analysis for a Retiree Medical Benefit Plan
- A Case Study in Asset – Liability VAR
- A Case Study in Marginal Risk Analysis

Journals/Magazines

- International Journal of Pension Management
- The Journal of Investing
- The Journal of Portfolio Management
- The Journal of Retirement
- The Journal of Pension Economics and Finance (JPEF)

Code: 602IB

Credits: 3

Course Objective(s): This course addresses both institutional and substantive aspects of the international trade law architecture. It talks about the legal rules enforced by the strongest third party adjudication system in the history of international law, the WTO dispute settlement mechanism. Introducing into the underlying economic and political philosophy of free trade and the structure of the WTO, the course focuses on the core principles relating to trade in goods, services, and intellectual property and analyses the major legal disciplines under the WTO.

Course Outcome(s): Students would get familiarized with the concepts on free trade vs. protectionism

- Understand the economic rationale of different trade agreements
- Able to analyse the most important disputes carried out by countries like EU, US and know how these countries initiate WTO proceedings
- Apply the WTO dispute settlement procedures in real-life cases.

Unit I Background and birth of WTO - Havana Charter for International Trade Organization (ITO): An overview - GATT 1947 Overview - Objectives and Functions of WTO - Structure of WTO - Decision making and Amendments to WTO - Membership, Accession and Withdrawal - Exceptions under WTO - Article XX (General exceptions) - Article XXI (Security exceptions)

Unit II Dispute Settlement Mechanism - Defining dumping and anti-dumping - Determination of dumping - Determination of Injury - Defining Countervailing measures and its relationship with subsidies. Role of International Institutions in International Trade: World Bank, IMF, WTO, UNCTAD, International Trade Centre (ITC), Geneva, and USTR (United State Trade Representative).

Unit III Economics of Integration - Types of Economic Integration - Free Trade Area, Customs Union, Economic Union, Common market, Economic Union, Fiscal and Monetary Union. Evolution of Regional Trade Blocs:- EU, NAFTA, ASEAN, MERCOSUR, COMESA, TPP and RCEP; Debate on Regionalism Vs Multilateralism. Trade war - Its impact on emerging markets - India, Indonesia, China, Brazil, Mexico, South Africa and South Korea

Suggested Readings

1. Bhagwati, In Defense of Globalization (2nd ed. 2007)
2. Handbook of International Trade Agreements: Country, regional and global approaches (2018), 1st Edition (Edited by Robert E. Looney), Routledge International Handbook.
3. How to rescue the WTO, Jul 19th 2018, The Economist.
4. Jayshree Sengupta, Is WTO relevant to India? India Matters, 2017, Observer Research Foundation (ORF).
5. Manoj Mate, The WTO And Development Policy Space In India, Legal Studies Research Paper Series No. 2019-19, School of Law, University of California.
6. Meredith A, Crowley (2019), Trade War: The Clash of Economic Systems Threatening Global Prosperity. Vox CEPR Publication.

7. N.K. Jain, WTO Concepts, Challenges and Global Development, Regal Publications
8. Status of WTO legal Instruments: WTO publication, 2019.
9. Stiglitz and Charlton, Fair Trade for All: How Trade Can Promote Development (2007)
10. The Law and Policy of the World Trade Organization: Text, Cases and Materials Paperback
– 27 Jul 2017 by Van den Bossche, Peter (Author), Werner Zdouc
11. World Trade Organization: Implications for Indian Economy (ed) P K. Vasudeva (2005), Pearson Education (Singapore) Pte.Ltd., Indian Branch, 482, Patparganj, Delhi, India
12. World Trade Regulation: International Trade under the WTO Mechanism (ed) Lee & Eun sup (2012), Springer-Verlag Berlin Heidelberg; Hardcover ISBN 978-3-642-31142-0; Soft cover ISBN 978-3-642-44571-2.
13. WTO Ministerial Conferences: Key Outcomes, 2019, WTO publication.

Case Studies

- Nilaratna Xuto, Thailand: Conciliating a Dispute on Tuna Exports to the EC 28/11/2010; International Institute for Trade and Development, Bangkok.
- Marc L.Busch, What Trump's Trade War Could Mean for the WTO and Global Trade, JUNE 07, 2018, HBR
- How Western Multinationals Are Responding to the Escalating U.S.-China Trade War, Paul Maidment, December 18, 2018, HBR
- Trump Denounces both China and WTO, Wall Street Journal, sept 11, 2019
- B. Bhattacharyya, The Indian Shrimp Industry Organizes to Fight the Threat of Anti-Dumping Action, WTO Website, case study No.17
- Malathy Knight - John and Chethana Ellepola, The Impact of GATS on Telecommunications Competition in Sri Lanka

Journals/Magazines

- How to rescue the WTO, Jul 19th 2018, The Economist
- Journal of Common Market Studies
- Status of WTO legal Instruments: WTO publication, 2019.
- The World Economy
- WTO Ministerial Conferences: Key Outcomes, 2019, WTO publication.

DIGITILIZATION OF HR

Code: 602HRM

Credits: 3

Course Objectives:

The course aims to make an understanding of digital HR, relate to transformation process and develop digital capabilities within aspiring HR professionals.

Course Outcomes:

Technology is rapidly transforming our jobs and, to stay relevant, new capabilities, mindsets, and behaviors are required from our workforce. These trends can be challenging, but they also provide rich opportunities for those who know how to take advantage of them. The course will learn to prepare the workforce, the HR function, and the organization for the future.

Unit I The Future of Work: Trends that impact the world of work, the impact on the workforce, preparing the workforce for the future. Business Case on understanding why are we going digital, A digital agenda driven by business needs, Digital HR maturity and the role of HR technology

Unit II The Future of HR: What is HR today?, Moving from a cost center to profit center, The new business models & unbundling of the job, The emerging phase of Technology

Unit III HR Will Become Digital: The digital world of work, How HR must respond to the digital agenda, Technology enabling HR's future, Features of a Digitally Transformed HR, -Technology impacts on the workforce

Suggested Readings

- Christian Harteis (2018) The Impact of Digitalization in the Workplace: An Educational View, Springer
- Amelia Manuti, Pasquale Davide de Palma (2018) Digital HR: A Critical Management Approach to the Digitilization of organizations, Palgrave, Mcmillan
- Helene Sætersdal, Jon-Arild Johannessen (2019) The Future of HR: Understanding Knowledge Management for Motivation, Negotiation, and Influence, Emerald publishing

Journals/Magazines

- Journal of Strategic Human Resource Management
- Human Resource Management Review
- Harvard Business Review (HBR)
- European Management Journal

INTEGRATED MARKETING COMMUNICATIONS

Code: 603MM

Credits: 3

Course Objective(s):

- ✓ The objective of this course is to provide an overview of the components and considerations involved in marketing communication strategy decisions.
- ✓ To be able learn different media forms, their effectiveness and application.

Course Outcome(s):

- ✓ Demonstrate the understanding of how the communication component plays a vital role in the conceptualization, development and ultimate success of a marketing campaign by describing and critically evaluating previous campaigns and applying theories.
- ✓ Able to demonstrate how media appeals to specific audiences in various cultural contexts and how to use communication tools to maximize the effectiveness of a Marketing Plan.

Unit I Introduction to Integrated Marketing Communications Marketing Communication: An Integrated Approach – Characteristics of IMC campaign – Managing IMC Process: Planning an IMC campaign – Process of achieving integration – Integrated Marketing Communication Mix – Organizational approaches and barriers to integration – Value addition through IMC - Fundamentals of Advertising Campaigns – Brand Positioning through Advertising – Unique Selling Propositions – Brand Image Creation through Advertising – Types of Media & Advertising – Celebrity Endorsements

Unit II Consumer Promotion – Elements – Trade Promotion – Objectives & Types – Exhibitions & Event Management – Creating Word of Mouth –Direct Marketing & its integration with IMC – Personal Selling – Database marketing – Managing Big Data – Promotion through Customer Relations - Advertising Agencies – Sales promotion Agencies – PR Firms & Interactive Agencies

Unit III Budgeting for Marketing Communication – Objectives of IMC Campaign: Objectives – Corporate objective, Marketing objective, Sales objective, Communication objective – DAGMAR approach – Communication Models – Budgeting for MARCOM - Steps in developing and evaluating effective Marcom – Objectives – Designing a Message – Copywriting – Measuring Communication Effectiveness, Conducting research to measure Communication Effectiveness.

Suggested Readings

1. Advertising and Promotions-Belch & Celch, Tata McGraw Hill 2001
2. Advertising Management – Rajeev Batra, John G. Myers & David A Aaker PHI
3. Integrated Marketing Communications – Kenneth Blown & Donald Bach PHI, 2009
4. International Edition-Contemporary Advertising Irwin/McGraw-Hill
5. Otto Kleepner’s Advertising Procedure-PHI

Case Studies

- ✓ Google Advertising, HBR.
- ✓ Dove's 'Real Beauty Sketches' Campaign, ICFAI Cases
- ✓ Game of Thrones' TV Series: HBO’s Integrated Marketing Strategy, ICFAI Cases.

Journals/Magazines

- ✓ Brand Equity by ET

- ✓ Journal of Marketing
- ✓ Pitch

NEGOTIATIONS

Code: 603PGDM

Credits: 3

Course Objectives:

- To acquaint the students with inevitability of negotiations in personal and professional life
- To equip the students the concept of negotiations and their applications at workplace
- To enable the students learn the negotiation models and strategies

Course Outcomes:

- The students get to know the negotiation strategies and their application
- The students will understand the challenges of negotiations and also overcoming them effectively

Unit I The Dynamics Negotiation – Leigh Thompson’s 5 negotiation mental models – Negotiation Strategies – Influence – Persuasion – Dominance – Managing Tension and Expectations during Negotiations – Pre-Negotiation, Negotiation and Post-Negotiation Challenges

Unit II Mobilizing Allies and Adversaries – Multiparty Negotiations and Coalition Dynamics – Managing Resistance and Spoilers – Negotiation Behavior and Communication – Manipulation and Countering – Cross-cultural Negotiations – Impasse and Dispute Handling

Unit III Power Dynamics and Tactics in Negotiation – First Offer Negotiations – BATNA – Accept Zones in Negotiations – The Role of Resources in Negotiation – Lobbying and Implications – Audience Effect in Negotiations

Suggested Readings

1. Deepak Malhotra and Max Bazerman (2008), *Negotiation Genius: How to Overcome Obstacles and Achieve Brilliant Results at the Bargaining Table and Beyond*,
2. Fredrik Stanton, (2010), *Great Negotiations: Agreements that Changed the Modern World*,
3. Roger Fisher and William Ury (1992), *Getting Past No: Negotiating With Difficult People*.

Journals/Magazines

- Academy of Management Review
- Administrative Science Quarterly
- Negotiation journal

PROJECT MANAGEMENT

Code: 603MM/IB/HRM

Credits: 3

Course Objective(s): The course objective is to

- Familiarize the students with the concept of project management
- Acquaint the students with the issues related to planning to coordination to completion of project

Course Outcome(s): After the completion of the course students are expected

- To be a part of any project Management team and contribute significantly in execution of project
- Understand the nuances of project management
- Learn the tools of project management

Unit I Introduction to Project Management; Project Life Cycle, Project Feasibility Studies and Appraisal

Unit II Project Planning and Organizing, Project Management Tools and Techniques (PERT& CPM), Project Crashing, Trade off analysis, Resource allocation and Resource leveling, Project Categorization,

Unit-III Project financing, Characteristics of Infrastructure projects-Methods of financing infrastructure projects – BOT, BOOT,BOLT, –BOAT etc Project cost control; Cost over runs, Contract Management, Human, Legal and social Aspect in managing projects, Project Monitoring and Control, Sensitivity analysis, Risk management, Project Evaluation and termination.

Suggested Readings

1. Bruce T. Barkeley, “Project Management-In New Product Development”, (2008), Tata McGraw-Hill
2. Erik Larson and Clifford Gray (2017), “Project Management – The Managerial Process”, Sixth Edition, McGraw Hill.
3. Harold kerzner, “Project Management: A Systems Approach to Planning, Scheduling, and Controlling”, (2017), 12th Edition, John Wiley & Sons.
4. Jack R. Meredith, Samuel J. Mantel Jr. (2012), “Project Management – A Managerial Approach”, Eighth edition, John Wiley & Sons.
5. Jeffrey K. Pinto (2009), “Project Management”, Pearson Education.
6. Kathy Schwalbe, (2014), “Information Technology Project Management”, Seventh Edition, Cengage.
7. P. K. Joy (1994), “Total Project Management: The Indian Context”, MacMillan India Pvt. Ltd., First Edition.
8. Panneerselvam R (2009), “Project Management”, Prentice Hall India Learning Private Limited, First Edition.
9. Prasanna Chandra (2017), “Projects: Planning, Analysis, Selection, Financing, Implementation, and Review”, Eighth edition, Tata McGraw Hill Education.
10. Rajeev M. Gupta, (2014), “Project Management”, Second Edition, PHI Learning Pvt. Ltd.
11. Robert K. Wysocki, Robert Beck Jr, David B. Crane (2014), “Effective Project Management: Traditional, Agile, Extreme”, Seventh Edition Wiley.

12. Sitangshu Khathua (2013), “Project Management and Appraisal”, Oxford University Press.
13. Timothy J. Kloppenborg (2012), “Contemporary Project Management”, Second Edition, Cengage Learning India Pvt. Ltd

Case Studies

- Barrage Construction & Startrek Enterprises project plans
- AP projects
- Maldives v/s GMR Infrastructure
- Classic Mushrooms Pvt. Ltd., Visakapatnam.
- Metro projects of Delhi and Hyderabad
- Lavasoft Company- a web site development firm
- Some more cases will be discussed in the class

Journals/Magazines

- International Journal of Project Management, IPMA.
- Project Management Journal

PROJECT & INFRASTRUCTURE MANAGEMENT AND FINANCING

Code: 603BIF

Credits: 2

Course Objective(s):

The course aims at giving a broad understanding of project formulation, project appraisal, project financing, and techniques of control.

The objective of the course is to make the students familiar with financial planning, analysis, selection, and implementation and review the capital expenditure investments. The course provides practical inputs on various aspects of project appraisal as well as norms and procedure of project finance.

Further, PPP and its various models currently being employed in infrastructure development are also included in depth.

Course Outcome(s):

Students would be well versed with detailed steps involved in preparation of comprehensive project reports, project appraisal, project finance and control. Further, they would be familiar with the PPP models being applied in Indian infrastructure perspective.

Unit I Project Management and Financing

Introduction to Project Management & Project Life Cycle, Project Feasibility Studies and Appraisal, Project Planning and Organizing, Project formulation, Project cost control & Cost over runs, Risk management, Hillier Model, Decision Tree analysis and Sensitivity analysis
Modes of Project Financing and Financial Modeling, Social Cost Benefit analysis
- UNIDO Method

Unit II Infrastructure Management and Financing

Introduction to infrastructure – overview of Power, Road, Rail, Air and Port transportation, Telecom, Education and Health sectors in India, Role of Government and Promotional Agencies, Financing infrastructure through Equity, Bank, Debt, Venture Capital, and Private Equity
Characteristics of Infrastructure Finance- Methods of financing infrastructure projects – BOT, BOOT, BOLT, BOAT etc. – Special issues in infrastructure management - Public Private Participation in infrastructure management

Suggested Readings

1. Chandra, Prasanna, (2017), “Projects – Planning, analysis, Financing, Implementation and Review”, McGraw Hill.
2. Fabozzi & Nahlik (2012), “Project Financing, 8th Edition”, Euromoney Books
3. Finnerty, John D., (2015), “Project Financing: Asset-Based Financial Engineering, 3rd edition”, Wiley India Pvt. Ltd.
4. Mishra, Amareshwar and Mishra, R.K., (2013), “Financing Patterns for Infrastructure Projects” Academic Foundation.
5. Srivastava, Vikas & Rajaraman, V., (2017), “Project and Infrastructure Finance”, Oxford

University Press

6. Tan, Willie, (2007) “Principles of Project and Infrastructure Finance”, Routledge, London

Case Studies

- ✓ Social Cost–Benefit Analysis of Rajiv Gandhi Grameen Vidyutikaran Yojana: An Analysis
- ✓ Dabhol Power Plant
- ✓ Delhi Gurgaon Expressway
- ✓ Hyderabad / Delhi / Mumbai Metro
- ✓ Airport Express Metro Line

Journals/Magazines

- ✓ Business World / Economic Times / Business Line / Mint
- ✓ Harvard Business Review
- ✓ Journal of Infrastructure Development

RISK MANAGEMENT

Code: F1

Credits: 3

Course Objective: The prime objective of this course is to understand and demystify the complexity of derivative instruments (e.g. Forwards, Futures, Options, and Swaps) and explore their application for hedging and speculative purposes in the financial markets. We briefly discuss the major types of financial derivatives, Payoff Strategies, Derivatives Pricing and describe some of how they are significant to hedge against the risk and market speculation.

Course Outcome: After successful completion of the course, the student

- Have a good understanding of derivative securities.
- Acquire knowledge of how forward contracts, futures contracts, swap and options work, how they are used and how they are priced.
- Be able to describe and explain the fundamental features of a range of key financial derivative instruments.
- Be able to decide which securities to use for hedging and/or speculative purposes.

Unit I Defining Financial Risk, Types of Financial Risk, Objectives of Financial Risk Management, Investors and Financial Risk Management, Creating Value with Financial Risk Management, Benefits and Limitations of Financial Risk Management. Bank Risk Management.

Unit II Properties of Stock Options, The Options Approach to Corporate Securities, Interest Rate Options, The Swap Markets: An Introduction, Swaps: An Economic Analysis and Pricing and Applications. Risk Management in Insurance

Unit III Credit Risk and Credit Derivatives- Pricing and Modelling. Basel Committee Recommendations, Value at Risk (VaR) Modelling and Volatility, Estimating Financial Markets Volatilities and Correlations, Stress Tests.

Suggested Readings

1. Don M. Chance and Robert Brooks (2011), Derivatives and Risk Management Basics by, Cengage learning.
2. Gupta S. L. (2011), Financial Derivatives by, PHI.
3. Hull J C (2012), Risk Management and Financial Institutions by, Pearson.
4. Hull J C (2016), Options, futures and other derivatives by, Pearson.
5. Macmillan (2011), Risk Management by IIBF.
6. Madhumathi R. and Ranganatham M. (2012), Derivatives and Risk Management, Pearson.
7. Vivek and P N Asthana (2012), Financial Risk Management by, HPH.

Journals/Magazines

- Financial management
- Journal of applied corporate finance

FINANCIAL ANALYSIS AND CREDIT MANAGEMENT

Code: F2

Credits

: 3

Course Objective(s):

- To explain the broad areas with the scope of Credit analysis, Credit Management and Regulatory Framework.
- To attain the knowledge of the Credit Appraisal Techniques along with Financial Analysis.
- To understand Credit Management, Non-Performing Assets and Compliance Management.

Course Outcome(s): Upon completion of the course the student will be able to:

- Define the concept of Credit, Credit Analysis and Classification of credit.
- Perform the Credit appraisal of the project by preparing future profitability statements and statement of cash flows.
- Identify Non-Performing assets and management of NPAs using Compliance management procedures.

Unit I

INSTITUTIONAL CREDIT - Credit analysis, process of credit evaluation, concept of leverage – Financial leverage vs. Operating leverage, importance of credit analysis, event of default. **Classification of credit:** Fund based - Long term and short term/demand loans, Non fund based – Bank guarantees and Letters of credit. **Documentary support:** Formalities for loan proposal submission. **Loan documentation:** Requirements of primary and collateral securities, guarantees and indemnification formalities, registration of mortgages and charges on securities. **Loan pricing, sanctioning & disbursement:** Objectives, methodology, Models, procedural aspects. **Regulatory frame work:** RBI guidelines and Know Your Customer (KYC) norms; role of Debt recovery Tribunal (DRT) and National Company Law Tribunal (NCLT), Asset Reconstruction Corporation (ARC), Asset Securitization

Unit II

CREDIT APPRAISAL AND FINANCIAL ANALYSIS: Loan appraisal, Evaluation of cost of the project and formulating means of finance, preparation of profitability and cash flow estimates, corporate sustainability reports, value addition to corporate reporting, enterprise business valuation, loan repayment schedules etc. **Financial Analysis:** Sensitivity Analysis, Decision Tree, Simulation, Economic Value Added (EVA) and Market Value Added (MVA) Analysis - Economy Analysis, Industry Analysis, Company Analysis, Promoters, Technology etc. **Supervision and follow up of credit:** Loan restructuring, loan write offs, loan recovery measures, legal recourse, Indicators for irregular accounts / frauds

Unit III

CREDIT MANAGEMENT. Loans and advances portfolio management in Banks: Allocation of funds for fund based credit and classification/ of non-fund based/ off balance sheet/ contingent liabilities. **Management of Non-Performing Assets;** Prudential norms for asset classification, income recognition and provisioning for loans and advances; Issues relating to implementation of Basel norms viz., Internal and external rating in Banks. **Credit risk:** Accounting, measurement, analysis, management and reporting. **Compliance management:**

Internal and external audit procedures and best practices in Banking,
Statutory disclosures in financial statements of banks

Suggested Readings

1. G.S.Popli & S.K.Puri (2013), "Strategic Credit Management in Banks, First edition, PHI Learning Private Limited.
2. Indian Institute of Banking & Finance (2018), "Bankers' Handbook on Credit Management, Second Edition, Taxmann, New Delhi.
3. Prasanna Chandra (2019), Projects: Planning, Analysis, Selection, Financing, Implementation and Review, 9th Edition, McGraw Hill Education.
4. V.Rajaraman (2019), Credit Appraisal Risk Analysis & Decision Making, 10th Edition, Snow White

Case Studies

- ✓ Bank Lending Decisions Using Projections: A Case-study Approach
- ✓ A case study on loan loss analysis of a community bank
- ✓ Airline Credit Analysis

Journals/Magazines

- ✓ Impact Assessment and Project Appraisal Journal
- ✓ Economic Modelling Journal

Finance portals

- ✓ <https://www.practicalmoneyskills.com/>
- ✓ <http://www.gulfbase.com/investmenttutorial>
- ✓ <http://moneycontrol.com/>
- ✓ <https://www.creditappraisal.in>

Newspapers

- Hindu Business Line / Mint / Economic Times / Wall Street Journal

Reports

- RBI Master Circular- Credit facilities to Minority Communities, Available at:
<https://rbidocs.rbi.org.in/rdocs/notification/PDFs/3MC8AE6C31E8A62427AA293D7211BF5FBF9.PDF>

DERIVATIVES AND STRUCTURED FINANCE

Code: F3

Credit

s: 3

Course Objective(s):

Structured finance deals with all financial arrangements which are beyond the conventional forms of on-balance sheet securities (debt, bonds, equity). The use of structured finance aims at lowering the cost of capital.

Course Outcome(s):

At the end of the course the students would be able:

- To measure an organization's risk exposure to market risk and credit risk
- To develop a hedging strategy in line with an organization's existing risk exposures
- To synthetically create the custom exposures to risk factors using liquid instruments
- Identify situations that call for nonstandard corporate finance solutions
- Design and price situation-specific financing instruments.

Unit I

Derivatives

Role and Functions of Derivatives Types of derivatives – Forward, Futures, Options. Swaps and Credit Derivatives. Exchange Traded Markets, Over The Counter Markets, Types of Trades, Hedgers, Speculators and Arbitragers and Overview of Indian Derivatives Markets. Applications of Derivatives Trading. Mechanics of Futures Markets, Hedging and Pricing Strategies Using Futures and Forward Contracts. Interest Rate Futures Pricing. The Option Markets- The Options Payoffs and Strategies, Bounds on Option Pricing, Options Pricing- The European Option Pricing, American Option Pricing (Binomial and Black Scholes Pricing Strategies). Options Sensitivities and Options Hedging, Options on Stock Indexes, Foreign Currency and Futures.

Unit II Swap & Repo Engineering

Swap, Swap Logic, Types of Swaps, Uses of Swaps, Engineering Interest Rate Swaps, Repo Market Strategies – Repo, Types of Repo, Equity Repos, Repo Market Strategies, Synthetics Using Repos

Unit III Structured Finance

Introduction to Structured Finance, Basic Principles of Securitization, Securitization Structures, Mortgage-backed and asset-backed securities, Cash Flow Collateralized debt obligations (CDOs), Collateralized mortgage obligation (CMOs), Synthetic collateralized debt obligations, Credit Derivatives, Structured investment products: credit-linked notes, warrants, Leveraged Lease Transactions

Suggested Readings

1. Allman, K. A. (2010). “Modeling Structured Finance Cash Flows with Microsoft Excel: A Step-by-Step Guide”, John Wiley & Sons.
2. Fabozzi, F.J., H. A. Davis, and M. Choudhry (2006). “Introduction to Structured Finance”, John Wiley and Sons
3. Hirska, A., & Neftci, S. N. (2013). “An introduction to the mathematics of financial derivatives”, Academic Press.
4. Hull, J. C., & Basu, S. (2018). “Options, futures, and other derivatives – 9th Edition”. Pearson Education India.
5. Kosowski, Robert & Neftci, S. N., (2014). “Principles of Financial Engineering, 3rd Edition”, Academic Press

Case Studies

- ✓ How to mine gold without digging?
- ✓ Bankers Trust
- ✓ Bankgesellschaft Berlin
- ✓ Barings
- ✓ Orange County

Journals/Magazines

- ✓ International Journal of Financial Engineering
- ✓ International Journal of Financial Engineering and Risk Management
- ✓ Journal of Financial Engineering

Newspapers

- ✓ Hindu Business Line / Mint / Economic Times / Wall Street Journal

FINANCIAL MODELLING

Code: F4

Credit

s: 3

Course Objective(s):

- To develop the knowledge of accounting, finance by using spread sheets for building financial models.
- To enhance spreadsheet skills to the students performing financial statements analysis using spreadsheets.
- To build real time financial models for building Pro-forma financial statements and valuation models.

Course Outcome(s): Upon completing the course the students will be able to:

- Understand the significance of spread sheets through the financial models.
- Perform fully integrated financial statements models.
- Able to perform various Valuation models using spreadsheets.

Unit I Introduction - Financial Statements Overview and Analysis: Building a Fully Integrated Financial Statements Model i.e. Income Statement, Balance Sheet and Cash Flow Statement – Debt Schedule model i.e. Term Loan, Unsecured Loan and Revolver Loan Models.

Unit II Valuation Models - Time Value of Money Models i.e. Present Value, Future Value, Annuity and Perpetuity, Compound Annual Growth Rate Models. Comparable Company Analysis –
Comparable Transactional Analysis -
Discounted Cash Flow Analysis – Projecting Free Cash Flows –
Weighted Average Cost of Capital Model – Capital Asset Pricing Model -
Modeling Betas - Levered, Unlevered and Re-levered Betas.

Unit III Advanced Valuation Models – Adjusted Present Value Model (APV) –
Initial Public Offerings (IPO) Model – Leverage Buyouts (LBO) Modeling –
Startup Valuation Financial Models.

Suggested Readings

1. Alastair Day (2012) Mastering Financial Modeling in Microsoft Excel by, Pearson publishers, First Edition.
2. Extracting necessary financial data from various resources such as Yahoo Finance, Google Finance, Ace Equity, CMIE and Bloomberg Terminals.
3. Francis J. Clauss (2010) Corporate Financial Analysis with Microsoft Excel by, The McGraw-Hill Companies.
4. Industry & Equity Research reports of various companies.
5. Paul Pignataro (2013) Financial Modeling & Valuation by Wiley Finance series, First Edition.
6. Reading form 10K, 10Q, Quarterly and Annual reports.
7. Simon Benninga (2014), Financial Modeling by Prentice Hall of India, Fourth Edition.

Case Studies

- ✓ How much and from whom? An Exercise in Seed-Stage Financing Case Study, WDI Publishing, Case No: 1-429-165.
- ✓ Cash Flow Statements – Financial Due Diligence Case Study, WDI Publishing, Case No: 1-429-179

Journals/Magazines

- ✓ Handbook of financial time series
- ✓ Journal of Business Finance & Accounting
- ✓ The Manchester School of Economic & Social Studies

FINANCIAL PLANNING AND WEALTH MANAGEMENT

Code:

F5

Credits: 3

Course Objective(s): This course focuses on achieving long-term financial goals of individuals and families through goal setting, developing financial and life strategies, acquiring personal financial planning knowledge and managing risk throughout the life. Specific areas of study include personal financial statements, budgets, income tax planning, time value of money, effective retirement planning, and estate planning.

Course Outcome(s): After going through this course, the students would be able to:

- Understand the basic concept of financial planning
- Appreciate the need for financial planning and wealth management
- Select the tax friendly & suitable investment, insurance and retirement products for clients
- Create a financial plan for clients and oneself

Unit I Personal Financial Planning, Financial Planning Process, Components of Financial Planning, Financial Planning vs Wealth Management, Goal Setting. Determining Financial Status- Personal Financial Statements and Analysis

Unit II Investment Management: Saving, Investment, Power of Compounding (using Excel), Investment Objectives, Investment Avenues, Investment Return (*Actual Return, Expected Return, Average Return, Yield, Real Return*) and Risk, Asset Allocation, Security Analysis - Investment strategies. Insurance and Risk Management: Role of insurance in financial planning, Life Insurance planning. Tax planning: Income tax and tax sheltered investments for individuals

Unit III Retirement Planning: Retirement Funding and Annuity calculations (using Excel), Pension Plans. Life Cycle and Financial Planning, Client Profiling and Financial Plan, Monitoring the Plan. Wealth Management and Estate Planning

Suggested Readings

1. Dun & Bradstreet (2009), Wealth Management, Tata McGraw Hill Publishing Company Ltd.

2. Indian Institute of Banking & Finance (2017), Introduction to Financial Planning, 4th edition, Taxmann, New Delhi
3. Indian Institute of Banking & Finance (2017), Investment Planning Tax Planning and Estate Planning, Taxmann Publications Pvt. Ltd.
4. Indian Institute of Banking & Finance (2017), Risk Analysis, Insurance and Retirement Planning, Taxmann Publications Pvt. Ltd.
5. Mitra, Sid, (2015), Financial Planning: Theory and Practice, SAGE Texts

Case Studies

- Measuring Mutual Fund Performance BY Andre F Perold
- LIC Jeevan Shanti ((A Non-Linked, Non-Participating, Single Premium Annuity Plan)
- How Do You Value Stocks? - Brian Kettell
- How Do You Use Fundamental Analysis to Value Stocks? - Brian Kettell

- Financial Planning by Swarup and Pant
- Real Issues in Retirement Planning

Journals/Magazines

- Financial Planning Journal

Finance portals

- <https://www.practicalmoneyskills.com/>
- <http://www.gulfbase.com/investmenttutorial>
- <http://wealth.moneycontrol.com/>
- <http://www.mywealthguide.com>
- <http://law.incometaxindia.gov.in/DIT/Income-tax-acts.aspx>

Newspapers

- Hindu Business Line / Mint / Economic Times / Wall Street Journal

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Code:
Credits: 3

F6

**Course
Objective:**

This course is both theoretical and practical; it is designed to develop student understanding of the basic concepts of Security Analysis and Portfolio Management. The focus is primarily on the basic concepts of valuation of equity and debt, various theories of security analysis and portfolio performance measures. Further the course covers topics on Efficient Market Hypothesis, Asset Pricing Models and Portfolio Revision.

With regard to teaching style, the course depends on a combination of lectures, student presentations, interactive participation, and both individual and group exercises. Thus, regular attendance, appropriate expressions of interest and meaningful contributions to class activities are expected, valued, and will be rewarded.

**Course
Outcome:**

Upon successful completion of the course, the student should possess an awareness of the basic concepts on Security Analysis and Portfolio Management, Asset Pricing Models and Portfolio performance measures.

Unit I Introduction: Securities and Security markets- Investment Vs. Speculation. The Investment process. Investment Categories, Security markets – primary and secondary – Functions, Organization and Regulation
Valuation of securities: General framework and valuation model. Valuation of fixed income securities, performance shares, and equity shares. (Including Problems),
Analysis Technical Analysis – Efficient Market Hypothesis

Unit II Portfolio Theories: Meaning and Objectives of Portfolio, Computation and Behaviour of Return – Risk, Principles of Markowitz Diversification – Portfolio

Analysis for Equity Valuation: Economy and Industry Analysis.
Company level

Measures of Performance of Mutual Funds – Sharpe’s Measure. Treynor’s Measure
and Jensen’s Measure. (Including Problems)

Suggested Readings

1. Bodie, Z., Kane, A., & Marcus, A. J. (2013). Investments and portfolio management.
McGraw Hill Education (India) Private Limited 11th Edition.
2. Charles P. Jones (2012), Investments: Analysis and Management”, John Wiley & Sons. 13th Edition.
3. Fisher and Jordon (2012), “Security Analysis and Portfolio Management”, Prentice Hall of India 7th Edition.
4. Elton and Gruber, (2010), “Modern Portfolio Theory and Investment Analysis”, John Wiley and Sons.9th Edition.
5. Francis J C, (2012). ‘Investments: Analysis and Management, MC Graw Hill 11th Edition.
6. Ranganatham M and Madhumathi R, (2015) “Security Analysis and Portfolio Management”, Third Impression, Pearson.2nd Edition.

Case Studies

- ✓ The CRB Scam
- ✓ Equity Stock Valuation:A case of Hindustan Lever.
- ✓ Introduction to Portfolio Theory – Harvard Case
- ✓ Case Study on Testing Market Efficiency of NSE.
- ✓ MRPL and RPL– Analyzing Risk and Returns
- ✓ Investments: Delineating an Efficient Portfolio- Ivey Case.
- ✓ TTK Prestige: Economic Value Added Analysis

Journals/Magazines

- Accounting and Finance
- Annals of Finance
- Finance India
- Financial Analyst
- ICFAI Applied Finance
- Indian Journal of Finance
- Journal of Emerging Market Finance
- Journal of Finance
- Journal of Financial and Quantitative Analysis
- Journal of Financial Economics
- Quantitative Finance
- Review of Financial Studies

TAX PLANNING AND MANAGEMENT

Code: F7

Credits:

3

Course Objective(s):

- The course aims at familiarizing the students with the principles, problems and structure of different types of business taxes in Indian and relevance of these taxes in business decisions.
- To impart the fundamental knowledge on Income Tax Act
- To prepare the students to learn and understand Tax planning
- To equip the students to update on filing of returns and other related provisions

Course Outcome(s):

- To understand various provisions of Income Tax Act
- To be in a position to impart knowledge of Tax Planning and Management
- Students will get working knowledge regarding legitimate way of tax planning under different financial/ managerial decisions after taking into consideration the impact of Direct Tax Laws.

Unit I Introduction to Tax Planning. Tax Evasion and Tax Avoidance. Tax Planning under different heads of Income - Salaries, House Property, Capital Gains, Other sources.

Unit II Income Tax – Deductions, Computation of Incomes under various heads of income except Business or Profession, deductions from Gross Total Income, Rebates and Reliefs and Computation of Taxable Income, Filing of Income Tax Returns

Unit III Taxation of Capital Gains - meaning of Capital Gains and Capital Losses, types of Assets, Transfer and exceptions, Provisions relating to Capital Gains Tax and exemptions from Capital Gains Tax.

Suggested Readings

1. Dr.Vinod K. Singhania and Dr.Monica Singhania (2019), Students' Guide to Income Tax including GST, 61st Edition, Taxmann Publishers.
2. Dr.Vinod K. Singhania and Dr.Kapil Singhania (2019), Direct Taxes law & practice, Professional Edition, Taxmann Publishers.
3. T.N.Manoharan & G.R. Hari (2019), Direct Tax laws and International Taxation, Snow White Publications.

Case Studies

- McDowell & Co.Ltd Vs CTO
- Gestetner Duplicators Pvt Ltd Vs CIT
- ITC Vs CIT

Journals/Magazines

- Journal of Taxation and Regulatory Framework, STM Journals (Division of Consortium eLearning Network Pvt. Ltd.)
- The Chartered Accountant, The Journal of Institute of Chartered Accountants of India (ICAI)

Website

- <https://www.incometaxindiaefiling.gov>
- <https://www.incometaxindia.gov.in>

CORPORATE RESTRUCTURING, MERGERS AND ACQUISITIONS

Code: F8

Credit

s: 3

Course Objective(s):

- This course provides an introduction to Merger & Acquisition and the framework for take over process for value creation.
- In order to understand the M&A, students will learn the key Valuation methods of Enterprise and the concept Synergy valuation.
- The course will further help the students to structure the take-over deal and also

maintain them in dealing with cross border acquisitions.

acq

Course Outcome(s): Upon completing this course the students will be able to:

- Understand the framework of Mergers & Acquisitions.
- Prepare and present the consolidated financial statements at the time of M&A. Also able to understand due-diligence process.

- Perform the synergy valuation, acquisition valuation and merger valuation by using accretion and dilution analysis.
- Attain knowledge of special skills on preparing takeover deal and able to handle cross border acquisitions.

Unit I Introduction to Mergers & Acquisitions: An Overview – Merger Waves – Mergers and Acquisitions in India – Growing Need for Corporate Restructuring – Forms of Corporate Restructuring - Various Types of Mergers - Motives and drivers for M&A's - Full and Partial Acquisitions – Joint Ventures – M&A Activity – Reasons for Buying – Reasons for Selling. **The Takeover Process:** Concept of Takeover – Forms of Takeover – The takeover process - Takeover Defence - Role of Advisers – Approaching a Target Company – Negotiation Process – Due Diligence – Steps in Due Diligence – Types of Due Diligence - Areas of Difficulty.

Unit II Valuation and Accounting Issues – Concept of Valuation – Factors to be considered for Valuation – Methods of Valuation - Discounted Cash Flow Model
– Equity Valuation Model – Choosing the Right Valuation Method.
Valuing Synergies: Introduction to Synergy – Valuing Synergy - Aggressive and Defensive Strategies – Strategies for Growth – Success and Failure of Strategic Acquisitions – Strategic Mergers

Unit III Structuring a Takeover Deal: Assets or Stocks? – Tax Implications – The purchase consideration – Cash Offers – Paper Offers – Mixed offers – Paper or Cash Alternative – Deciding on the Financing package – Earnings per share – Acquisitions and Leverage – Post acquisition refinancing – Structuring a Merger. Cross Border Acquisitions – Alternatives to Mergers and Acquisitions.

Suggested Readings

1. Hull, John C., Merger & Acquisition, Pearson, 2018
2. Hull; Basu Merger & Acquisition, Pearson India, 2017
3. Shlomo Y. Tarba (Editor), Sir Cary L. Cooper (Editor), Riikka M. Sarala (Editor), Mohammad F. Ahammad (Editor), Mergers and Acquisitions in Practice 1st Edition, 2018

Case Studies

- The state of M&A trends 2019 – Deloitte
- TATA & CORUS: A Case of Acquisition, 2012
- Stock or Case: Trade off for Buyer and Seller in M&A, HBR, 1999
- Strategic Analysis for more profitable acquisition, HBR, 1979

Journals/Magazines

- Economist
- Fama, E. (1970), “Efficient Capital Markets: A Review of Theory and Empirical work”
The Journal Finance, Pages 383 – 417.
- Finance India
- Halpern P. (1983), “Corporate Acquisitions: A review of Recent Event Studies,”
Journal of Finance, XXXVIII (2).
- Hasbrouck, Joel (1985), “The Characteristics of Takeover Targets” Journal of Banking
and Finance 9, , 351 – 362
- Journal of Finance
- Rappaport, Alfred (1979), “Strategic Analysis for More Profitable Acquisitions” HBR,
July –August.

**ENTREPRENEURIAL
FINANCE**

Code:
Credits: 3

F9

Course Objectives: The objectives of the course are to build skills, frameworks and knowledge for making better investment and financing decisions in entrepreneurial settings.

Course Outcomes: This course seeks to provide an understanding of the financial and transactional skills that are required to fund new businesses and mature firms. The course will integrate both an academic and practitioner view of the challenges facing entrepreneurs and investors involved in business start-up.

Unit I Introduction and Overview of Entrepreneurial Finance: Meaning and Types of Entrepreneurial Finance, Screening of projects and development of business plans by an entrepreneur, Valuation--review of conceptual issues, Valuation methodologies: Discounted Cash flow, Performance of alternative valuation techniques.

Unit II Venture Capital Funding and Valuation: The role of the venture capitalist in the early stages of financing a venture. Organizing and Financing a New Venture, Project Evaluation, Real Options and Risk Assessment, Measuring and Evaluating Financial Performance, Managing Cash Flow, Types and Costs of Financial Capital, Valuing Early-Stage Ventures, Venture Capital Valuation Methods.

Unit III Growth and Exit Strategies: Liquidity events such as Initial Public Offerings, Sales and Mergers. Exit strategies and Harvesting, Valuation of an Enterprise, Turnaround strategies for troubled ventures.

Suggested Readings

1. Financial Institution & Markets - L. M. Bhole. (Tata McGraw - Hill Publishing Corporation Limited, New Delhi).
2. Financial Markets - Gordon & Natarajan. (BPB Publications).
3. Indian Financial Systems - M. Y. Khan. (Tata McGraw - Hill Publishing Corporation Limited, New Delhi).
4. Investment Management - V. K. Blialla. (S. Chand & Company Publishers Ltd.,)
5. Project Financing- Asset based Financial Engineering- John D Finnerty-John Wiley & Sons Inc, New York
6. Projects - Planning, Analysis, Selection, Implementation and Review - Prasanna Chandra. (Tata McGraw - Hill Publishing Corporation Limited, New Delhi).

Case Studies

- ✓ The Journal of Entrepreneurial Finance Volume 11 Issue 1 Spring 2006 Article 6 12-2006
 Power between Entrepreneurs and Investors: A Case Study Oskari Lehtonen
 Swedish
 School of Economics and Business Administration
- ✓ Arthur Rock Center for Entrepreneurship, California Research Center - <http://www.hbs.edu/entrepreneurship/crc/cases.html>. Cases written at the California Research Center and available for distribution through Harvard Business School Publishing.
- ✓ AsiaCase.com: the Asian Business Case Centre by Nanyang Business School, Nanyang Technological University, Singapore - <http://www.asiacase.com/>. A one-stop search and information website where data on teaching cases on Asia is collected from resources worldwide and made accessible in a single location.
- ✓ Babson College teaching cases - <http://www3.babson.edu/ESHIP/publications/CaseDatabase/>. Developed by Babson college entrepreneurial faculty. More than half of these cases include a video of the entrepreneur visiting a Babson class while the case is being discussed.

Journals/Magazines

- ✓ Entrepreneurship & Regional Development
- ✓ International Small Business Journal
- ✓ Small Business Economics, full texts downloadable at the journal website.
- ✓ The Journal of Entrepreneur Finance

STRATEGIC FINANCIAL MANAGEMENT

Code: F10

Credits

: 3

Course Objective(s):

- This course provides Strategic perspective for Managing Finances to enhance the value of the enterprise
- The course will further help to acquaint necessary skills to make strategic investment decisions, strategic financing decisions and pay-out decisions.

Course Outcome(s):

- Understand the framework of strategic financial management.
- Prepare and present strategic investment analysis, cost of capital and pay-out decisions.
- Understand the importance of leasing as a source of finance and able to assess the advantage of tax shields by leasing.
- Able to perform sensitivity and scenario analysis under uncertainty market conditions.

Unit I Meaning and importance of Strategic Financial Management, Objectives and goals, Strategic planning process, Scope and Constituents of Strategic Financial Management
Investments Decisions under Risk and Uncertainty – Techniques of Investment Decision – Risk Adjusted Discount Rate, Certainty Equivalent Factor, Statistical Method, Sensitivity Analysis and Simulation Method – Corporate Strategy and High Technology Investments.

Unit II Financial Planning, Capital Allocation and Corporate Strategy, Capital Structure and Firm Value, Dividend Policy and Firm value –Stock vis-à-vis Cash Dividends.
Leasing – Importance, Types, Tax Considerations, and Accounting Considerations – Evaluation of Lease from the point of view of Lessor and Lessee
– Lease versus Buy Decision – Venture Capital – Concept and Developments in

India – Process and Methods of Financing – Fiscal Incentives.

Unit III Financing Strategy - Innovative Sources of Finance – Asset Backed Securities - Hybrid Securities namely Convertible and Non-Convertible Debentures, Deep Discount Bonds, Secured Premium Notes, Convertible Preference Shares – Option Financing, Warrants, Convertibles and Exchangeable Commercial Paper Financial Management in Knowledge Intensive Companies and Public Sector Companies, Financial Management in Sick Units, Financial Innovations and Financial Engineering – Overview, Scope, Tools of Financial Engineering, Financial Engineering versus Financial Analysis.

Suggested Readings

1. Nikhil Chandra Shil, Bhagban Das (2017), “Financial Management – A strategic Perspective” Sage Publishers, 1st Edition.
2. Prasanna Chandra (2014), “Strategic Financial Management” Mc Grawhill publishers, paper back Edition.
3. Rajni Sofat & Preeti Hiro, STRATEGIC FINANCIAL MANAGEMENT, EEE, 2nd Edition,
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Case Studies

- Tom.Com Case (Harvard)
- BP Amaco Ltd (Harvard)
- Texas – High Speed Rail Case (Harvard)

Journals/Magazines

- Journal of Applied Corporate Finance
- Journal of Finance
- Journal of Finance and Quantitative Application
- Review of Financial Studies
- Strategic Finance Journal

STRATEGIC COST MANAGEMENT

Code: F11

Credits

: 3

Course Objective(s):

- To provide necessary skills to understand the various implications of cost
- To equip the students to learn and understand the use of planning, Cross functional decision making in corporate
- To prepare students to understand key requirements of Cost Management

Course Outcome(s):

- Understand the basic use of cost management information in different types of organizations
- To understand the applicability and implications of cost driver concepts

Unit I Cost Management-Nature; Cost Management System; Strategic Cost Management (SCM); SCM and Strategy; Components of SCM.

Activity-Based Management [ABM]: Concept and Uses; Relationship between Activity – Based Costing and ABM; Operational ABM and Strategic ABM; Techniques of ABM; Implementation Steps in ABM.

Unit II Life Cycle Costing-Meaning and Benefits; Product Life Cycle and Pricing Decisions; Life Cycle Budgeting. Target Costing: Concept; Target Costing and Target Pricing; Key Principles of Target Costing; ABC and Target Costing; Target Costing Process; Market Driven Costing, Product Level Costing, Component Level Costing, Chained Target Costing; Target Costing and Cost Management; Role of Value Engineering in Target Costing.

Unit III Pricing Strategies- Factors Influencing Pricing Decisions; Short run Vs. Long Run Pricing Strategy; Cost-Based Pricing; Economic Approach to Pricing; Pareto Analysis in Pricing Decisions. Activity-Based- Budgeting (ABB): ABB and Traditional Budgeting; ABB Process; Capacity Utilization; Role of ABB in Cost Management. Value Chain Analysis: Concept; Value Chain Linkages; Internal Linkages; Supplier Linkages; Customer Linkages; Role of Value-Chain in Decision Analysis – Balance Score Card – Applications of Balance Score Card in Costing.

Suggested Readings

1. Edward Blocher and David Stout and Paul Juras and Steven Smith (2019), Cost Management: A Strategic Emphasis, 8th Edition McGraw Hill Education (India) Ltd.
2. John Shank and Vijay Govindarajan (2008), Strategic Cost Management, The New Tool for Competitive Advantage, Simon & Schuster.
3. Michael Maher, Frank Selto, Ronald Hilton (2008),Cost Management: Strategies for Business Decisions , 4th Edition McGraw-Hill
4. Ravi M. Kishore (2018), Strategic Cost Management, 5th Edition Taxmann's.

Case Studies

- Value chain analysis: S-Mart
- Porter's Value Model Vs Value Shop Model : Westwood Solar Solutions
- Porter's Five Forces and Divisonal Transfer Pricing
- Business Excellence Model

Journals/Magazines

- International Journal of Accounting
- Journal of Cost Management
- Journal of management accounting research

FINANCIAL ANALYTICS

Code:
Credits: 3

F12

Course

Objective(s):

Organizations have a wealth of financial data residing in their databases generated as a result of business processes. Financial analytics is a set of data analysis and modeling techniques for understanding business's financial situations and improving financial decisions. Financial analytics solutions help business firms in addressing challenges such as improving profitability, in depth costing insights and overall business performance. Techniques range from Pivot Table to advanced methods such as artificial neural networks.

Course

Outcome(s):

At the completion of the course, student would be equipped with certain practical analytical skills that will equip him to take well informed decision making with competitive edge in almost any contemporary workplace.

- To understand financial analytics potential of today's data rich economy
- Gain a practical understanding of the key data analysis methods for generating business insights such as: classification, data reduction, exploration and prediction.
- Get an understanding of how to decide when to use which technique.

Unit I

Part-I: RATIO ANALYSIS: Profitability Ratios, Financial Health Ratios, Efficiency Ratios, DU PONT CHART, Forecasting future financial statements and earnings estimate, Dividend Discounting Valuation and Intrinsic Valuation. Value Investing and Analyzing Business Models and Estimation of Moats.

Part-II: EARNING MANAGEMENT: Asset Based Valuation & Earning Power Valuation Methods and correlations between this two, Discounted Present Value Method & Multiple Based Valuation Approach.

Part-III: RED FLAGS

- Identification of Key Red Flags –Manipulation of Revenues and Costs, Related Party Transactions, Distortive Depreciation Practices, Spurt in Debtors & Inventories, Contingent Liabilities etc.,
- Separating Good Management from Bad: - Identifying role of Management in Organizations, Qualities of Good Management, and Background Inspections.
- Excessive Management Compensations, Management Extravagance, Shareholders Importance and Management Negligence.

Unit II

Introduction to Predictive Analytics

1. Predictive Analytics Process

- 🔗 Define Project
- 🔗 Data Collection
- 🔗 Data Analysis
- 🔗 Statistics
- 🔗 Modelling
- 🔗 Deployment
- 🔗 Model Monitoring

2. Algorithms

- 🔗 Time series Algorithms
- 🔗 Regression Algorithms
- 🔗 Cluster Algorithms
- 🔗 Outlier Algorithms
- 🔗 Neural Network Algorithms

🔗 Ensemble Algorithms

3. Simple Linear Regression Model

🔗 Regression Model & Equation

🔗 Estimated Regression Equation

🔗 Interpretation of Correlation Coefficient

4. Multiple Regression Model

🔗 Regression Model & Equation

🔗 Estimated Multiple Regression Equation

🔗 Interpretation of Coefficient of Determination

Unit III Foundation in Cognitive Analytics using IBM Watson Analytics

Describe the capabilities of IBM Watson Analytics

🔗 Adding of data into Watson Analytics

🔗 Exploring data using Watson Analytics templates in various Business Cases

🔗 Refining or shaping the data by creating predictive models

🔗 Creating a dashboard to monitor events and provide key insights

🔗 Use Watson Analytics templates for easy arrangement and alignment

🔗 Access existing workbooks in the Workspace and review sample tutorials and

🔗 Use Cases in Marketing, HR, and Operations etc.

🔗 Create visualizations in a view to convey information and insights and facilitate

🔗 Analytics

🔗 Understanding insights generated by Watson Analytics.

**FOREIGN EXCHANGE
ARITHMETIC**

Code:
Credits: 3

F13

Course Objectives:

- To acquaint the students with finer points of Currency Derivatives and its calculation
- To acquaint the students with significance of understanding transaction, economic and translation exposure.

Course Outcomes: It is expected that at the end of the course, students will be well versed in foreign exchange arithmetic pertaining to currency derivatives and risk exposure, which in turn will help them in manning various positions in MNCs, investment banks, various other financial institutions, that expect a deep knowledge of risk management in foreign exchange market.

Unit I Currency Derivatives - Forward Contracts - Non Deliverable Forward Contracts - Currency Futures Market - Trading Currency Futures - How firms use currency futures - Currency options market - call and put option - Speculating with call and put options - Contingency graphs for currency options.

Unit II Forecasting exchange rates - technical, fundamental, market based forecasting- forecast error measurement - forecast errors among time horizons and time periods - Forecast bias.

Unit III Managing Transaction, Economic Exposure and Translation Exposure - Assessing economic exposure - Restructuring to reduce Economic Exposure -Managing translation exposure Hedging with forward contracts.

Suggested Readings

1. International Corporate Finance – Jeff Madura – Cengage Learning.
2. International Financial Management – Cheol S Eun and Bruce G Resnick – McGraw Hill
3. International Finance – Rajiv Srivstava – Oxford Publication
4. International Finance by Piet Sercu – Princeton Univeristy
5. The Economics of Foreign Exchange and Global Finance – Pejie Wang – Springer
Science and Business
Media.

Case Studies

- The Case of Lufthansa – Hedging of Dollars.
- Currency manipulation by China.

Journals/Magazines

- Journal of International money and finance - Elsevier
- Journal of International Money and Finance - Wiley online

PRIVATE EQUITY

Code: F14

Credit

s: 3

Course Objective(s):

- To enable and equip the students with the basic understanding of the roles played by various stakeholders in private equity market
- To develop the knowledge and skills expected in the private equity process and operations and examine how PE funds are raised and structured.
- To understanding the manner in which PE exit their investments

Course Outcome(s):

- Gain expert knowledge of principles and concepts used in private equity; and its application in any organisation situation

Unit I Introduction to Private Equity: Introduction to Private Equity and Venture Capital, Angel investing, Typical PE Market Structure, Issues and Benefits of Indian Private Equity Markets, Recent Deals – Successful versus Failed

Unit II Valuation and Term Sheet Analysis: Venture Valuation framework, Pre-money valuation, Post-money valuation, Required Rate of Return by Investors, Vesting and Founder Replacement, Pricing of Follow-up rounds, Private equity securities, Anti-dilution Protection to Investors. Dynamics of Private Equity Financing - Investee Perspective: Stakeholders roles and implications of their decision

Unit III Investing and Managing Portfolio Companies: Process of Evaluating Options of Investment and Managing Private Equity Firms, understanding terms and conditions of investment offers, how they are structured, key strategies, due diligence, types of securities, financing in down-cycle, deal structures and investor incentives. Investment Exit Process: Exit process, conflicts and concerns of all stakeholders, and various trade-offs.

Suggested Readings

1. NehaBhuwania (2014), Guide to Private Equity, 1st Edition, Taxmann Publications Pvt. Ltd.
2. Cyril Demaria (2016), Introduction to Private Equity, Venture, Growth, LBO & Turn- Around Capital, 2nd Edition, Wiley India Pvt. Ltd.
3. Mark Bishop (2012), The Future of Private Equity: Beyond the Mega Buyout, First Edition, Palgrave Macmillan.
4. Paul Jowett (2011), Private Equity: The German Experience, 2011 Edition, Palgrave Macmillan.

Case Studies

- Venture Capital or Private Equity? The Asian Experience – Harvard Case
- Blue River Capital - Harvard Case
- North Village Capital Private Equity – Harvard Case
- Apax Partners and Xerium S.A. - Harvard Case

Journals/Magazines

- Journal of Private Equity
- Review of Financial Studies
- Journal of Financial and Quantitative Analysis
- Journal of Banking and Finance
- Journal of Applied Corporate Finance

PRODUCT AND BRAND MANAGEMENT

Code:

M1

Credits: 3

Course Objectives: The course on product and brand management is designed with an aim to provide holistic learning to the students on product, its management, its lifecycle; the course also emphasizes on the brands in the market and its challenges and opportunities while building the Brand's equity.

Course Outcomes: The course provides valuable insights into designing a marketing strategy. By the end of the course the students will be well versed with – How to identify, manage, build, and strategies to make a product and brand successful.

Unit I **Product Management:** What is a Product – Products, Services, and Experiences – New Product Development – Levels of Products and Services – Classification of Products and Services – Product Line – Product Mix – Individual Product Decisions – Product Life Cycle (PLC) – Various Stages and Strategies – Lessons from Product Success & Failures.

Unit II **Brand Management:** Brands and Brand Management: What is a Brand? Why do Brands Matter? Can anything be branded? Branding challenges and opportunities, Brand equity concept – Sources of Brand Equity - The Customer Based Brand Equity: Brand Knowledge; Building a Strong Brand: The Four Steps of Brand Building - Brand Positioning: Identifying and Establishing Brand Positioning, Positioning Guidelines - Choosing Brand Elements to Build Brand Equity: Criteria for Choosing the Brand Elements, Options and Tactics for Brand Elements.

Unit III **Designing Marketing Programs to Build Brand Equity:** Product Strategy, Pricing Strategy, Channel Strategy, And Integrated Marketing Communication Strategy - Designing and Implementing Branding Strategies: The Brand-Product Matrix, Brand Hierarchy, Designing a Branding Strategy - Introducing and Naming New Products and Brand Extensions: New Products and Brand Extensions, Advantages of Extensions, Disadvantages of Brand Extensions.

Suggested Readings

1. Aaker, D.A. (1991). Managing Brand Equity. New York: Free Press.
2. Aaker, D.A. (1996). Building Strong Brands. New York: Free Press.
3. Kapferer, Jean- Noel. (1997). Strategic Brand Management. Dover, NH Kogan Page.
4. Marketing Management (2015) 15/e by Philip Kotler

5. Product management - Donal R. Lehmann, Russel S. Winer
6. Strategic Brand Management Building, Measuring, and Managing Brand Equity, 4th Edition- Prentice Hall (2012) by Kevin Lane Keller

Case Studies

- Maruti 800 and product life cycle
- INFOSYS – An outsourcing company
- THE BODY SHOP – Case of brand equity
- Hyundai – Brand repositioning
- Apple – Brand repositioning

Journals/Magazines

- Journal of Brand Management
- Journal of Consumer Research
- Journal of Marketing
- Journal of Marketing Research
- Journal of Product & Brand Management

INTEGRATED MARKETING COMMUNICATIONS

Code: M2

Credit

s: 3

Course Objective(s):

- The objective of this course is to provide an overview of the components and considerations involved in marketing communication strategy decisions.
- To be able learn different media forms, their effectiveness and application.

Course Outcome(s):

- Demonstrate the understanding of how the communication component plays a vital role in the conceptualization, development and ultimate success of a marketing campaign by describing and critically evaluating previous campaigns and applying theories.
- Able to demonstrate how media appeals to specific audiences in various cultural contexts and how to use communication tools to maximize the effectiveness of a Marketing Plan.

Unit I Introduction to Integrated Marketing Communications
Marketing Communication: An Integrated Approach – Characteristics of IMC campaign – Managing IMC Process: Planning an IMC campaign – Process of achieving integration – Integrated Marketing Communication Mix – Organizational approaches and barriers to integration – Value addition through IMC - Fundamentals of Advertising Campaigns – Brand Positioning through Advertising – Unique Selling Propositions – Brand Image Creation through Advertising – Types of Media & Advertising – Celebrity Endorsements

Unit II Consumer Promotion – Elements – Trade Promotion – Objectives & Types – Exhibitions & Event Management – Creating Word of Mouth – Direct Marketing & its integration with IMC – Personal Selling – Database marketing – Managing Big Data – Promotion through Customer Relations - Advertising Agencies – Sales promotion Agencies – PR Firms & Interactive Agencies

Unit III Budgeting for Marketing Communication – Objectives of IMC Campaign: Objectives – Corporate objective, Marketing objective, Sales objective, Communication objective – DAGMAR approach – Communication Models – Budgeting for MARCOM - Steps in developing and evaluating effective Marcom – Objectives – Designing a Message – Copywriting – Measuring Communication

Effectiveness, Conducting research to measure Communication Effectiveness.

Suggested Readings

1. Advertising and Promotions-Belch & Colch, Tata Mcgrew Hill 2001
2. Advertising Management – Rajeev Batra, John G. Myers & David A Aaker PHI
3. Integrated Marketing Communications – Kenneth Blown & Donald Bach PHI, 2009
4. International Edition-Contemporary Advertising Irwin/McGraw-Hill
5. Otto Kleepner’s Advertising Procedure-PHI

Case Studies

- Google Advertising, HBR.
- Dove's 'Real Beauty Sketches' Campaign, ICFAI Cases

- Game of Thrones' TV Series: HBO’s Integrated Marketing Strategy, ICFAI Cases.

Journals/Magazines

- Brand Equity by ET
- Journal of Marketing
- Pitch

CONSUMER BEHAVIOR

Code:

M3

Credits: 3

Course Objective(s) The course is aimed at introducing to the students, the intricacies of consumer behaviour, so as to provide them with the understanding of the issues involved in the formulation and implementation of marketing strategies.

Course Outcomes The student will be able to appreciate the complexities and determinants which go into consumer behaviour. This understanding will enable them to become better marketing professionals.

Unit I Consumer Behaviour - Internal

Determinants

Introduction to Consumer Behaviour, Consumer Behaviour as a field of activity.

Evolution of Consumer Behaviour. The Consumer as an Individual: Motivation, Personality, Perception, Learning, Consumer Attitudes – Nature, Formation and Change.

Unit II Consumer Behaviour – External

Determinants

The Consumers in their Social & Cultural Settings: Groups, Reference Groups,

The family, The influence of Culture on Consumer Behaviour, Social Class, Cross cultural behaviour. Diffusion of Innovations. Consumer Decision Making - Models of consumer behaviour

Unit III Diffusion of Innovations Consumer Decision Making – Preliminary Models of Decision Making; Comprehensive Models of Decision Making: Schiffman and Kanuk Model, Nicosia Model, Howard Sheth Model, EKB Model.

Suggested Readings

1. Engel F James & Blackwell D Roger (2017), “Consumer Behaviour” (Hold Semesters International Editions) Japan.
2. Harward John A, Sheth Jagdish N. (2015), “Theory of buyer behaviour”, John Wiley & Sons Inc. New York.
3. Majumdar, R. (2017), “Consumer Behaviour – Insights from Indian Market”, PHI Learning Pvt Ltd, New Delhi.
4. Schiffman Leon G & Kanuk L L. (2017), “Consumer Behaviour”, Prentice Hall of India, New Delhi.
5. Shajahan, S. (2016), “Relationship Marketing – Text & Cases”, Tata McGraw Hill, New Delhi.

**Case
Studies**

- Tanishq -
Caratmeters
- American Express - Motivating
Consumers
- Director's Special - Leveraging Personality
Traits

**Journals/Maga
zines**

- Brand
Reporter
- Business
India
- Business
World
- Harvard Business
Review
- Journal of Marketing Research
- Management Review
- Pitch
- Vikalpa

SERVICES MARKETING

Code: M4

Credit

s: 3

Course Objective(s):

- To introduce to Services Marketing and to understand how does marketing in service organizations differ from marketing in manufacturing organizations
- Identify and analyze the various components of the "services marketing mix" and study the "GAP" model to identify and analyze service problems, ascertain alternative solutions, and choose and implement the best solution

Course Outcome(s):

- Students would be in a position to develop strategies and tactics to address different challenges like Service design, failure, recovery and guarantee.
- Understand the key issues required in managing customer satisfaction and service quality.
- In a position to apply marketing research techniques unique to service marketing to measure the intangible service quality/performance, customer satisfaction, customer life time value, and loyalty.

Unit I An introduction to services, evolution of services economy & its importance, characteristics & classification of services, search, experience and credence, categories, Scale of Market Entities, Molecular Model, difference between goods & services and Services Marketing Mix. Service Quality, Measurement, Servqual, Service Encounters, Customer Perception & Expectations, Zone of Tolerance, Gaps Model and TQM.

Unit II Marketing Strategy, Segmentation, Positioning, Branding of Services. Consumer Behavior, Service Failure and Recovery & Customer Relations. Product, Pricing of Services, Place- Service through Intermediaries and Electronic Channels, Promotion- Integrated Services Marketing Communication.

Unit III People- Employees and Customers Roles, Service Process Blueprinting- Service Systems, Physical Evidence and Servicescape. Globalization of Services, Financial Services Marketing & Financial Products.

Suggested Readings

1. Govind Apte, "Services Marketing", Oxford University Press, 2011.
2. Harrison, T., "Financial Services Marketing", Pearson Education, New Delhi, 2008.
3. Hoffman, K.D. & Bateson, J.E.G., "Marketing of Services", Cengage Learning, New Delhi, 2009.
4. Lovelock Christopher, Jochen Wirtz, Jayanta Chatterjee, "Services Marketing— People, Technology, Strategy", 7th Edition, Pearson, 2011.

5. Naresh K. Malhotra, Satyabhusan Dash, "Marketing Research", 7th edition, Pearson, 2019.
6. Nargundkar, R., "Services Marketing – Text and Cases", Tata McGraw Hill, New Delhi, 2008.
7. Pezzullo, M.A., "Marketing Financial Services", Macmillan Publication, 2009.
8. Shajahan, S., "Services Marketing – Concepts, Practices & Cases From In dian Environment", Himalaya Publishing Company, Mumbai, 2008.
9. Srinivasan R, "Services Marketing: The Indian Context", PHI Learning, 2012.
10. Valarie A Zeithaml, Mary Jo Bitner, Dwayne D Gremier and Ajay Pandit., "Services Marketing": McGraw-Hill Pub. Co., 6th Ed. 2013.
11. Varun Goenka, Pradeep Kumar Bhattacharjee, "Marketing Management, Indian Cases", Pearson, 2018.
12. Verma, Harsh, V., "Services Marketing: Text & Cases", Pearson Education, New Delhi, 2008.
13. Vinnie Jauhari, and Kirti Dutta (2017),"Services Marketing Text and Cases", Oxford University Press, New Delhi.

Case studies

- McDonald-marketing mix
- Medical tourism in India
- IKEA
- The Mumbai Dabbawalas
- Chulha Case
- Flipkart
- Customer is the king
- Results not sympathy
- Thomas cook
- British airways
- Amazon
- Maruthi
- Pricing Dilema – case
- "The truth about customer experience" Harvard Business Review

Journals/Magazines

- Brand Reporter
- Business India
- Business World
- Harvard Business Review
- Journal of Marketing Research
- Journal of Marketing Vistas
- Marketing Master Mind

- Pitch

CUSTOMER RELATIONSHIP MANAGEMENT

Code:

M5

Credits: 3

Course Objective(s): The course is aimed at introducing to the students, the concepts of customer relationship management, so as to provide them with the understanding of the issues involved in the formulation and implementation of marketing strategies.

Course Outcome(s): The student will be able to understand and appreciate the complexities and determinants which go into the study and practice of customer relationship management. This understanding will enable them to analyze the markets better for taking marketing decisions.

Unit I Introduction to Customer Relationship Management (CRM), Consumer, Client & Customer – Differences – Customer Relations: Meaning –Types of CRM, Misunderstandings about CRM, Models for CRM - Understanding Relationship Quality, Customer satisfaction, Loyalty and business performance, Relationship management theories, Planning & implementing CRM Projects.

Unit II Customer Database : Developing, managing and using customer related databases; – Data integration, Data ware housing, Data access & interrogation, Data mining, privacy issues, Customer Portfolio Management (CPM), Market segmentation, Sales forecasting life time Value estimation - Experimental marketing strategies and tactics, Customer acquisition and Customer retention

Unit III Managing network for customer relationship management performance Managing investor and employee relationships, IT for CRM, Features of CRM software applications that influence customer experience, Sales

force automation, marketing automation, service automation,
Organizational issues and CRM

Suggested Readings

1. Francis Buttle (2017), “Customer Relationship Management: Concepts and Technologies”, Routledge, New Delhi.
2. Greenberg, P. (2016), “CRM – Essential customer strategies for the 21st century”, 3rd Edition, Tata McGraw – Hill, New Delhi.
3. Mullick N.H. (2017), “Customer Relationship Management”, Oxford University Press, New Delhi.
4. Rai, A.K. (2017), “Customer Relationship Management – Concepts and Cases”, Prentice Hall of India, New Delhi.
5. Shajahan, S. (2017), “Relationship Marketing – Text & Cases”, Tata McGraw Hill, New Delhi.
6. V.Kumar, & Werner Reinartz (2017), “Customer Relationship Management: Concepts, Strategy & Tools”, Springer.

Case Studies

- Air Makkan
- Renaissance Hotels and Resorts International
- Ask.com

Journals/Magazines

- International of Journal of Electronic Customer Relationship Management
- Journal of Consumer Research
- Journal of Marketing Research
- Pitch
- Vikalpa

BUSINESS TO BUSINESS MARKETING

Code: M6

Credit

s: 3

Course Objective(s):

- To understand business markets and how they differ from consumer markets
- This course focuses on the skills students need to understand the unique needs of business customers and succeed in marketing and management roles within B2B businesses.

Course Outcome(s):

- Students will identify the industrial, marketing, and business terms and concepts that are significant within the field of industrial marketing or business-to-business marketing.
- Learn how to assess opportunities in business markets.
- Make marketing decisions that lead a company to generate and deliver value to customers.

Unit I Introduction to Business Marketing: Meaning and Scope, Differences between Industrial and Consumer Goods – Types of Organizational Customers - Demand for Industrial Goods - Business Market Segmentation, Targeting and Positioning - Role of CRM - Organizational Buying: Factors Influencing Organizational Buying - Models of Buyer Behavior - Buying Centre Roles - Organizational Buying Process Stages – Buy Classes - Organizational Buying Practices - Enquiries and Tenders - Supplier Evaluation - Buyer Seller Relationship.

Unit II Role of Marketing in Product Development Process - Managing Industrial Product Lines - Managing Across Product Life Cycle - Product Revitalization/Elimination Decisions – Characteristics of Pricing in B to B Market- Factors influencing Pricing - Pricing Methods and Strategies – Leasing.

Unit III Industrial Channels of Distribution: Types of Distribution Systems - Choice of Channel Systems - Channel Partners - Managing Channel Conflicts - Distribution Logistics - Personal Selling - Sales Force Management - Post Sales Service - Customer Satisfaction and Evaluation - Industrial Goods Promotion - Branding of Industrial Products - Creating Corporate Image - Industrial Advertising - Role of Internet in Business Market - Industrial Marketing Control.

Suggested Readings

1. Industrial Marketing – Analysis, Planning and Control By Robert Reeder, Edward G. Briety and Betty Reeder – Prentice Hall of India.

2. Industrial Marketing – By Krishna K. Havaladar – Tata McGraw Hill
3. Industrial Marketing Management – By Michael D. Hutt (Arizona State University), Thomas W. Speh (Miami University) – Published by Holt Sarenders

Case Studies

- Dominion Motors and Control by Raymond Corey, HBS.
- Brand Pipe Company – Demonstrating the use of Macro and Micro bases of Segmentation in the B2B market

- ABB and Caterpillar by Inna Francis International Institute of Management.

Journals/Magazines

- Journal of Marketing
- Pitch

STRATEGIC MARKETING

Code:
Credits: 3

M7

Course Objective(s): Objective of the course is to impart an understanding of the conceptual framework, covering basic elements of the marketing Analysis, Planning, Strategies and Implementation to

- Recognize the three strategic “C”s.
- Understand the importance of Strategic Marketing
- Determine the characteristics of Strategic Marketing
- Visualize the future of Strategic Marketing
- Comprehend the process of Strategic Planning Process

Course Outcome(s): After attending this course, students will be able to:

- Develop an ability to assess the impact of the environment on marketing function.
- Should be able to develop suitable marketing strategies in light of the environment.
- Should be able to look for growth opportunities beyond national boundaries.

Unit I Planning: Introduction to Strategic Marketing, Concepts of Planning, Strategic/situation Analysis and Strategic Formulation. Customer Analysis, Competitor Analysis.

Unit II Strategies: Segmenting, Targeting and Positioning Strategies, Product Strategies, Branding Strategies, Pricing Strategies, Distribution and Promotion Strategies, Legal and Ethical issues.

Unit III Execution: Designing appropriate Strategies and Processes of Implementing different strategies. Marketing Control Process, Measure Results, Sales Analysis, Profitability Analysis, Marketing ROI

Suggested Readings

1. Aaker, D A (2005) Strategic Market Management, John Wiley & Sons, New York

2. Bishop, B. (2000) "Strategic Marketing for the Digital Age", Excel Books, New Delhi.
3. Ferrell, O. C. and M D Hartline (2017) Marketing Management Strategies, (6th edition) Cengage Learning, New Delhi.
4. Gilligan, C and Wilson, M S R (2003) Strategic Marketing Planning, Butterworth- Heinemann, New Delhi.
5. Jain, Subhash C., (2004) "Marketing Strategy" Planning, Implementing and Learning. Cengage Learning, London.
6. Mathur, U C (2006) Strategic Marketing Management Text and Cases, Macmillan India Ltd. New Delhi.
7. Nag A (2008) Strategic Marketing (2nd edn.), Macmillan India Ltd. New Delhi.
8. Sahaf, M A (2008) "Strategic Marketing", Prentice Hall of India Pvt Ltd. New Delhi.
9. Shajahan, S (2010) Strategic Marketing Text and Cases, Viva Books, New Delhi.
10. West, Douglas, John Ford and Essam Ibrahim (2006) Strategic Marketing: Creating Competitive Advantage. Oxford University Press, New Delhi.
11. Xavier, M J (2007) Strategic Marketing, Response Books, New Delhi.
12. Yadav, P.K. (1995) "Marketing Strategies", Anamika Publishers & Distributors, Delhi.

Case Studies

- 4G revolutions adding new flavor in mobile handsets
- Riding Banking reforms under your palm
- Caselets on: 1) Nissan, 2) Thomas cook, 3) Wipro, 4) ITC

Journals/Magazines

- Brand Reporter
- Business India
- Harvard Business Review
- Pitch

DIGITAL MARKETING

Code:
Credits: 3

M8

Course Objectives: This course on Digital Marketing is especially designed to understand marketing in this fast moving the Digital age. As customers are going Digital it is imperative for the brands and companies to look for newer platforms of marketing, to cater to the different needs.

Course Outcomes: Learning from this course will enable the student to understand and design strategies on Digital Marketing, Search Engine, SEM, SEO, use of Social media and mobiles in contemporary marketing strategies and customer reach.

Unit I Internet and its infant development, Creating commercial Internet, Online marketing environment in the modern economy, internet relationships, web business models
Comparison of e-Marketing with traditional marketing, Web site Development Design Control Introduction to Digital Marketing - Basic Description SEM, SEO, SEA, SMM, SMO, SMA, PPC Search Engine Basics - Major Search Engines- Web Ranking.

Unit II **Search Engine**
Marketing:

Introduction to Search Engines and its Working – Keywords and Keyword
Research - Revenue models for search engine positioning — Search engine optimization(SEO) Life Cycle – On Page and OFF Page Optimization
Process- Link Building – Inbound and Outbound Marketing -Google Adwords - Search Engine Advertising - Pay-Per-Click (PPC) – Revenue Models in AdSense.

Unit III **Social Media:** Introduction to Social Media and Engagement – Social Business Ecosystem and Social Media Optimization (SMO)- Social Media Marketing (SMM) - Social Media Advertising(SMA). Email Marketing - Affiliate Marketing
- Content Marketing - Mobile Marketing - Social Analytics, Metrics, and
Measurement -e-Business Risks and Legal Issues
Management

Suggested Readings

1. Ardlow (2001), Principles of Internet Marketing, Thomson Learning.
2. Barker (2013), Social Media Marketing, Cengage Learning.
3. Chaffey (2006), Internet Marketing Strategy, Prentice Hall.

4. Digital Marketing 2020 Grow Your Business with Digital Marketing by Danny Star
5. Digital Marketing Strategy An Integrated Approach to Online Marketing by Simon Kingsnorth
6. Faster, Smarter, Louder Master Attention in a Noisy Digital Market Aaron Agius, Gián Clancey
7. Hanson Ward (2000), Principles of Internet Marketing, South Western College Pubs.
8. Hanson Ward (2007), Internet Marketing and e-Commerce, South Western College Publications.
9. Richard Gay (2012), Online Marketing – a customer –led approach, Oxford.
10. Silverstein Barry (2001), B-to-B Internet Marketing, Maximum Press.

Case Studies

- CDK digital Marketing: Addressing channel conflict with data analytics
- Tech talk: Creating a social media strategy

Journals/Magazines

- Journal of Digital & Social Media Marketing
- Journal of Direct, Data and Digital Marketing Practice
- Journal of Interactive Marketing

RURAL MARKETING

Code:
Credits: 3

M9

Course objective(s): The objective of the course is to make the students to understand the environment in which the rural markets operate, the opportunities and the inherent problems associated with them and the strategies to tap the vast rural market.

Course Outcome(s): Students will be in a position to recognize the challenges and opportunities in rural marketing, rural consumer behavior, marketing of agricultural inputs and outputs.

Unit I Rural marketing, Definition, Scenario, Rural consumer behaviour, Market segmentation, product and pricing, Distribution, Rural marketing strategies, marketing of consumer durables

Unit II Marketing of agricultural inputs such as seeds, fertilizers, pesticides, farm machinery and equipment, livestock feed etc.

Unit III Production, procurement, processing, and marketing of output such as agriculture (includes crops, livestock, fisheries, forestry, agro forestry, horticulture, dairying). Traditional marketing of farm products, defects in agricultural marketing, grading, storing and processing, external trade in agricultural products. Agro processing, rural banking, water management and rural energy

Suggested Readings

1. Badi, R V and Badi N V (2007), "Rural marketing", Himalaya Publishing House, Mumbai.
2. Balram Dogra, Karminder Ghuman (2008), "Rural marketing - concepts and practices", Tata McGraw-Hill Publishing Company Ltd., New Delhi.
3. Habeeb-ur-Rahman, K S (2004), "Rural marketing in India", Himalaya Publishing House, Mumbai.
4. Krishnamacharyulu, C S G, Lalitha Ramakrishnan (2002), "Rural marketing Text and cases", Pearson Education (Singapore) Pvt. Ltd, Delhi.
5. Krishnamoorthy, R (2008), "Introduction to Rural marketing", Himalaya Publishing House, Mumbai.
6. Pradeep Kashyap, Siddhartha Raut (2006), "The rural marketing Text and Practices", Himal Impressions, New Delhi.
7. Sanal Kumar Velayudhan (2007), "Rural Marketing-Targeting the Non-urban Consumer", Sage Publications, New Delhi.

**Case
Studies**

- Project Shakthi of HUL
- e-Choupal case of ITC
- Rural buyer behavior
- Rural marketing strategy for fast moving consumer goods

Journals/Magazines

- Brand Reporter
- Indian Journal of Marketing
- Journal of Rural Development

AGRI-BUSINESS MARKETING

Code:

M10

Credits: 3

Course objective(s): The objective of the course is to make the students to understand Agriculture inputs and outputs marketing. Study agro processing, rural banking, water management and rural energy.

Course Outcome(s): Students would understand marketing of agriculture inputs and outputs such as agriculture along with traditional marketing of farm products, defects in agricultural marketing, grading, storing and processing.

Unit I Marketing of Agro-products – Features, Nature, Scope, Objectives, Methods, Challenges, Opportunities – Agricultural Markets – Scope of Agro based Industries in India

Unit II Marketing of agricultural inputs such as seeds, fertilizers, pesticides, farm machinery and equipment, livestock feed etc.

Unit III Production, procurement, processing, and marketing of output such as agriculture (includes crops, livestock, fisheries, forestry, agro forestry, horticulture, dairying). Traditional marketing of farm products, defects in agricultural marketing, grading, storing and processing, external trade in agricultural products.

Suggested Readings

1. Acharya S S and Agarwal N L (2015) Agricultural Marketing in India. Oxford & IBH Publishing Co. Pvt. Ltd., New Delhi
2. Badi, R V and Badi N V (2007), “Rural marketing”, Himalaya Publishing House, Mumbai.
3. Balram Dogra, Karminder Ghuman (2009), “Rural marketing - concepts and practices”,
Tata McGraw-Hill Publishing Company Ltd., New Delhi.
4. Habeeb-ur-Rahman, K S (2004), “Rural marketing in India”, Himalaya Publishing House,
Mumbai.
5. Krishnamacharyulu, C S G, Lalitha Ramakrishnan (2009), “Rural marketing Text and cases”, Pearson Education (Singapore) Pvt. Ltd, Delhi.
6. Krishnamoorthy, R (2008), “Introduction to Rural marketing”, Himalaya Publishing House, Mumbai.
7. Pradeep Kashyap, Siddhartha Raut (2016), “The rural marketing Text and Practices”,
Himal Impressions, New Delhi.

8. Sanal Kumar Velayudhan (2012), "Rural Marketing-Targeting the Non-urban Consumer",
Sage Publications, New Delhi.

**Case
Studies**

- Project Shakthi of HUL
- e-Choupal case of ITC
- Rural buyer behavior
- Rural marketing strategy for fast moving consumer goods

Journals/Magazines

- Brand Reporter
- Indian Journal of Marketing
- Journal of Rural Development

SALES AND DISTRIBUTION MANAGEMENT

Code:

M11

Credits: 3

Course Objective(s): Recognize the role of selling as a career. Understand the implications of sales and marketing orientation, Recognize the position of sales forecasting in the marketing planning system. Understand the importance of intermediaries and channel logistics.

Course Outcome(s): Student can have clarity on sales skills and approaches and how to improve them to best fit into the sales job. Student can upsell and cross sell the products and contribute for the revenue generation. Student knows the importance of the distribution partners. Student can manage distribution channels better.

Unit I Principles and Concepts of Personal Selling

Introduction to selling – Development and Role of Selling in Marketing – Marketing Vs Selling - **The Selling Process: Pre-Sales Preparation - Prospecting – Preapproach – Approach- Presentation and Demonstration - Objections Handling – Closing the Sale–Salesmanship:** Meaning, Skills and Qualities of the effective salesmen.

Unit II Managing the Sales Force

Planning Sales –**Forecasting:** Sales Forecasting Methods - **Sales Budgets – Sales Territories:** Definition – Procedure for Designing Sales Territories – **Quotas:** Definition, Objectives and Types –**Sales Force Management:** Recruitment – Selection – Training – Motivation - Compensation, and evaluation of salesmen.

Unit III Distribution Management

Marketing Channels – Definition & Importance - Different forms and levels of channels - Functions of Marketing Channels - Steps in Channel Design, - **Physical Distribution:** concepts and objectives, Components of Physical Distribution, Transportation, And Warehousing.

Suggested Readings

1. David Jobber, Geoff Lancaster (2019), “Selling and Sales Management”, Pearson Education, New Delhi.

2. Havalder K.K. and Vasant M.C. (2017), “Sales and Distribution Management”, Tata McGraw Hill, New Delhi.
3. John F. Tanner Jr., D. Honeycutt., Robert C. Erffmeyer.(2013), “ Sales Management shaping future sales Leaders”, Pearson Education.
4. Manning Gerald L, Reece Barry L (2016), “Selling Today – Creating Customer Value”, Pearson Education, New Delhi.
5. Ovid Riso (ed.) (1993), “the Dartnell Sales Sales Promotion Handbook”, UBS Publishers Ltd., New Delhi
6. Still R. R., Cundiff E.W. and Govani N.P. (2008), Sales Management: Decisions, Strategies and Cases, Pearson Hall, New Delhi.

Case Studies

- Negotiating Resistance
- How to win in omnichannel world
- Drishti Eye Centre: Managing Sales Force

Journals/Magazines

- Journal of Personal Selling and Sales Management
- Sales and Marketing Management
- Salesmanship

RETAIL MANAGEMENT

Code:

M12

Credits: 3

Course Objective(s): The objective of the course is to enrich students understanding about retailing. The course introduce to the students about the industry in India and make students understand critical functions of retailing like various business models, Merchandising and marketing and communication strategy. An applied perspective is adopted whereby learners are encouraged to apply concepts and perspectives learned in the course.

Course Outcome(s): Students will understand about the retail business and various aspects of retail. This course will enhance the students' knowledge about buying process and retailer's strategy to cut the buying process. This course also covers aspects like retail ethics, job opportunities and entrepreneur opportunities in retails

Unit I Introduction to Retailing, Types of retail formats - The evolution of Retailing in India - Reasons for growth of Retailing in India, Drivers of Retail change in India - The functions of Retailer - Retail in India, Prospects & challenges, Opportunities in Retailing - Careers in Retailing.

Unit II Retail franchising - HR in Retail - Business models and theories of retail development - Understanding the retail consumer - the consumer decision making process - Retail communication mix - Ethics in retailing - Retail management information system-retail strategy- the retail value chain.

Unit III Introduction to Retail merchandising - factors affecting merchandising buying function - the process of merchandising planning - the merchandiser role & responsibilities - merchandise procurement- category management - private labels
- CRM - Servicing the retail consumer

Suggested Reading

1. Barry Berman and Joel Evans (2004), Retail Management: A Strategic Approach, Prentice Hall, 9th Edition.
2. Chetan Bajaj, Rajnish Tuli, Nidhi Varma Srivastava (2010), "Retail Management Second Edition", OXFORD publication
3. Managing Retail, 2nd edition by Piyush Kumar Sinha & Dwarika Prasad Uniyal- Oxford Publication.
4. Michael Levy, Barton Weitz: Retailing Management, 5th Edition, Tata McGraw-Hill publication.

5. Retailing Management Text & Cases, 3rd Edition by Swapna Pradhan, Tata McGraw-Hill.

Case Studies

- Nodstrom Case on customer service
- Bigbazaar case on merchandising

Journals/Magazines

- Images Retail
- Indian Journal of Marketing
- Journal of Marketing Research
- Progressive Grocer

GLOBAL MARKETING MANAGEMENT

Code: M13

Credits: 3

Course Objective(s):

- To acquaint the students with the basic knowledge of International business culture
- To make students familiar with concepts such as EPRG Framework, Transfer pricing and other International business strategies.
- To make students familiar with the 4Ps in the context of International marketing

Course Outcome(s):

- It is expected that, students at the end of the course will be well versed with various aspects of International business culture and understand its importance in successful functioning of MNCs
- At the end of the course students would be familiar with the 4Ps in the context of International marketing

| | |
|-----------------|--|
| Unit I | Introduction to Global Marketing, The International Marketing Environment, Global marketing strategies: EPRG Framework, Market Selection, Entry & expansion Strategies, Hofstede's Cultural dimension. |
| Unit II | Product strategy for international markets: Standardization v/s. adaptation in global markets, Managing products in global Markets, Building brands in international markets. |
| Unit III | Positioning and re-positioning in global Markets, Pricing Strategies, Promotion Strategies, Hofstede's Cultural dimension. |

Suggested Readings

1. Global Marketing 9th edition, Warren J. Keegan, Pace University, Mark C. Green, Simpson College, ©2017, Pearson
2. Lee Keifer and Carter S. (2018), “Global Marketing Management”, Oxford University Press, New Delhi.

Case Studies

- Battling perceptions: The challenge in Huawei’s globalization process
- Market entry strategies: A case of IOCs
- General Motors – What went wrong in India?
- Hollywood and the rise of cultural protectionism

Journals/Magazines

- Global Business Review
- Harvard Business Review
- Journal of Marketing
- Marketing Mastermind
- Pitch

SOCIAL MARKETING

Code: M14

Credits: 3

Course Objective(s):

- To create awareness about the social issues.
- To introduce the marketing concepts from social change perspective.
- To impart the importance of marketing to curb the social issues.

Course Outcome(s):

- Student can address the social issues in a different perspective.
- Social issues can be addressed to overcome the problems.
- Apply marketing principles to eliminate social issues.

Unit I Social Marketing Basics – Definitions – Issues addressed with social marketing – Social Marketing Mix – Social Marketing Process – Strategic planning process.

Unit II Analyzing the social marketing environment – Segmenting, Evaluating, and selecting Target audience – Upstream, downstream and midstream – Competition and critical thinking

Unit III Developing Social Marketing Strategies – Crafting Positioning – Creating product platform - Pricing – Making access convenient and pleasant – Promotion – Managing Social Marketing Programme.

Suggested Readings

1. Andreasen A.R. (2014), “Social Marketing in 21st Century, Sage Publications, London.
2. Gerald Hastings. (2007), “Social Marketing”, Butterworth – Heinemann, Elsevier, New Delhi.
3. Marvin E.Goldberg, Martin Fishbein, Susan Middlestadt (2018), “Social Marketing”, Pshychology Press.
4. Nancy R. Lee, Philip Kotler. (2019), “Influencing Behaviours for Good”, Sage Publications, New Delhi.
5. Sameer Deshpande, Nancy R.Lee. (2013), “Social Marketing in India”, Sage Publications, New Delhi.

Case Studies

- Competing against Bling
- Rose by any other name
- Mother Earth: Great design, great values.

Journals/Magazines

- European Journal of Marketing
- Social Marketing Quarterly

MEDIA MANAGEMENT

Code: M15

Credits: 3

Course Objectives: The paper on Media management is designed to understand the types, functions, structure, requirements of advertising and media. As the contemporary customers have been consuming large amount of media, it has now become a means of engagement.

Course Outcomes: Learning from this course will enable the student to understand the various types of media availability, the functioning and structure of an Agency, the impact of media usage on brands and customers, the use of CRM in media, its analysis and issues.

Unit I Overview of media environment in India—Print, Radio, Television, The Indian media consumer - Advertising Agencies and PR Firms -Ownership patterns, Structure of Ad Agency & PR firm, Functions of various departments, Agency-Media Interface, Case Studies, TRP - Measurement of TRP. Emerging trends in transmission and reception technologies and their impact on TRP

Unit II Newspaper Management: Ownership patterns, structure of newspaper organisation & functions of various departments & personnel. Trends affecting newspapers, Impact of broadcast media & information technology on print media. Emerging revenue patterns for print media, Catering to the changing newspaper subscriber. Emerging marketing strategies Customer Relationship Management (CRM) in print, FDI in Media

Unit III Broadcast Management – TV & Radio, FM: Organizational Structure, Structural Hierarchy, Functions of various departments and personnel. Programming considerations, Audience research, Programming strategies, Programme promotion, Marketing Programmes, FM radio in India, The market and the audiences, an analysis, Issues of broadcast management

Suggested Readings

1. Batra, Rajiv. (2000), Advertising Management, Prentice Hall.
2. Chiranjeev, Avinash. (2000). Electronic Media Management, Authors Press.
3. Gunarathne, Shelton A. (2000). Handbook of Media in Asia, Sage.
4. Herrick F. Dennis. (2012). Media management in the age of giants. Albuquerque: University of New Mexico Press.
5. Keeble, R.C. (2005). Print journalism: a critical introduction. Oxon. Routledge.
6. Kohli-Khandelkar Vanitha. (2006). The Indian media business. New Delhi: Sage.
7. Making Media: Production, Practices, and Professions by Mark Deuze
8. Masters of the Word: How Media Shaped History from the Alphabet to the Internet by William J. Bernstein
9. Media Management: A Casebook Approach by George Sylvie
10. Padmaja, R. (2008). Marketing of newspapers. New Delhi: Kanishka Publishers.
11. Stradling, Linda (2010). Production management for TV and Film: The professional's guide. London: Methuen Drama.
12. The Media Handbook: A Complete Guide to Advertising Media Selection, Planning, Research, and Buying by Helen Katz

13. Tyagi C.L., Kumar, Arun. (2004). Advertising management. New Delhi: Atlantic Publishers and Distributors.
14. Wicks, Robert H. (2003). Media management. Manwah, New Jersey: Lawrence Erlbaum Associates Inc. Publishers.

Case Studies

- Radio Mirchi: Marketing Strategy for the Bangalore Market
- Amagi: Creating value in the TV broadcasting industry.

Journals/Magazines

- International Journal on Media Management
- Journal of Media Management and Entrepreneurship (JMME)
- The Journal of Media Innovations

MARKETING ANALYTICS

Code: M16

Credits: 3

Course Objective(s):

To make students learn 4p's of marketing in the digital world

To make students learn the art of evaluating the market with the help of analytical tools

Course Outcome(s): The students after completion of this course could analyze the market with the help of analytical tools and make interpretations which is of great use to companies

Unit I Overview of Marketing Analytics

Marketing Analytics, Customer Analytics, Understanding about 4p's in the digital world, Uses of Marketing Analytics in Business, Customer Descriptive Analytics, Types of DA, How to collect data? Media planning, Customer Predictive Analytics, Customer Predictive Analytics, Regressions, Implementation, Case studies

Unit II Customer Prescriptive Analytics

Defining problem, Objectives and Goals, Optimization, Examples, A/B testing and Campaign terminology, Mobile A/B testing, CTR, CPM, CPC, CPL, CPA, Customer Life Time Value, Customer Lifetime Value (CLV), Calculating CLV, Understanding the CLV Formula, Applying the CLV Formula, CLV to Make Decisions, Case studies

Unit III IBM WASM

Building models for WASM, Adding and Exploring Tweets, Analyzing Social Media Topics and Trends, Calculating CLV, Data Exploration, Smart data discovery service available on the cloud, Automates predictive analytics, Dashboard and infographic creation, Web Analytics, Concept of Google Analytics, Integration of Google Analytics to Website, Analysis of Data from Website, Understanding Goals, Filters, Segmentation, Page views, Bounce Rate, Sessions, Google AdWords, Social media and YouTube Analytics

Suggested Readings

- Marketing Analytics: A Practical Guide to Improving Consumer Insights Using Data Techniques by Mike Grigsby
- Marketing Analytics: A Practitioner's Guide To Marketing Analytics And Research Methods by Ashok Charan

Journals/Magazines

- Journal of Marketing
- Journal of Marketing Analytics
- Marketing Education Review

LEARNING AND DEVELOPMENT

Code: H1

Credits: 3

Course objectives: It enables students to develop and know how to design, organize, implement and evaluate Training & Development in Organizations. The course also familiarizes students about various tools and techniques available for making Training & Development more effective.

Course outcomes: Upon completion of this course, the student will have reliably demonstrated the ability to:

- Formulate an effective organizational learning strategy that is aligned with the business strategy
- Define metrics to measure the effectiveness of learning solutions
- Integrate L&D initiatives with other HR processes
- Acquire techniques to design and deliver compelling learning solutions
- Establish an operating model for the learning function
- Redefine the role and competencies of the L&D function
- Discover the latest trends in the field of learning technology

Unit I Introduction to Learning & Development: Concepts, Meaning, Scope, objective & factors influencing working & learning. Need Analysis: Introduction, methods & needs assessment process. Training Design: Factors Affecting Training Design, Training Budget, Setting of Training Objectives, Pre-training Activities. Learning: Definition, learning principles, Learning Process, Learning Styles, Adult learning, Blooms Taxonomy. Functional / Cross Functional / Behavioural and Leadership training, Role based training, Training on human being to being human (transactional development).

Unit II Methods and Techniques: Types of training, Training Approaches, Training methods & Factors influencing the choice of training methods, Competency based training, Cross Cultural Training. Employee Development: Need and Importance, Approaches, Process, & techniques. Careers & Career Management: Introduction, Career anchors, model of Career Development, Career management system, Trainers: Role of trainers, Qualities of a good trainer.

Unit III Training Evaluation: Reasons for evaluation, Evaluation criteria, Evaluation approaches, Models of training evaluation, Training audit. E-Learning: Technology's influence on training & learning, Computer-Based Training. Recent Trends in Learning and Development: Learning Organizations, Training issues and best practices: In Manufacturing, Public Sector Units, Banking, BPO, IT, Insurance. Value based Business orientation.

Suggested Readings

1. Armstrong, Michael (2010), "A handbook of Human Resource Management", Kogan Page India, New Delhi.
2. Blanchard, N., Thacker, J.W., (2004), 'Effective Training Systems, Strategies and practices', (2e) –Pearson Education, Singapore. pp-115
3. Bray, T., (2006), 'The Training Design Manual', Kogan Page, London, p- 183

4. Dipak Bhattacharya (2016), Training and Development: Theories and Applications, Sage Publications
5. Goldstein, I. L., and Ford, J.K., (2002), 'Training in Organizations', Wadsworth, Thomson Learning, Singapore, pp34, 63-66
6. JanaKiram, B., (2008), Training & Development, Dreamtech Press, New Delhi.
7. Lynton, Rolf. P., (2000), Training for Development, Sage publication, New Delhi.
8. Noe, R. (2014), Employee Training and Development (4e) Tata Mcgraw Hill, New Delhi
9. Rothwell, W. J., and Kazanas, H. C., (2004), 'Mastering the Instructional Design Process: A Systematic Approach' (3e), San Francisco, CA: Jossey-Bass.
10. Wilson, P. John., (2005), Human Resource Development, Kogan Page India, New Delhi.

Case Studies

- Apple- A Learning organization
- Diversity training at Toys R US
- Training and Development at McDonalds
- Training at GE
- Training at Motorola
- Workplace Training Report, 2017

Journals/Magazines

- Academy of Management Journal
- Harvard Business Review
- Human Capital
- Indian Journal of Training & Development
- International journal of Training and Development
- NHRD Journal
- NHRD Newsletter
- Sloan Management Review

CONTEMPORARY HRM

Code: H2

Credits: 3

Course Objectives:

- To acquaint the students with the latest issues emerging in the area of human resource management
- To equip the students with the trends sweeping across the field of human resource management
- To make the students learn the innovative areas in human resource management for placement activity

Course Outcomes:

- The students will learn the latest issues and challenges pertaining to human resource management
- The students will get a hold on the things which have captured the attention of human resource professionals in the contemporary corporate world

Unit I HR Issues in Startups – Hiring, Retention and Engagement – Employer Branding – Issues and Challenges – Benefits of Employer Branding – Trends in Hiring – Social Media Hiring – Creating a Great Place to Work – Employee Wellness

Unit II Managing People Diversity and Challenges of Inclusive HR practices – SMAC and HR Technology – HR Analytics – Learning Outcomes and Learning Alignment – Towards a New Performance Management Framework

Unit III Rewards and Recognition – HR Audit – High Potentials – Employee Rightsizing and Resizing – HR in Public Enterprises – Roles and Functions of Chief Human Resource Officer

Suggested Readings

1. Abhijit Bhaduri (2012), Don't Hire the Best, Collins Business, Noida
2. Bernard Marr, Data-Driven HR: How to Use Analytics and Metrics to Drive Performance, Kogan Page Limited, 2018
3. Glenn Elliott & Debra Corey, Build It: The Rebel Playbook for World-Class Employee Engagement, John Wiley & Sons Ltd., 2018
4. Laszlo Bock, John Murray (2015), Work Rules, London
5. Lucy Adams, HR Disrupted: It's Time For Something Different, Practical Inspiration Publishing, 2017
6. Peter Thiel (2014), Zero to One, Virgin Books, London
7. Ramesh Soundarajan (2017), Winning on HR Analytics, Sage Publications, Los Angeles.
8. Roosevelt Thomas (1999), Building a House of Diversity, American Management Association, New York

Case Studies

- Tata Communications: Employees Volunteering for a better world and workplace

- Ericsson: Supporting Total Rewards Program with Analytics
- Broadridge India: Building indispensability through Engagement
- VIP Industries: Rocking the Boat for the better
- PepsiCo India: A commitment to Performance with Purpose
- Hindustan Uniliver: A holistic approach to employee wellbeing
- Brightstar Telecom: Motivating Employees through Holistic Approach

Journals/Magazines

- Academy of Management Journal
- Harvard Business Review
- Indian Journal of Training & Development
- Sloan Management Review

INDUSTRIAL RELATIONS I

Code: H3

Credits: 3

Course Objectives

The fundamental concern of Industrial Relations as a field of study is with investigating the nature of the relationship that exists between an employer and his or her employees – or the employment relationship, as it is generally known. The main aim of this course is to introduce students to the theories, institutions and practices of Industrial Relations. The module examines the role and objectives of the main actors in the employment relations – employers, employees and trade unions and the government, and their interactions in collective bargaining, employee involvement/participation, conflict resolution and expression and the termination of the employment relationship.

Course Outcomes

The effective management of complex employment relationships is a critical function in contemporary organisations. The course introduces industrial relations delineating its essential concepts. In so doing, it considers the historical dimensions of work and the employment relationship, and the origins and the development of industrial relations up to the present time. Particular detailed attention is given to the present day structures and characteristics of employee representation, management and employers' associations. This is complemented by an examination of the role of the state, and how recent systemic changes affect state regulation and the workplace. The problem based learning structure allows you to develop your inquiry and communication skills.

Unit I Concept and Scenario of Industrial Relations in India: Nature, Objectives and Importance- Approaches- Industrial Relations Scenario in the Contemporary Frame Work- International Labour Organization (ILO)- **Trade Unionism and Collective Bargaining** : Trade Unions Origin, Meaning/Concept of Collective Bargaining, Objectives of CB, CB Process, Process of Negotiation, CB Agreements, CB in India- Trade Unions – Principles, Reasons for Joining a Trade Union, Procedures of Registration/ Cancellation, Privileges of a Registered Trade Union, Functions of Trade union, Recognition- Trade Union Movement in India.

Unit II Industrial Conflict and Dispute Resolution: Provisions of Industrial Disputes Act of 1947 : Forms, Types and Causes of Industrial Disputes- Authorities under the Act, Powers and Duties of Authorities- Machinery for Settlement of Industrial Disputes- Strikes and Lockouts- Illegal Strikes and Lockouts- Layoff- Retrenchment and Closure- Conditions Regarding Closure- Role of Labour Welfare Officer- Unfair Labour Practices- **Grievance Handling:** Concept, Causes of Grievance, Need for a Grievance Redressal Procedure. Disciplinary Procedure, Natural Justice, Domestic Enquiry Conduct / Mis-conduct, Punishment

Unit III Social Security in India: Provisions of Employees State Insurance Act 1948- Minimum Wages Act of 1948- Payment of Wages Act of 1936 - Maternity Benefit Act 196, Employees Compensation Act, 1923- Employees Provident

Fund Act, 1952- The Industrial Employment (Standing Order) Act, 1946- Payment of Gratuity Act, 1972- The Factories Act 1948- Provisions regarding health, safety, welfare, working hours, annual leave & employment of young persons. Handling Strikes - Crisis Management, Wages Code-2018.

Suggested Readings

1. Bare Acts of Different Labour Laws.
2. Budd J.W., (2019), Labor Relations: Striking a Balance, McGraw Hill, 5th Edition
3. Ghosh P. & Nandan S., Industrial Relations and Labour Laws, (2017), Industrial Relations and Labour Laws, McGraw Hill.
4. Govindaraju N.S., (2019), Managing Labour Relations, Niruta Publications.
5. Mamoria C.B & Others (2011) Dynamics of Industrial Relations, Himalaya, Mumbai.
6. P L Mallik, Eastern Book; Labour Laws, Bharat Law House, New Delhi (Latest Edition).
7. Venkata Ratnam C.S, (2017), Industrial Relations, Oxford University Press, New Delhi.

Case Studies

- ✓ Case Study: Why Honda Workers are on an Indefinite Strike at JantarMantar.
- ✓ Case Study: Communicating in a Crisis and the Role of Business Leader: The Case of Jet Airways
- ✓ Case Study: Labour Unrest at Manesar Plant of Maruti Suzuki in 2012, A Perspective
- ✓ Case Study: Toyota Industrial Dispute

Journals/Magazines

- ✓ British Journal of Industrial Relations: An International Journal of Employment Relations
- ✓ Historical Studies in Industrial Relations
- ✓ Indian Journal of Industrial Relations
- ✓ Industrial Relations Journal
- ✓ Industrial Relations: A Journal of Economy and Society

INDUSTRIAL RELATIONS II

Code: H4

Credits: 3

Course Objectives

The syllabus incorporates five main areas: the scope of industrial relations as a field of study; management; employee representation; the role of the state and regulatory processes; key determinants of industrial relations.

Course Outcomes

On successful completion of the course students will be able to demonstrate descriptive knowledge of the field of industrial relations, apply the essential concepts of industrial relations and their inter-relationship at the personal, organisational and national levels, recognise and consider the social, historical and equity issues within industrial relations. Investigate solutions to industrial relations problems based on research and assessment of current practices. Communicate your knowledge of industrial relations in both written and verbal formats reactive to both audience and purpose.

Unit I Structure and Evolution of Industrial Relations: Concept – Nature – Models of IR – Unitarist, Pluralist, Dunlop's and Marxist perspectives of IR; Industrial Relations system in India; Major contemporary developments in global economy and polity and their impact on industrial relations scenario in India. **Trade Unionism, Negotiations and Collective Bargaining:** Provisions of Trade Union Act, 1926, definitions, Legislations, Functions and problems of trade unions, Rights and Liabilities of Registered Trade Unions-Nature, Functions and Types of Collective Bargaining; Collective Bargaining in Indian Context International Labour Movement, International Labour Organisations (ILO).

Unit II Industrial Conflict & Dispute Resolution- Industrial Relations Machinery in India-Provisions under the Industrial Disputes Act, 1947, Forms of Industrial Disputes-Authorities under the Act-Procedures, Powers and duties of Authorities-Strikes-Lockouts-Layoffs-Retrenchments-Unfair Labour Practices-Penalties-Method of Industrial dispute Resolution-**Industrial Relations and Employee Discipline:** Code of conduct. Handling Employee Grievances – Guidelines for grievance handling – Worker's Participation in Management: Meaning – Significance – Forms

Unit III Social Security in India- Health, Safety & Welfare, Provisions of Factories Act 1948: inspecting staff, provisions regarding health, safety, welfare, working hours, annual leave & employment of young persons- Penalties. The Employees State Insurance Act, Minimum/ living/fair wage, Procedure for Fixation of Minimum Wage/ under MWA of 1948- Payment of Wages Act of 1936 - Maternity Benefit Act 1961: Benefits & powers- Employees Compensation Act 1923; Employer's liability for compensation, amount of compensation, workmen compensation commissioners- Employees Provident Fund Act, 1952: Continuous, service of employee- The Industrial Employment (standing order) Act, 1946 definitions, procedure of certification, model standing orders- Payment of Gratuity Act of 1972.

Suggested Readings

1. Bare Acts of Different Labour Laws.
2. Budd J.W., (2019), Labor Relations: Striking a Balance, McGraw Hill, 5th Edition
3. Deodhar P., Labour Welfare Trade Unionism and Industrial Relations, Himalaya Publishing House.
4. Ghosh P. & Nandan S., Industrial Relations and Labour Laws, (2017), Industrial Relations and Labour Laws, McGraw Hill.
5. Govindaraju N.S., (2019), Managing Labour Relations, Niruta Publications.
6. Gupta P. (2019), Industrial Relations and Labour Laws for Managers, Sage Publications.
7. Mamoria C.B & Others (2011) Dynamics of Industrial Relations, Himalaya, Mumbai.
8. Sarma A. M., (2015), Aspects of Labour Welfare and Social Security, Himalaya Publishing House.
9. Venkata Ratnam C.S, (2017), Industrial Relations, Oxford University Press, New Delhi.

Case Studies

- ✓ Case Study: The Real Story behind Industrial Dispute In Maruti Factory That Turned Violent
- ✓ Case Study: Philips India Labour Conflict at Salt Lake
- ✓ Case Study: Industrial Relation at Bata India Ltd.
- ✓ Case Study : Toyota Industrial Dispute
- ✓ A Study on the factors influencing Industrial Disputes in Tea industry of Assam
- ✓ A Case Study of ONGC Ltd.

Journals/Magazines

- ✓ British Journal of Industrial Relations: An International Journal of Employment Relations
- ✓ Historical Studies in Industrial Relations
- ✓ Indian Journal of Industrial Relations
- ✓ Industrial Relations Journal
- ✓ Industrial Relations: A Journal of Economy and Society
- ✓ Industrial Relations: A Journal of Economy and Society
- ✓ Journal of Industrial Relations

TALENT MANAGEMENT

Code: H5

Credits: 3

Course Objectives:

- The course will equip the students with the necessary skills and knowledge required for talent recognition, management, retention and development, a sure way to ensure continuity and success.
- The course further focuses on talent management strategies and initiatives which are integrated with organizational strategy and bottom line objectives.

Course Outcomes:

- The course helps the students to examine the process for identifying high potential talent and developing a pipeline of talent to serve organizational present and future needs.
- The course will help the students to examine the processes for talent development and succession planning
- The course helps the students to evaluate the quality of a talent management program.

Unit I Creating a talent Management program for organizational Excellence, Workforce planning for high performance, Role of line managing in talent planning, Recruitment and Selection differences, Talent Acquisition – process, screening, sorting, interview types and skills for interviewing, talent acquisition techniques, Building talent pipeline, Talent acquisition strategies in global scenario, Coaching, training. Building blocks for talents. Onboarding

Unit II Talent analysis and planning techniques. Using Talent management process

base, Nurturing talent, Talent life cycle, Marshalling Talent approach,

career planning for talents, Talent involvement and engagement, Determining talent potential for growth, Talent engagement strategies, Compensating talents, Talent management leadership, Women as talent.

Suggested Readings

1. Anil Kumar Singh, Somesh Dhamija & Masood Hasan, 2009, Talent Management in India, Atlantic
2. Berger & Berger, 3rd Edition, The Talent Management Handbook, Tata McGraw Hill
3. Conaty & Charan, 2010, The Talent Masters, random House Business Books
4. David DeLong & Steve Trautman, 2011, The Executive Guide to High-Impact Talent Management, Tata McGraw Hill
5. Joshi & Vohra, 2017, Talent Management, Cengage
6. Marc Effron, 2018, One page Talent Management, HBR Press
7. T V Rao, 2011, Hurconomics for Talent Management, Pearson
8. William A. schiemann, Reinventing Talent Management, Wiley

Case Studies

- Case Study of Accenture HumanPerformance Practice UK – Marcus Powell
- Case Study of Grant Thornton – Elizabeth Braiden
- Case Study of Anonymous Company ‘Banco’ – Angelita Orbea
- Case Study of Lloyds TSB - Ann Knights

Journals / Magazines

- Journal of General Management
- Talent Management - Training Journal

ORGANIZATION DEVELOPMENT

Code H6

Credits: 3

Course Objectives:

- To acquaint the students with the latest importance of Organization Development as a field of study
- To equip the students with the practices and skills of Organization Development and their application in the corporate world
- To make the students learn how Organization Development as a discipline and a tool enable the corporate world to initiate and carryout change oriented activities

Course Outcomes:

- The students will understand the meaning and importance of Organization Development as a field of study
- The students will get to know how Organization Development can help the organizations in addressing the challenges of overcoming change management

Unit I Introduction to OD, History of OD – Underlying Assumptions and Values of OD – Foundations of OD, Process of OD – OD Interventions – Overview and Definition of OD Interventions – Nature of OD interventions, Transactional Analysis

Unit II Team Interventions – Family Group Team Building Meeting – Role Analysis Technique Intervention – Role Negotiation Technique – Responsibility Charting –Force Field Analysis Technique – Gestalt Orientation to Team Building – Intergroup Interventions and Third Party Peacemaking Interventions – Intergroup Team Building Interventions – Third Party Peacemaking Interventions

Unit III Personal, Interpersonal and Group Process Interventions – Comprehensive Interventions Structural Interventions and OD –Role and Style of the OD Practitioner –System Ramifications – Power and Politics in OD – Future and OD

Suggested Readings

1. Bushe and Marshak, (2017) Dialogic Organization Development: The Theory and Practice of Transformational Change (1st Ed)
2. Donald F. Harvey, Donald R. Brown, (2001), “An Experiential Approach to Organization Development”, Prentice Hall
3. French, W, L and Bell, C.H. (2010), Organization Development – Behavioral Science Interventions for Organization Improvement. Pearson Education,
4. Grievies, J. Oxford Publishing, (2010), Organizational Change – Themes and Issues.
5. Ramnarayan S. and Rao T.V, (2014), Organization Development, Sage Publications.

Case Studies

- Cisco's Organizational Culture
- Flexible Work Options
- Johnson and Johnson's Health and Wellness Program
- Managing Cultural Change at P & G
- Louis V. Gerstner Jr.: The Man who Turned IBM Around

Journals/Magazines

- Business Today/Business World/Economic Times/Business Line
- California Management Review
- Harvard Business Review
- MIT Sloan Management Review
- The Academy of Management Review

CROSS CULTURAL MANAGEMENT

Code: H7

Credits: 3

Course objectives: The course aims to develop the awareness, skills and knowledge required by managers seeking to work abroad as international executives. The course provides a key grounding in the nature of management in the global context by increasing awareness and understanding of the soft skills in international management, particularly those relating to cross-cultural management. **The course focuses on** the influence of organizational and national cultures on the development and transfer of a wide range of HRM practices

Course outcomes: Upon completion of this course you will be able to:

- Understand the importance of cross-cultural management, and of the major theoretical and empirical studies which examine the impact of different national cultures on work and employment.
- Understand a range of international management practices and how organizational and national culture impacts upon them: work, motivation, performance appraisal, leadership, cross-cultural communication and decision-making, negotiation and trust, conflict and dispute resolution and corporate social responsibility.
- Knowledge of comparative management and employment models and their implications for management and employment in different national contexts and the international context in which MNCs operate

Unit I Introduction: Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions; Cultural Background of business stakeholders [managers, employees, shareholders, suppliers, customers and others] – An Analytical frame work. Culture and Global Management: High Performance Winning Teams and Cultures; Culture Implications for Team Building

Unit II Studies of National Culture, Implications for Management Theory and Practice, Adjusting to the New Culture, Cultural Relativity of Management Theory, Competencies for Global Manager, Cross Culture – Negotiation & Decision Making: Process of Negotiation and Needed Skills & Knowledge Base, Implementation; Aligning Strategy, Structure & Culture in an organizational context

Unit III Global Human Resources Management- Staffing and Training for Global Operations, Developing a Global Management Cadre, Motivating and Leading; Developing the values and behaviors necessary to build high-performance organization personnel
Corporate Culture: The Nature of Organizational Cultures Diagnosing the As-Is Condition; Designing the Strategy for a Culture Change Building; Successful Implementation of Culture Change Phase; Measurement of ongoing Improvement

Suggested Readings

1. Deresky, H. (2017) International Management: Managing Across Borders and Cultures, 4th Ed, Prentice Hall India,
2. Drlarry, E and John, D. (2002) The Secret Of A Winning Culture: Building High-Performance Teams, Prentice Hall India,

3. Franklin, C. (1999) Revitalize Your Corporate Culture: Powerful ways to Transform your Company into a High-Performance Organization, Prentice Hall India,

Case Studies

- Cross cultural issues at IKEA
- Cultural effects in energy drinks

Journals/Magazines

- Academy of Management Journal
- Human Capital
- Indian Journal of Training & Development
- International Journal of Cross Cultural Management, SAGE Publications Harvard Business Review
- International journal of Training and Development
- NHRD Journal
- NHRD Newsletter
- Sloan Management Review

LEADERSHIP AND CHANGE MANAGEMENT

Code:
Credits: 2

H8

Course Objective(s): Explore various facets of change management and aspects of leadership through the reading of some relevant literature, **live simulation games** and reading of three books on the subject.

Course Outcome(s): The course would be an elevated understanding of the dynamics of leadership and change management amongst the students and their appreciation of organizational realities.

Unit I Contingency theories of leadership - Leading and managing an organization with a balanced scorecard, Our Iceberg is melting: John Kotter

Unit II How successful leaders think - Leadership development in Indian companies.
Good to Great: Jim Collins & Smart to Wise: Prasad Kaipa and Navi Radjou

Suggested Readings

1. Jim Collins, (2001) Good to Great
2. Leaders at all levels – Ram Charan, John Wiley & Sons
3. Organisational Behavior – Fred Luthans, McGraw-Hill education
4. Prasad Kaipa and Navi Radjou, (2013) Smart to Wise – Acting and leading with wisdom
5. Rathgeber and Kotter, (2006) Our Iceberg is melting:
6. Roger Martin, (2007), How successful leaders think –Harvard Business Review, June
7. S.Lakshmi, Shyamal Majumdar & George Skaria, (2008), “Building Future leaders – Indian Manage ment”.

Case Studies

Cases from the following three books will be covered:-

- Good to Great

- Smart to Wise

- Our Iceberg is melting

Journals/Magazines

- Harvard Business Review

- Indian Management

BALANCED SCORE CARD

Code:
Credits: 3

H9

**Course
objectives:**

The course aims to share approach to building and implementing a balanced scorecard performance management system, learn advanced change management aspects of the balanced scorecard journey, learn facilitation and coaching skills necessary to improve organizational performance by measuring what matters,

**Course
outcomes:**

Enables students to learn and understand the

- ✓ Concepts associated with BSC
- ✓ Discuss the use the BSC tools
- ✓ Develop and implement a BSC system
- ✓ Improve focus on strategy and results
- ✓ Focus on the drivers of future performance
- ✓ Improve communication of the organization's Vision and Strategy
- ✓ Prioritize in tough economic times.

Unit I Introductory Concepts, Definitions, Process of Performance Management - Designing PMS – PMS cycle - PMS and Organizational Strategy, Development of Performance Measurement Systems – Fundamental Issues – An overview – Need for Holistic and Strategic Approach, Factors that lead to conceiving idea of BSC – What is BSC and its components?

Unit II BSC Model evolved by Kaplan and Norton – Research work done by them and Conclusions, BSC – Alternative Models, BSC – Stages of Evolution – Communication System, Measurement Systems, Strategic Management System, Developing Strategy maps- Evolving Measure – Cause-and-Effect Relationship.

Unit III Making Score Card Actionable – Process, Methodology and Techniques, Industry Analysis – Internal and Market Position – Identify Initiatives and Action. Developing Strategic Theme – Linking Strategy and Exclusion Planning – Aligning Strategy with Action. BSC – In Asia Pacific – Analysis, how scorecard is developing in Asia.

**Suggested
Readings**

1. Kaplan and Norton, (1996) Balanced Scorecard, Translating strategy into action, Harvard

Business Review Press

2. Kaplan and Norton, (2003) Strategy maps -Converting Intangible Assets Into Tangible, Harvard Business Review Press
3. Person, R. (2013) Balanced Scorecards and Operational Dashboards with Microsoft Excel, Jaico Books

Case Studies

- ✓ Scorecard formats
- ✓ Challenges in application of scorecard

Journals/Magazines

- ✓ Academy of Management Journal
- ✓ Harvard Business Review
- ✓ Human Capital
- ✓ Indian Journal of Training & Development
- ✓ International journal of Training and Development
- ✓ NHRD Journal
- ✓ NHRD Newsletter
- ✓ Sloan Management Review

STRATEGIC HRM

Code:
Credits: 3

H10

Course Objective: The goal of this course is to provide students with the knowledge and skills that they can use to effectively manage human resources to achieve organizational goals and take a strategic approach to human resource management.

Course

Outcome:

- Student should be able to explain the scope of HRM
- Understand the meaning and nature of strategic HRM
- Design HR strategies
- Align HR strategies to business strategies
- Formulate HR strategies for multinational firms

Unit I An Investment Perspective of Human Resources Management, Social Responsibility and Human Resource Management, The Evolving/Strategic Role of Human Resource Management, HR practices to stages of organizational lifecycles, Strategic Workforce Planning, Design and Redesign of Work Systems. New approaches to recruitment, Fundamental characteristics of HRM, Strategy and strategic management, Strategic HRM: ‘Best fit’ or ‘Best practice’?

Unit II Strategic HRM and sustained competitive advantage, Building a workforce the challenge of interest alignment, Management power, employee voice and social legitimacy, Workforce performance and “Black Box” of HRM, HR strategy in services, HR strategy in multidivisional firms, HR strategy in multinational firms, Strategic approach to performance management - Balanced Scorecard, EVA, HR implications of mergers and acquisitions

Unit III Linking HRM Practices to Organizational Outcomes, Linking Strategy to HRM Practices, Sustained Competitive Advantage through Inimitable HR practices, Congruence and Integrated HR Systems, Human resource strategy and dynamics of industry based competition. High Performance Work Practices, Strategic HRM approach to emerging HR issues.

Suggested Readings

1. Agarwala, T., 2007. Strategy and Human Resource Management. Oxford University Press.

2. Dreher, D., 2005. Human Resource Strategy: A Behavioral Perspective for the General Manager. Tata McGraw-Hill Publishing Company Limited.
3. Mello, A., J., 2014. Strategic Human Resource Management. Cengage Learning.
4. Peter Boxall & John Purcell (2016), Strategy and Human Resource Management (Management, Work and Organisations) – 4th ed.

**Case
Studies**

- Using training to rebrand Sofitel hotels
- Hiring for excellence at CISCO systems

Journals/Magazines

- European Management Journal
- Harvard Business Review (HBR)
- Human Resource Management Review
- Journal of Strategic Human Resource Management

HR AUDITING

Code: H11

Credits: 3

Course Objectives: The objective of this course is to evaluate and re-designing human resource development (HRD) function and interventions, and maximizing their contribution to business goals and human capital formation.

Course Outcomes:

- Explain the basic concepts and components of HRD Audit
- Develop and conduct an HR Audit
- Check legal compliance of HR audit
- Use HR audit as an OD intervention
- Check HR effectiveness through HR Scorecard

Unit I Human Resource Development Audit: Introduction, Components of Human Resource Development Audit, Conceptualizing of Human Resource Audit, What you need to know before conducting Human Resource Audit, Good HR practices can make a difference, Elements of good HRD need for realignment, HRD Audit: basic concepts and components

Unit II HRD Audit methodology: Interviews, HRD Audit methodology: Observation, HRD Audit instruments, Measuring business impact and establishing HR scorecard, HR Audit and HR Scorecard, Valuation of Human Resources, Human Resource Auditing as a Tool of Human Resource Valuation, Issues in Human Capital Measurement and Reporting, Strength Based HRD Audit as an OD Intervention

Unit III The HR Audit for Legal Compliance and Safe Business Practices, Audit and Competency Management, Writing HRD Audit report, Designing and using HRD Audit for business improvement, Effectiveness of HRD Audit as a business instrument, Indian case studies.

Suggested Readings

1. Brian E. Becker Mark A. Huselid, Dave Ulrich (2001) The HR Scorecard: Linking People Strategy, and Performance,
2. Durdana Ovais and Rajni Gyanchandani, (2017) HR Audit, Everest Publications
3. T.V.Rao (2008), HRD Score Card 2500: Based on HRD Audit, Sage publications
4. T.V.Rao (2014), HRD Audit: Evaluating the Human Resource Function for Business Improvement

Case Studies

- HR Audit – Coca Cola
- HR Audit Case-Manufacturing Industry
- Competiting on Talent Analytics
- HR Audit Case-Service Industry

Journals/Magazines

- Academy of Management Journal

- European Management Journal
- Harvard Business Review
- Harvard Business Review Human Resource Management Review
- Indian Journal of Training & Development
- International Journal of Human Resource Management
- Sloan Management Review

HR ANALYTICS

Code: H12

Credits: 3

Course Objectives:

The course provides an understanding of critical HR topics with an analytical perspective. The course helps to acquire in-depth knowledge and practical insights of every step in the HR analytics process cycle.

Course Outcomes

The students learn to practice

- Assessing human resource management activities such as forecasting requirements and availability of numbers and types of skill sets needed by an organization. Analyzing recruitment sources and matching methods to sources
- Analyzing the use of employment tests and demonstrating concepts of validity, reliability, correlation, and test validation procedures.
- Analyzing the performance appraisal process, the methods used, and the problems encountered.
- Analyzing efforts in safety and health programs, employee assistance programs, health promotion programs and other efforts directed toward improving employee health and well-being

Unit I Overview of HR Analytics: Introduction to the Module: Analytics Wave, Analytics in Business, Analytics Transforming HR, Current Reality of HR Analytics, Statistics, Descriptive Statistics, Testing the Model, Evaluating the Model, Implementing, Performance Evaluation analytics, The challenge of Noisy Data, Usage, ethics and limitation, Finding persistence: Regression to the Mean, Extrapolating from Small Samples, Signal Independence.

Unit II Staffing Analytics: The Staffing Cycle, Predicting new Hire Performance, Bringing Data to Internal Mobility, Issues of Causality, Understanding and Managing Attrition, Survival Model Analytics in Talent Management, Introduction, Challenges, Context, Interdependence, Self-fulfilling Prophecies, Reverse Causality, Advanced Analytics, Inferential Statistics- Diversity Analytics, Employee attitude surveys and workforce perception study, Monitoring impact of interventions, Employee Burnout, Understanding Stress.

Unit III Collaborative Analytics: Describing collaboration Networks, Types of Organizational Networks, Building Blocks Mapping Collaboration networks, BI-tool: IBM (Watson Analytics), Visualizations, Diagrammatic Representation of Data, Graphical representation of Data.

Suggested Readings

1. Berrett-Koehler Publishers. 2. Fitz-enz, J., & Mattox, J. (2014). Predictive Analytics for Human Resources. Wiley.
2. Edwards, M. R., & Edwards, K. (2016). Predictive HR Analytics: Mastering the HR Metric. London: Kogan Page.
3. Levenson, A. (2014). Employee Surveys That Work: Improving Design, Use, and Organizational Impact.

Case Studies

- Relating engagement with store income
- Coca - Cola Enterprises (CCE) Case Study: The Thirst for HR Analytics Grows.
- Competing on Talent Analytics
- Competing on Analytics

Journals/Magazines

- Business Today/Business World/Economic Times/Business Line
- California Management Review
- Harvard Business Review
- MIT Sloan Management Review
- People Matters
- The Academy of Management Review

SUPPLY CHAIN MANAGEMENT

Code: OP1

Credits: 3

Course Objective: Logistics and supply chain management is unique and, to some degree, represents a paradox because it is concerned with one of the oldest and also the most newly discovered activities of business. Supply chain system activities - communication, inventory management, warehousing, transportation, and facility location - have been performed since the start of commercial activity. It is difficult to visualize any product that could reach a customer without logistical support. Yet it is only over the last few years that firms have started focusing on logistics and supply chain management as a source of competitive advantage. There is a realization that no company can do any better than its logistics system. This becomes even more important given that product life cycles are shrinking and competition is intense. Logistics and supply chain management today represents a great challenge as well as a tremendous opportunity for most firms, which makes a good understanding of the Supply Chain imperative.

Course Outcome: The student will be in a position to understand the complexities that exist in a supply chain and ways and means of creating a supply chain to suit the specific requirement. The quantitative models' exposure will also develop a sense of objective evaluation of available alternatives in the student, which can be easily carried forward in the place of work.

Unit I Introduction to Supply Chain: Process view of a Supply Chain – Cycle view and Push/Pull view, Achieving Strategic Fit and Issues Affecting Strategic Fit, Drivers of Supply Chain, Performance and Obstacles. Demand Forecasting in a Supply Chain, Aggregate planning and product variety management, Planning demand and supply in a Supply Chain, Responding to predictable variability in a Supply Chain. Managing uncertainty in a Supply Chain.

Unit II Facility Decisions: Transportation Network design, 3PL, 4PL. Storage and Warehousing. Co-ordinated product and Supply Chain design, Reverse Logistics, Global Supply Chain.

Unit III Co-ordination in a Supply Chain: Bullwhip Effect, Managing conflict to achieve channel Co-ordination, Building Strategic Partnership and trust within a Supply Chain. Information Technology in Supply Chain.

Suggested Readings

1. Bozarth, C. Cecil & Handfield, B. Robert, (2006) Introduction to Operations and Supply Chain Management, Pearson Education, New Delhi.
2. Chopra, Sunil & Meindel, Peter (2002) Supply Chain Management: Strategy, Planning, and Operation, Prentice Hall of India Pvt. Ltd., New Delhi.
3. David Simchi Levi, Philip Kaminsky, & Edith Simchi Levi, (2000) Designing and Managing the Supply Chain : Concepts, Strategies, and Case Studies, Irwin McGraw Hill, New Delhi.
4. JANAT SHAH (2016), Second Edition, Pearson Education, Supply Chain Management – Text and Cases

Case Studies

- Seven Eleven
- Red Tomato Tools

- Tahoe Salt
- Supply Chain Management At Dalmia Cement Ltd
- Suguna Poultry Farm Limited

Websites

http://en.wikipedia.org/wiki/Supply_chain_management
<http://findarticles.com/>

Journals/Magazines

- International Journal of Physical Distribution and Logistics Management
- International Journal of Information Systems and Supply Chain Management
- Asia Pacific Journal of Marketing and Logistics

MANAGEMENT OF SERVICE OPERATIONS

Code: OP2

Credits: 3

Course Objective: Managing Service Operations effectively has become imperative for any organization as service has become an integral part of any operation, as all businesses have turned customer centric now. Understanding the impact of customer contact and the use of various mathematical models is essential in the designing and operating of any service organization. This course intends to introduce these to the participant.

Course Outcome: The student will be in a position to appreciate the complexities involved in managing service operations better and will be in a position to apply various models in designing and running a service organization.

Unit I Introduction and Evolution of Service Operations Management, Role of services in economy; Types of Services, Service Process Matrix, Difference between Manufacturing & Service, Challenges in Services management; Design of Service Delivery Systems: New Service Development, Front & Back office interface, Off shoring & Outsourcing etc.; Demand forecasting; Service operations decision making :Service facility location, Managing capacity & demand-Yield management & Waiting lines, Service facility inventory system, Managing service supply chain.

Unit II Improving the Service Delivery System: Analyzing the processes, Service Blue printing, Service quality & Continuous improvement, Performance measurement, Human dimension in services management; Selection and use of enabling technologies.

Unit III Service strategies: Formulation, Growth and expansion strategies; Service firm competitiveness, World class service delivery firms; Service Management in the International arena, Global service strategy; Tools for managing services- Data envelopment analysis, scoring systems; Managing Projects.
Case studies in Hospital, IT and Retail marketing service operations.

Suggested Readings

1. James A. Fitzsimmons and Mona J. Fitzsimmons, Service Management, fourth edition, McGraw-Hill, ISBN 0-07-286820-1.
2. Johnston Robert & Clark Graham (2005), Service Operations Management: Improving Service Delivery, Pearson.
3. Metters; King Metters; Pullman; Walton, "Successful Service Operations Management 2e", Cengage Learning.
4. Zeithaml, V., Bitner, M.J., Gremler, D., Mahaffey, Hiltz, B. (2003) Services Marketing: Integrated customer focus across the firm, Tata McGraw Hill.

Case Studies

- Understanding the alignment of service design with service strategy, - INDIGO
- Facility decisions at Dominos
- Comparison of cab hailing firms

Journals/Magazines

- International Journal of Services and Operations management
- Manufacturing & Service Operations Management (M&SOM)

TOTAL QUALITY MANAGEMENT

Code: OP3

Credits: 3

Course objective: The Objective of TQM elective is designed to improve understanding of the technology, the people who work with it and its role in organization performance.

Course Outcome: On successful completion of this course the student will possess awareness of the basic and essential concept on Total Quality Management.

Unit I Evolution of Quality Management, Principles of Total Quality Management (TQM), Quality Management Philosophy COPIS Framework; QFD, Analysis of Quality Philosophies, PDCA and SDCA cycle, Statistical Quality Control, Control Charts, (Variables & Attributes) Problem Solving Process – Tools, Cost of Quality.

Unit II Quality Standards – Need for Standardization – Institutions, ISO 9000 & 14000 services. Other Contemporary Standards, Developing and implementing Quality Management Systems.

Unit III Six-sigma Methodology; DMAIC, Principles, Application of Six Sigma approvals, Taguchi method, Orthogonal Array, Process Value Analysis, Performance Measurement, developing a comprehensive action plan for Quality Management.

Suggested Readings

1. Dale H. Besterfield, Carol Besterfield Michna, Glen Besterfield, & Mary Besterfield Sacre, Total Quality Management, Prentice Hall of India Pvt. Ltd, New Delhi.
2. David L. Goetsch, Stanley Davis, Stanley B. Davis, Quality Management, Prentice Hall of India Pvt. Ltd, New Delhi.
3. Howard S. Gitlow, Quality Management, Tata McGraw-Hill, New Delhi.
4. James R. Evans, Total Quality Management, Organization and Strategy, Thomson, South Western.
5. Joel E. Ross, Total Quality Management: Text, Cases and Reading, St.Lice Press.
6. John S. Oakland, Total Quality Management: Text with Cases, Butterworth – Heinemann.
7. John T. Rabbitt, Peter A. Bergh, The ISO 9000 Book: A Global Competitor's Guide to Compliance and Certification, Quality Resource.
8. S. Thomas Foster, Jr., Managing Quality, Prentice Hall of India Pvt. Ltd., New Delhi.

Case Studies

- Paradise Bearings
- AT&T Universal card services
- Infos Industries
- GTE Directories company
- British Airways
- Joy Industries

Journals/Magazines

- International Journal of Operations & Production Management
- Strategic Management Journal
- The TQM Magazine

LEAN MANAGEMENT

Code: OP4

Credits: 3

Course objectives: The course is intended to provide the students an introduction to the principles of lean management and the means to make the processes lean in various industrial environments. Through lean management many companies regardless of their industrial setup have realized that most of their processes are offering very less value to the customers and can continuously improve (called as KAIZEN) to become simultaneously efficient as well as responsive.

Course outcomes: Students will learn how the various principles of lean management are applied in the companies and are sustainably practiced to derive competitive advantages.

Students will learn to see how various processes cater to the value addition and enable them to identify the various ways of improvements.

Students will learn the basics as well as the latest happenings in the area of lean management and will become familiar with the philosophy of lean management.

Unit I INTRODUCTION TO LEAN MANAGEMENT: What is Lean Management? The Birth of Lean, Lean Enterprise versus Traditional Mass Production, Value Addition and Waste Elimination, Standardized Operations, Just-in-Time Production, Stability through Lean Systems, Jidoka, Hoshin Planning, The Culture of Lean Production

Unit II LEAN MANAGEMENT TOOLS AND TECHNIQUES: Fundamentals of Process Improvement, Customer Focused Quality, Lean Six Sigma, Tools for definition (IPO, SIPOC, CTQ, Project Charter, Process Flow Chart, Stakeholder Analysis), Tools for measurement (Check Sheets, Histograms, Run Charts, Scatter Diagrams, Cause and Effect Diagrams, Pareto Charts, Control Charts, Flow Process Charts, Process Capability Measurement, CPM and PERT, Measurement System Analysis), Tools for analysis (Process Mapping, Regression Analysis, RU/CS Analysis, SWOT Analysis, PESTLE Analysis, The Five Whys, Interrelationship Diagram, Taguchi Loss Function Analysis), Tools for improvement (DOE: Taguchi Design and TOC), Tools for control (SPC, PDCA Cycle and Earned Value Management), Quantitative techniques (QFD and FMEA), Qualitative techniques (Activity Based Costing and Benchmarking of Processes) and Lean management models (Kano Model).

Unit III LEAN THINKING: Lean Productive Maintenance – Maintaining and Improving Equipment, Lean supply chain management, Lean Supplier development, Lean Project Management, Beyond Lean Management and Application of Lean management in various areas.

Suggested Readings

1. Alan Robinson (1991), "Continuous Improvement in Operations", Productivity Press, Portland, Oregon.
2. Andy Brophy (2012), "FT Guide to Lean: How to streamline your organisation, engage employees and create a competitive edge", Pearson.
3. Askin R G and Goldberg J B (2003), "Design and Analysis of Lean Production Systems",

John Wiley and Sons Inc.

4. Dennis, P. (2016), "Lean Production Simplified: A Plain-Language Guide to the World's Most Powerful Production System", Productivity Press.
5. Eliyahu M. Goldratt and Jeff Cox (2004), "The Goal – A Process of Ongoing Improvement", Third Revised Addition, North River Press.
6. James Womack and Daniel Jones (2003), "Lean Thinking", Free Press, Revised Edition.
7. James Womack, Daniel Jones, and Daniel Roos (1990), "The Machine That Chaud the World", Rawson Associates.
8. Jeffrey Liker (2004), "The Toyota Way", McGraw-Hill.
9. Jeffrey Liker and David Meier (2006), "The Toyota Way Fieldbook", McGraw-Hill.
10. John Nicholas (2011), "Lean Production for Competitive Advantage – A Comprehensive Guide to Lean Methodologies and Management Practices", CRC Press - Taylor and Francis Group, LLC.
11. Joseph A De Feo and William W Bearnard (2004), "Juran Institute's Six Sigma Break Through and Beyond", Tata McGraw Hill, New Delhi.
12. Kenichi Sekine (1992), "One-Piece Flow", Productivity Press, Portland, Oregon.
13. McLean, T. (2017), "On Time, In Full: Achieving Perfect Delivery with Lean Thinking in Purchasing, Supply Chain, and Production Planning" 1st ed. Boca Raton: CRC Press, Taylor & Francis Group.
14. Michael L George, David T Rowlands and Bill Kastle (2004), "What is Lean Six Sigma", McGraw Hill, New York.
15. Micheal Wader (2002), "Lean Tools: A Pocket Guide to Implementing Lean Practices", Productivity and Quality Publishing Pvt. Ltd.
16. Nicholas, J. (2018), "Lean production for competitive advantage", 2nd ed. Boca Raton, FL: Productivity Press.
17. Paksoy, T., Weber, G. and Huber, S. (2019), "Lean and Green Supply Chain Management", 1st ed, Springer International Publishing.
18. Poke – Yoke (1992), "Improving Product Quality by Preventing Defects", Productivity Press.
19. Richard B Chase, Robert Jacobs F and Nicholas J Aquilano (2003), "Operations Management for Competitive Advantage", McGrawHill/Irwin.

Case Studies

- Murphy Manufacturing - Don't say Lean without Preparation
- Challenge for Supplier Program Is Sustaining Lean Improvements
- At GM, Parts Distribution Centers Can Be Lean, Too
- Lean Philosophy Drives Trucking Company

Journals/Magazines

- International Journal of Production and Operations Management
- International Journal of Production Research
- Journal of Lean Six Sigma
- Journal of Operations Management

OPTIMIZATION MODELS FOR INDUSTRY

Code: OP5

Credits: 3

Course Objectives:

Usage of mathematical models help in making informed decisions while facing problems in industry. Knowledge of optimization models that are used regularly in solving the strategic as well as operational problems in the industry has become imperative in the current data driven world and this course aims to do just that.

Course Outcomes:

The student after taking this course will be in a position to look at business problems from a different perspective and will be in a position to use various optimization models for arriving at an objective solution.

Unit I Queuing System and Waiting Line Models: Types of Queues; Waiting line characteristics; Finite and Infinite populations; Queue Discipline; Cost Based models Single server and Multiple server models.

Unit II Network Models: Minimal spanning tree algorithm, Shortest route algorithm, Maximal flow algorithm and Critical Path Method algorithm. Integer Programming Models: Formulation and solution of ILP problems. Branch and Bound Algorithm. Capital Budgeting, Set covering problem. Fixed Charge problem, Either-or and if-then Constraints models.

Unit III Travelling Salesperson Problem and Applications; Dynamic Programming Models: Bellman's Principle of Optimality. Forward and Backward recursion. Knapsack model, Workforce size model, Equipment Replacement model. Goal Programming: GP with multiple goals, deviational variables, Non pre-emptive GP, Pre - emptive GP.

Suggested Readings

1. Operations Research An introduction – Hamdy A. Taha Pearson Education, 9th Edition
2. Operations Research Principles and Applications - G Srinivasan, PHI, 2nd Edition
3. An Introduction to Management Science – Anderson, Sweeney, Williams, Cengage, 13th Edition

Case Studies

- ✓ Tri State Corporation
- ✓ Country Beverage Drive Through
- ✓ Regional Airlines
- ✓ Text Book Publishing

Journals/Magazines

- ✓ Annals of Operations Research
- ✓ 4OR: Quarterly Journal of Operations Research
- ✓ Asia-Pacific Journal of Operational Research
- ✓ Operations Research
- ✓ INFOR (INFOR: Information Systems and Operational Research)

OPERATIONS STRATEGY

Code: OP6

Credits: 3

Course Objective: To provide the students with an understanding of the content of the organization operations strategy and the process by which they are developed and implemented.

Course Outcomes: On completion of this course the student will able to:

- Describe and discuss the key operations strategy concepts covered
- Discuss critically the practical use of the techniques covered, taking into account organizational context
- Explain and discuss the relationship between operational strategy with the other functional strategies and overall business policies in the context of strategy goals and objectives of the organization

Unit I Operations Strategy – Developing Resources And Processes For Strategic Impact, Why Is Operations Strategy Implementation Not Easy? The Process View of The Organization. Operations Strategy and Management, What Is Strategy? Strategic Viewpoints, The Grounds For Competition the Role of An Operations Strategy. Towards a Taxonomy of Operations Strategies. The Essence of an Operations Strategy. Deployment of an Operations Strategy. Tactical Factors that Shape an Operations Strategy operations Strategy as a Source of Sustainable Competitive Advantage Operations Strategy.

Unit II Substitutes for strategy. Capacity strategy. Purchasing and supply strategy. Process technology strategy. Improvement strategy. Product and service development and organization. The process of operations strategy – formulation and implementation, The process of operations strategy – monitoring and control. Case Studies

Unit III Developing a Manufacturing Strategy – Methodology Order-winners and Qualifiers, Developing a Manufacturing Strategy – Methodology Process Choice Product Profiling Focused Manufacturing – Principles and Concepts Process Management and Strategy. Focused Manufacturing – Methodology, Case Studies

Suggested Readings

1. Hayes, R. (2005). *Operations, strategy, and technology*. Hoboken, NJ: Wiley.
2. Hill, A., Hill, T. and Hill, T. (2009). *Manufacturing operations strategy*. Basingstoke: Palgrave Macmillan.
3. Lawson, R. (2003). *Strategic operations management*. London: Routledge.
4. Slack, N. and Lewis, M. (2017). *Operations Strategy*. Harlow, United Kingdom: Pearson Education Limited.
5. Van Mieghem, J. A., & Allon, G. (2014). *Operations Strategy: Principles and Practice*. (2nd ed.) Belmont, MA: Dynamic Ideas.
6. Waters, C. (2006). *Operations strategy*. London: Thomson Learning.

Case Studies

- Paradise Bearings

- AT&T Universal card services.
- Infos Industries
- GTE Directories company

Journals/Magazines

- Journal of Operations Management
- Journal of Operations & Production Management
- Strategic Management Journal

STRATEGIC SOURCING

Code: OP7

Credits: 3

Course objectives: The strategic sourcing course is intended to offer complete overview of supply management which is an important segment of the supply chains that can greatly influence of a business performance. The course would enable the students to understand the strategic significance of supply management and ascertain how supply management is used to derive competitive advantages by various firms.

Course Outcomes: Students will acquire essential knowledge and understanding of supply management concepts and will become familiar with procurement policies, methods and various tools and techniques.

Students will be trained to apply the knowledge gained to real contexts, by giving them adequate examples, exercises and case studies.

Students will also be exposed to various decision making situations and will be challenged to use advanced ways to solve the problems.

The subject matter presentation and communication skills of the students will be enhanced through various class room presentations, assignments and viva voce examination.

Unit I Introduction to Purchasing and Supply Chain Management, Purchasing Operations and Structure: The Purchasing Process. Purchasing Policy and Procedures. Supply Management Integration for Competitive Advantage. Purchasing and Supply Chain Organization. An Overview of Global Strategic Sourcing Operational Alignment with Sourcing Strategy. Cultural Considerations for Global Sourcing Supplier Research and Market Analysis.

Unit II Strategic Sourcing and Process: Supply Management and Commodity Strategy Development. Supplier Evaluation and Selection. Supplier Quality Management. Supplier Management and Development: Creating a World-Class Supply Base Worldwide Sourcing.

Unit III Strategic Cost Management, Purchasing and Supply Chain Analysis: Tools and Techniques. Negotiation Contract. Management Purchasing Law and Ethics. Mastering the four stages of collaboration. Restructuring procurement. Purchasing and Supply Strategy Trends. Foreign Purchasing Management.

Suggested Readings

1. Cook, T. (2011). *Mastering Purchasing Management for Inbound Supply Chains*. CRC Press Taylor & Francis Group
2. Fred Sollish and John Semanik (2011). *Strategic Global Sourcing: Best Practices*, Wiley.
3. Johnson, Leenders, Flynn (2011). *Purchasing and Supply Management*. McGraw-Hill/Irwin.
4. Locke (2013), "The Promise and Limits of Private Power", Cambridge University Press.
5. Marc Helmold, and Brian Terry (2017) *Global Sourcing and Supply Management Excellence in China: Procurement Guide for Supply Experts*. Springer Singapore
6. Monczka, R., Handfield, R., Giunipero, L. and Patterson, J. (2016). *Purchasing and supply chain management*. 6th ed. Cengage Learning.

Case Studies

- Estimating Prices Using Learning Rates
- Honda Motor Company Ltd.International Purchasing Division
- Insourcing/Outsourcing - The FlexCon Piston Decision
- Strategic Sourcing and Supply at Federal Express
- Negotiation - Buying a Pickup Truck

Journals/Magazines

- Industrial Marketing Management
- International Journal of Procurement Management
- Journal of Purchasing and Supply Management
- Strategic Outsourcing: An International Journal
- Supply Chain Management: An International Journal

WAREHOUSE MANAGEMENT

Code:
Credits: 3

OP8

Course objectives: The course is aimed to provide comprehensive view of warehouse management, various warehouse operations and the importance of warehousing in a supply chain. Students will be sensitized about the responsibilities of a warehouse manager, planning process and aspects to be considered to make warehousing both efficient as well as responsive.

Course Outcomes: Students will be able to appreciate the role of warehouse management in the modern supply chains. Students will be exposed to the best practices in the warehouse operations that are being adopted in the industry. The case studies discussed in the course will enable the students to relate how the warehouse operations can be made efficient as well as responsive.

Unit I The role of the warehouse, Role of the warehouse manager, Warehouse processes: receiving and put-away. Warehouse processes: pick preparation. A System for Warehousing. Classical Type Storage Facilities. Warehousing Equipment. The Transport Link. The Distribution Factory

Unit II Picking strategies and equipment, Order-picking methods, Warehouse processes from replenishment to dispatch and beyond. Warehouse management systems. Warehouse layout. Storage and handling equipment. Resourcing a warehouse. Warehouse costs.

Unit III Performance management, Outsourcing, Health and safety, The warehouse and the environment. Computers in Warehousing. Systems Studies and Achieved Results. Applications and Case Studies. The Warehouse of the Future.

Suggested Readings

1. Ackerman, K. B. (2012). *Practical handbook of warehousing*. Springer Science & Business Media.
2. Ghiani, G., Laporte, G., & Musmanno, R. (2004). *Introduction to logistics systems planning and control*. John Wiley & Sons.
3. Guo, X. (2016). *Storage Policies and Maintenance Support Strategies in Warehousing Systems*. Springer.
4. Hamberg, R. and Verriet, J. (2012). *Automation in warehouse development*. Verlag London: Springer.
5. Mulcahy, D. E., & Sydow, J. (2008). *A supply chain logistics program for warehouse management*. CRC Press.

6. Richards, G. (2017). *Warehouse management: a complete guide to improving efficiency and minimizing costs in the modern warehouse*. Kogan Page Publishers.
7. Stephens, M. P., & Meyers, F. E. (2013). *Manufacturing facilities design and material handling*. Purdue University Press.

Case Studies

- Tradeport Hong Kong
- SA Partners and Foodstuffs Inc
- Consumer Electronics – cluster pick to cart
- Asda Stores
- Automated storage Maspex Wadowice, Poland

Journals/Magazines

- Asia Pacific Journal of Marketing and Logistics
- European Journal of Operational Research
- International Journal of Production Research
- Journal of Intelligent Manufacturing
- Production Planning and Control

TECHNOLOGY AND INNOVATION MANAGEMENT

Code:
Credits: 3

OP9

**Course
Objective:**

Technological innovation is increasingly the source of sustainable competitive advantage for firms around the world. This course enables students to develop an understanding of the components of technology management, an appreciation of innovation processes, and the strategies adopted by the countries and enterprises to optimize the technology related benefits.

**Course
Outcome:**

Students develop the ability to design innovation strategies that can successfully take advantage of innovation opportunities. They also learn how to evaluate different options, formulate and develop strategy and assess and resolve managerial challenges.

Unit I Introduction to Technology Management: Concept & importance of Technology; evolution and growth of technology; Role & significance of technology management; Competitive advantage through technology management; Objectives & formulation of technology strategy. Forms of Technology - Process & product technology; Technology changes & its implication; Choice of technology & appropriate technology; Technology life cycle; Technology cycle approach to technology management.

Unit II Innovation: Meaning of Innovation & Creativity; types of innovation; Innovation systems; economic justification of innovation; service innovation; idea generation; Organizational strategies that include

innovation.R&D management: Process of R&D management; R&D collaboration; R&D metrics.Transfer of Technology (TOT): Types of technology transfer; Technology sourcing, Technology acquisition; Technology transfer process: Elements, stages & issues related to TOT; Application of TOT to Product life cycle. New Product Development: Concept creation and product innovation process.

Unit III Intellectual property rights (IPR); IPR and Technology Management Strategy.Technology forecasting techniques and application: Exploratory & normative methods of forecasting.Current technology trends; New technologies and their management impact.Globalization and R&D management, Institutional mechanism & networking.R&D and public policy: Role of Government in technology development, Indian Technology Policy and Vision, Technology policies of select countries.

Suggested Readings

1. Dubey Sanjiva Shankar (2017), “Technology and Innovation Management”, PHI.
2. Etlie J E (2006), “Managing innovation: New technology, new products, and new services in a global economy”, Elsevier.
3. Narayanan V K (2006), Managing technology and innovation for competitive advantage, Pearson Education India.
4. Technology Management: Activities and Tools, by Dilek Cetindamar, and others. Palgrave Macmillan, (2010).

Case Studies

- ✓ Alexa: A Pandora's Box of Risks, by Russell Walker. HBSP 2019
- ✓ Mahindra Electric Mobility Limited: The Electric Vehicles Dilemma, By Nitin Gupta. HBSP 2018
- ✓ Ather Energy: Riding the Electric Vehicle Tide, By Anshuman Tripathy and others. HBSP 2019

Journals/Management

- ✓ Creativity and Innovation Management
- ✓ European Journal of Innovation Management
- ✓ International Journal of Innovation Management
- ✓ International Journal on Innovation
- ✓ Journal of Innovation and Entrepreneurship

ADVANCED INVENTORY MODELLING

Code: OP10

Credit

s: 3

Course Objective: The proposed subject will highlight on the same how inventory is the most important driver for achieving the efficiency and responsive in the systems.

Course Outcomes:

- Students will be able to understand the role of inventory in the decision making situations.
- Students will be able to model the inventory systems in the dynamic environment.

Unit I What is Inventory, Purpose of Inventory and Types of Inventory: Raw Material, Work in Progress and Finished Goods. Movement Inventories, Buffer Inventories, Anticipation Inventories, Decoupling Inventories, Cycle Inventories. Inventory management Systems: Fixed Order Quantity System,

Periodic Review System, Ss System. Terminology of Inventory Management, Inventory Costs, Inventory Control: Role of Inventory, Factors Involving Inventory problem Analysis, Inventory Model Building

- Unit II** Deterministic Inventory Control Models:
- ✓ Single Item Inventory Control Model Without Shortages
 - ▲ EOQ Model with Constant rate of demand
 - ▲ EOQ Model with Different rates of demand
 - ▲ Economic Production Quantity when Supply is gradual
 - ✓ Single Item Inventory Control Model With Shortages
 - ▲ EOQ Model with Constant demand and Variable Order Cycle Time
 - ▲ EOQ Model with Constant demand and Fixed Reorder Cycle Time
 - ▲ EOQ Model with Gradual Supply
 - ✓ Single Item Inventory Control Models With Quantity Discounts
 - ✓ Multi Item Inventory Models with Constraints
 - ▲ EOQ Model with Warehouse Space Constraint
 - ▲ EOQ Model with Investment Constraint
 - ▲ EOQ Model with Average Inventory Level Constraint
 - ▲ EOQ Model with Number of Orders Constraint
 - ✓ Inventory Control Models with Uncertain Demand

- Unit III** Probabilistic Inventory Models
- ✓ Instantaneous Demand Inventory control Models without Set up Cost
 - ▲ Optimal Order Point
 - ▲ Single period EOQ Model for Uncertain Demand
 - ▲ Instantaneous Demand with Shortages
 - ▲ Instantaneous Demand with Shortages Continuous Replenishment
 - ▲ Reorder Lead time without setup cost model
 - ✓ Instantaneous Demand Inventory control Models with Set up Cost
 - ✓ Continuous Demand Inventory Control Models without Set up Cost
 - ▲ Continuous Demand Discrete Replenishment
 - ▲ Continuous Demand Continuous Replenishment

Suggested Readings

1. Altekar, Rahul (2006) Supply Chain Management, Prentice Hall of India Pvt. Ltd., New Delhi.
2. Bozarth, C. Cecil & Handfield, B. Robert, (2006) Introduction to Operations and Supply Chain Management, Pearson Education, New Delhi.
3. Chopra, Sunil & Meindel, Peter (2002) Supply Chain Management: Strategy, Planning, and Operation, Prentice Hall of India Pvt. Ltd., New Delhi.

4. David Simchi Levi, Philip Kaminsky, & Edith Simchi Levi, (2000) Designing and Managing the Supply Chain : Concepts, Strategies, and Case Studies, Irwin McGraw Hill, New Delhi.
5. Essentials of Inventory Management by Max Muller
6. Inventory Management: Advanced Methods for Managing Inventory within Business Systems by Geoff Relph, Catherine Milner .
7. R.B.Handfield, & E.L.Nocholes, Jr. (2005) Introduction to Supply Chain Management, Prentice Hall of India Pvt. Ltd., New Delhi.
8. The Logistics and Supply Chain Toolkit: Over 100 Tools and Guides for Supply Chain, Transport, Warehousing and Inventory Management by Gwynne Richards , Susan Grinsted

Case Studies

- How does Mcdonalds Manage their Inventory?
- Getting Control of Just in Time by Uday Karmarkar
- Plinere, Darya & Borisov, Arkady. (2015). Case Study on Inventory Management Improvement. Information Technology and Management Science. 18. 10.1515/itms-2015-0014.
- Sheakh, Dr. Tariq. (2018). A Study of Inventory Management System Case Study. Journal of Dynamical and Control Systems. 10. 1176-1190.

Journals/Magazines

- Journal of the Operational Research Society
- Operational Research
- The international Journal of Operational Research

OPERATIONS ANALYTICS

Code: OP11

: 3

Course Objectives:

Credits

- Prepare students to competitively work in the current digitized industries.
- Develop capabilities to make data driven and evidenced based decisions.
- Impart essential analytical skills to efficiently and effectively work with the current disruptive technologies.

Course Outcomes:

- Students will be able to appreciate the significance of various analytical tools prominently used in decision making.
- Students will be exposed to different case situations to conduct data analysis, infer, and suggest necessary actions.
- Students will be made confident to handle big data and extract meaningful insights from the same.

Unit I Overview of Business Analytics, Types of Analytics: Descriptive, Predictive and Prescriptive Analytics, R – Programming, Analytics on Excel/ R: A quick review of probability and statistical concepts, Random Number Generation and Sampling in R.

Unit II Data Visualization, Regression Models: Concepts and Practice, Decision Analysis: A Decision Tree Model and its Analysis under Uncertainty, Sales and Operations Planning and Aggregate Planning, Linear Programming.

Unit III Introduction to Simulation Modeling: Concepts and Practice, Supply Chain Analytics: Turning Big Data in to Supply Chain Intelligence. Foundations to Functional Analytics of Global Supply Chains. Future Scope.

Suggested Readings

1. Business Analytics by James Evans from Pearson
2. Business Analytics: Data Analysis & Decision Making by Albright et al. from Cengage Learning
3. Essentials of Business Analytics by Camm et al. from Cengage Learning

Case Studies

- Quality Associates Inc, Analysis of quality of design
- Heavenly Chocolates Website Transactions
- Specialty Toys – An application of Decision Analysis
- Property Purchase Strategy – An application
- Forecasting Food and Beverage Sales

Journals/Magazines

- Annals of Operations Research
- Decision Support Systems
- International Journal of Production Economics
- Journal of Business Logistics
- Journal of Business Research

**CLOUD COMPUTING FOR
BUSINESS**

Code:
Credits: 3

S1

Course Objective: To understand basics of cloud computing for business management, this course gives the idea of evolution of cloud computing and its services available today, which may led to the design and development of simple cloud service. It also focused on some key challenges and issues around cloud computing.

Course Outcomes: Upon successful completion of this course, students should be able to:

- Describe the fundamental elements of Cloud Computing Technology and its services
- Explain and identify the techniques in cloud.
- Compare, contrast, and evaluate the key trade-offs between multiple approaches to cloud system design, and identify appropriate design choices when solving real-world cloud computing problems
- Write comprehensive case studies analysing and contrasting different cloud computing solutions.
- Make recommendations on cloud computing solutions for an enterprise.

Unit I
Introduction

Introduction to Cloud Computing, Evolution - Cloud Computing, Hardware, Internet and Software, Virtualization, Web Services on Cloud, Infrastructure-as-a-Service, Platform-as-a-Service, Software-as-a-Service, Building Cloud Network, Privacy and its relation to Cloud-based Information Systems, Security in the Cloud, Common, Standards in the Cloud, End-User Access to the Cloud Computing, legal and ethical dimensions, API's in Cloud Computing, Browsers for Cloud Computing-Internet Explorer-Mozilla Firefox-Safari-Chrome.

Unit II
Business Values, Storage in Cloud Computing

Making Strategy Decisions - Governance Issues, Service Level Agreements and Monitoring - Support Services - Accounting Services, Resource Management, Data Security - Data Location - Data Control - Securing data for transport, Scalability and Cloud Services, Storage as a Service, Storage Providers - Amazon Simple Storage Service- Nirvanix - Google Bigtable Datastore- MobileMe - Live Mesh, Storage Security, Merits and Demerits of Storage.

Unit III
Cloud Computing Standards & Accessing the Cloud:

Best Practices and Standards, Practical Issues - Interoperability – Portability - Integration-Security, Standards Organizations and Groups-

Cloud Security Alliance- Distributed Management Task Force (DMTF) - National Institute of Standards and Technology (NIST) - Open Cloud Consortium (OCC) - Open Grid Forum (OGF) Applications – Cloud Services for individuals - Available Services - Skytap Solution, Cloud Services Aimed at the mid - market, Enterprise Class Cloud Offerings - MExchange - Vmotion – VMWarevCenterConverter - Hyper-VLive Migration, Migration- Applications needed for migration - Moving existing data to cloud - Using the Wave approach Web-based communication

tools - Web Mail Services - Web Conference Tools - Social Networks, and Groupware - collaborating via blogs and Wikis; Cloud Providers - IBM, AmazonEc2, Google Apps for Business, Salesforce.com, Ramco-On-Demand

Suggested Readings

1. "Cloud Computing: A Practical Approach for Learning and Implementation" A Srinivasan, J Suresh, Pearson
2. Cloud Computing: Concepts, Technology & Architecture, 2014, Erl (Author), Publisher: Pearson
3. Cloud Computing: Master the Concepts, Architecture and Applications with Real-world examples and Case studies - 2019
4. Kumar Saurabh (2012),"Cloud Computing– Insights in to new era infrastructure, Wiley India, 2nd Edition.

Case Studies

- ✓ IBM (in 2010) and the Emerging Cloud-Computing Industry
- ✓ LinkedIn: Bridging the Global Employment Gap-HBS
- ✓ Amazon.com, Inc.-HBS

Journals/Magazines

- ✓ International Journal of Cloud Computing
- ✓ International Journal on Cloud Computing Services and Architecture
- ✓ Journal of Cloud Computing

ENTERPRISE RESOURCE PLANNING

Code:S2

Credits: 3

Course Objectives: To learn the basic concepts of ERP. To learn different technologies used in ERP. To learn the concepts of ERP Manufacturing Perspective and ERP Modules. To learn what are the benefits of ERP. To study and understand the ERP life cycle. To learn the different functional modules of SAP.

Course Outcomes: Understand the basic concepts of ERP. Identify different technologies used in ERP. Understand and apply the concepts of ERP Manufacturing Perspective and ERP Modules. Discuss the benefits of ERP. Understand and implement the ERP life cycle. Understanding various functional modules of SAP and its Applications.

Unit I OVERVIEW OF ENTERPRISE RESOURCE SYSTEMS: Introduction - What is ERP - Why ERP- Need for Enterprise Resource Planning - Definition of ERP- Evolution of Enterprise Resource Planning - Prematerial requirement planning (MRPstage) - Material requirement planning - MRP-II – Extended ERP- ERP Planning II - ERP-A manufacturing perspective. Risks and benefits: Risk implementation - Fundamental technology of ERP.

Unit II ERP SOLUTIONS AND FUNCTIONAL MODULES: Overview of ERP software solutions - Small, medium and large enterprise vendor solutions - Business process Reengineering- Business process Management: Steps of BPM - Functional Modules: ERP Production planning module - ERP purchasing module
- ERP Inventory control module - ERP Sales module - ERP Marketing module - ERP Financial module - ERP HR module.

Unit III ERP IMPLEMENTATION: Planning Evaluation and selection of ERP systems- ERP Implementation lifecycle - Pre-evaluation Screening - Package Evaluation - Project Planning Phase - Gap-Analysis - ERP Implementation - Maintenance of ERP - Success factors of ERP Implementation - Failure factors of ERP Implementation. ERP Products: BaaNERP- JDEdwards ERP - Oracle ERP- PeopleSoft - SAP- ERP Trends - E-ERP. Introduction to SAP: What is SAP - Decentralized System - Centralized System - SAP - Logging On To an SAP System.

Suggested Readings

1. Ashim Raj Singla (2016), “Enterprise Resource Planning”, Paperback
2. D.J. Shyam (2009), “Enterprise Resource Management”, Hardcover.
3. Dimpi Srivastava & Aarti Batra (2010), “ERP Systems Paperback– Import”
4. Rüdiger Buck- Emden Addison- Wesley, (2000), “The SAPR/3 System: An Introduction to ERP and Business Software Technology”.

5. Zubair H. Shaikh (2009), “ERP: The Future of Business Automation”,
Paperback

**Case
Studies**

· ERP Case Studies & ERP Success Stories,
IQMS

· ERP for Textiles and Apparel Industry By R. Surjit, R. Rathinamoorthy, K. J.
Vishnu vardhini

Journals/Magazines

- Alexis Leon Journal of Enterprise Resource Planning Studies, IBIMA Publications
- European Journal of Computer Science and Information Technology (EJCSIT)

**RELATIONAL DATABASE MANAGEMENT
SYSTEM**

Code:

S3

Credits: 3

Course Objective: The objective of the course is to present an introduction to Relational Database Management Systems, with an emphasis on how to organize, maintain and retrieve - efficiently, and effectively - information from a RDBMS.

Course Outcomes: Upon successful completion of this course, students should be able to:

- Describe the fundamental elements of relational database management systems
- Explain the basic concepts of relational data model, entity-relationship model, relational database design, relational algebra and SQL.
- Design ER-models to represent simple database application scenarios
- Convert the ER-model to relational tables, populate relational database and formulate SQL queries on data.
- Improve the database design by normalization.

- Familiar with basic database storage structures and access techniques: file and page organizations, indexing methods.

Unit I **Introduction to**
RDBMS

Introduction, Significance of Database, Database System Applications; Data Independence; Data Modeling for a Database; Entities and their Attributes, Entities, Attributes, Relationships and Relationships Types, Advantages and Disadvantages of Database Management System, DBMS Vs RDBMS, The Conceptual Level or Conceptual Schema, The Internal Level or Physical Schema, Mapping; Database Management System Facilities, Data Definition Language, Data Manipulation Language; Database Management System Structure, Database Manager, Database Administrator, Data Dictionary; Distributed Processing,

Unit II **Data Modeling &**
Design

Data Model and Types of Data Model, Relational Data Model, Hierarchical Model, Network Data Model, Object/Relational Model, Object-Oriented Model; Entity-Relationship Model, Modeling using E-R Diagrams, Notation used in E-R Model, Relationships and RelationshipTypes; Storage Devices and its Characteristics, Magnetic Disks, Physical Characteristics of Disks, Performance Measures of Disks, Optimization of Disk- Block Access; File Organization, Functional Dependency; Anomalies in a Database; Properties of Normalized Relations; First Normalization; Second Normal Form Relation; Third Normal Form; Boyce-Codd Normal Form (BNCF);

Unit III **Advanced**
Database

Structure of Distributed Database; Trade-offs in Distributing the Database, Advantages of Data Distribution, Disadvantages of Data Distribution; Design of Distributed Databases, Data Replication, Data Fragmentation

Computer Lab: SQL: Data types, Create Data types, Operators, DML, DDL Queries, Advanced SQL: Constraints, Joins, Union Clauses, Null Values, Index,

Views, Having Clauses, Transactions, Clone Tables, Sub Queries, Injection, Sequences

Suggested Readings

1. An Introduction to Database Management Systems, Seventh Edition, by Satinder Bal Gupta and Aditya Mittal - 2016
2. Database Systems Concepts – Silberschatz - 2013
3. Fundamentals of Database Systems by R., Navathe,S.B. Elmasri

Case Studies

- Mongo DB – Graduate School of Stanford Business
- KPMG Peat Marwick: The Shadow Partner – HBS
- Aadhaar: India's Big Experiment with Unique Identification (A)

Journals/Magazines

- International Journal of Database Management Systems
- Journal of Advanced Database Management & Systems
- Journal of Database Management

E-COMMERCE

Code:S4

Credits: 3

Course Objectives: To understand the concepts of Ecommerce and its types. Be familiarized with technologies for Ecommerce and to understand different types of Online Payment systems. Understand Selling and marketing on web and to be familiarized with concept of E-business and E-business Models. To understand various E-business Strategies in practical approach.

Course Outcomes: Define and differentiate various types of Ecommerce and to describe

Hardware and Software Technologies for Ecommerce. Comfortable with payment systems for E

– commerce and hands on the process of Selling and Marketing on web. Comfortable on using various strategies of E-business and its Models.

Unit I Introduction and Ways to Start an e-Commerce Business: E-Business and e- Commerce, Traditional Commerce v/s E-Commerce- Electronic Commerce Models, Types of Electronic Commerce, Internet, Web Based Tools for E- Commerce. E-commerce business models - E-Commerce websites and types. Creating Blog sites. Introduction to open source CMS and Practically Creating e- Commerce Website.

Unit II Electronic Payment Systems – EDI and EFT, Smart cards, Credit/Debit Cards, e- Wallets, Mobile Payments, Risks in Electronic Payment System and Security Measures -Infrastructure Issues. Measures to ensure Security. Intra-organized Business-work Flow, Automation Customization and internal Business. SEO for e- Business Sites.

Unit III E-Commerce Illustrations and Strategies- Practical Exercise on simple e- Commerce Business using Dropshipping and shopify Business. Affiliate Marketing using Blog Sits. Revenue Models over Internet; Emerging Trends in e- Commerce, Mobile Commerce, Internet based Business Models. Practical Assignment & Case Studies.

Suggested Readings

1. David Reske (2017), “Digital Marketing in the Zone: Break Through the Clutter to Be More Confident Successful and Happy”, Morgan James Publishing.
2. Digital Marketing Strategy: An Integrated Approach to Online Marketing By Simon Kings north Kogan Page Publishers
3. Judah Phillips, “E-commerce Analytics: Analyze and Improve the Impact of Your Digital Strategy” FT Press.
4. Kenneth C. Laudon, Carol Guercio Traver (2017), E-Commerce: Business, Technology, and Society, Pearson Education.

5. Whitley, David (2000). E-Commerce Strategy, Technologies and Applications.
Tata
McGraw Hill

**Case
Studies**

- B2B eCommerce Case Studies from Magento
Blog
- Case Studies In Marketing, Seventh Edition: The Indian Context By Srinivasan, R.,
2018

Journals/Magazines

- E - Commerce for Future & Trends (ECFT), Journal
- European Journal of Business and Innovation Research (EJBIR)

DATA MINING AND BUSINESS INTELLIGENCE

Code: S5

Credits: 3

Course Objective(s): This course focuses on the fundamentals of data warehousing and their associated problem areas. Data pre-processing and preparation, outlier detection, data warehouse design, On-line analytical processing are the major areas of coverage of this course. This course also deals with the fundamentals of data mining and algorithms associated with the same.

Course Outcome(s): Students who complete this course should be able to

- Process raw data to make it suitable for various data mining algorithms.
- Discover and measure interesting patterns from different kinds of databases.
- Apply the techniques of clustering, classification, association finding, feature selection and visualization to real world data.

Unit I Introduction to Data Warehousing

Data Warehouse (DW): Basic Concepts; Evolution of Data Warehouse; Comparison of OLTP Systems and Data Warehousing; DW Architectures and its Components; ETL Tools; Data Mart; Data Mart Related Issues; Business Dimensional Lifecycle Methodologies; DW Schemas – Star, Snowflake and Star- flake Schema; Online Analytical Processing (OLAP) – Introduction, Application and Benefits; OLAP Tools - Multidimensional OLAP, Relational OLAP, Hybrid OLAP, and Desktop OLAP; Data Quality: Inaccurate, Sparse, Missing, Insufficient, and Imbalanced Data; Social Issues: Data Ownership; Data Security; Ethics and Privacy.

Unit II Un-supervised Learning Techniques

Introduction; Integration of DW And DM; DM Techniques; DM Issues and Challenges; DM Applications; Unsupervised Learning: Data Reduction and Feature Enhancement: Standardizing Data; Sampling Data; Using Principal Components to Eliminate Attributes; Limitations and Pitfalls of Principal Component Analysis (PCA); Curse of Dimensionality; Clustering: K-Means Clustering and Hierarchical Clustering; Distance Measures; Shape of Clusters; Determining the Number of Clusters; Evaluating Clusters; Association Analysis: Association Rule Learning; The Apriori Algorithm; FP-Growth; Market Basket Analysis.

Unit III Supervised Learning Techniques

Regression: Review of Linear Regression; Assumptions Underlying Linear Regression; Classification: Supervised Categorization; Linear Classifiers; Logistic Regression; Regression Trees; Classification Trees; Bayes' Theorem; Model Selection And Validation: Training Error And Optimism; The Bayes Error Rate; Inductive Bias; The Bias-Variance Tradeoff; Overfitting; Occam's Razor; Minimum Description Length (MDL); Sampling Bias; The Validation Set Approach; Leave-One-Out Cross-Validation; K-Fold Cross-Validation; Bootstrapping; Jackknifing; Data Snooping; Ensemble Learning: Bootstrap

Aggregating (Bagging); Boosting; Stacking/Blending; Random Subspaces;
Random Forests

Suggested Readings

1. Efraim Turban, Ramesh Sharda, and Dursun Delen (2014), “**Business Intelligence and Analytics: Systems for Decision Support**”, 10th Edition, Pearson Publications, New Delhi, India.
2. Ponniah and Paulraj (2010), “**Data Warehousing Fundamentals for IT Professionals**”, Second Edition, Wiley-Blackwell, ISBN 9780470462072.
3. Ralph Kimball and Margy Ross (2013), “**The Data Warehouse Toolkit: The Complete Guide to Dimensional Modeling**”, Third Edition, Wiley Publications, New Delhi, India.
4. Ralph Kimball, Margy Ross, Warren Thornthwaite (Contributor), Joy Mundy (Contributor), Bob Becker (Contributor) (2010), The Kimball Group Reader, Wiley [ISBN: 9780470563106].

Case Studies

- ✓ Credit Guarantee Corporation: Accommodating an Expansion Strategy - Ivey Publishing
- ✓ Netflix Leading with Data: The Emergence of Data-Driven Video - Kellogg School of Management
- ✓ Dark Side of Customer Analytics - HBR Case Study

Journals/Magazines

- ✓ International Journal of Business Intelligence and Data Mining

DATA MODELLING WITH R AND PYTHON

Code: S6

Credits: 3

Course Objectives:

- To employ a problem-based, hands-on learning environment to learn how to quantitatively model complex systems
- Implement statistical computations programmatically for supervised and unsupervised learning through K-means clustering
- Master statistical aspect of Machine Learning with the help of R and Python software tools

Course Outcome(s): At the completion of this course, students will be able to:

- To attain a useful degree of facility to create models in R and Python
- Learn how to prepare data and feed models by using the appropriate Machine Learning algorithms from the more-than-adequate R and Python packages
- Analyze the results and tune the model appropriately to own predictive goals
- Introduce yourself to necessary fundamentals required for building supervised & unsupervised deep learning models

Unit I Statistical Modeling in R

Introduction; Getting R; R Packages; Basics of R; R Data Structures - Vectors, Factors, Matrices, Arrays, Data Frames, and Lists; Reading Data into R; Statistical Graphics; Control Statements; Group Manipulation; Manipulating Strings; Probability Distributions; Basic Graphs; Basic Statistics; Linear Models; Analysis of Variance; Intermediate Graphs; Advanced Methods: Generalized Linear Models; Principal Components and Factor Analysis; Model Diagnostics; Non-linear Models; Time Series and Autocorrelation; Clustering; Classification: Logistic Regression, Decision Trees, Random Forests; Advanced Graphics with ggplot2.

Unit II Data Modeling with Python

Programming Basics and Strings; Numbers and Operators; Variables – Names for Values; Making Decisions by Comparing Values - Equal, Not Equal, Which One is More?; Looking for the Results of More than One Comparison; Handling Errors; Functions: Grouping Code Under a Name; Layers of Functions; Classes and Objects; Organizing Programs: Modules, Packages; Basics of Testing Your Modules and Packages; Files and Directories: File Objects, Paths and Directories, Exceptions in OS; Text Processing.

Unit III

Putting Python at Work: Assertions, Test Cases and Test Suites, Test Fixtures, Putting It All Together with Extreme Programming, Formal Testing in the Software Life Cycle; Writing a GUI with Python: GUI Programming Toolkits for Python, Tkinter Introduction, Creating GUI Widgets with Tkinter; Accessing Databases:

Working with Relational Databases, Using the Python Database APIs; Introduction to Using Python for XML.

Suggested Readings

1. Clinton W. Brownley (2016), “*Foundations for Analytics with Python*”, O’Reilly Media, USA.
2. James Payne (2015), “*Beginning Python: Using Python 2.6 and Python 3.1*”, Wiley India Pvt. Ltd., New Delhi, India.
3. Jared P.Lander (2015), “*R for Everyone: Advanced Analytics and Graphics*”, Pearson India Education Services Pvt. Ltd., Noida, India.
4. Joseph F. Hair, William C. Black, Barry J. Babin and Rolph E. Anderson (2015), “*Multivariate Data Analysis*”, Pearson Education, New Delhi, India.
5. K G. Srinivasa, G M. Siddesh, Chetan Shetty and B J. Sowmya (2017), “*Statistical Programming in R*”, Oxford University Press, New Delhi, India.
6. Kenneth Alfred Lambert (2012), “*Fundamentals of Python – First Programs*”, Cengage Learning, USA.
7. Rao, Umesh Hodeghatta, Nayak and Umesh (2017), Business Analytics Using R - A Practical Approach, APress, eBook ISBN: 978-1-4842-25
8. Robert I.Kabacoff (2015), “*R in Action: Data Analysis and Graphics with R*”, Dreamtech Press, New Delhi, India.
9. Thomas W. Miller (2015), “*Modeling Techniques in Predictive Analytics with Python and R*”, Pearson Education Inc., New Jersey, USA.

Case Studies

- Web Analytics at Quality Alloys, Inc.
- Analytics Empowering Agriculture: Jayalaxmi Agro Tech
- Machine Learning Algorithms to Drive CRM in the Online E-Commerce Site at VMWare

Journals/Magazines

- Australasian Journal of Information Systems
- International Journal of Computer Science and Mobile Computing
- International Journal of Data Mining, Modelling and Management

DATA VISUALIZATION WITH ADVANCED EXCEL

Code: S7

Credits: 3

Course Objectives: This course will provide hands-on instruction of advanced Excel 2013 functions. You'll learn to use Power Pivot to build databases and data models. You'll learn how to perform different types of scenario and simulation analysis using some of Excel's built in tools including solver, data tables, scenario manager and goal seek. In the second half of the course, you'll be exposed to data visualization and dash boarding. You'll use Excel to build complex graphs and Power View reports and then start to combine them into dynamic dashboards.

Course Outcomes: Upon successful completion of this course, students should be able to:

- Calculate with **advanced excel functions & advance excel formulas.**
- Organize worksheet and table data using multiple **excel tricks & techniques.**
- Create and modify charts & graphs.
- Analyze data using **Pivot Tables in excel and Pivot Charts.**
- Insert graphic objects.
- **Vlookup in excel 2013.**
- Customize and Enhance workbooks and the Microsoft® Office Excel 2013 environment with dashboards.

Unit I Introduction to Scenarios: The Power of Visualization; Introduction to the Components of Data Sets and the Relational Database Model; Introduction to Keys and Forming Data Tables; Introduction to Joins; Overview of SQL and Other Database Tools; Introduction to Power Pivot; Linking Data Tables and Building the Relational Model; Using Power Pivot to Visualize Data; Calculated Fields; Multiple Data Tables and Filters.

Advanced Scenario Analysis: Goal Seek; Scenario Manager; One-way Data Tables; Two-way Data Tables; Simulations; Solver.

Unit II DataVisualization: Introduction to Data Visualization; Effective and Ineffective Charting; Selecting the Right Type of Chart; Introduction to Chart Navigation: Column Chart, Combo Chart, Stacked Column Chart, Heatmap; Gantt Project Plan; Power View.

Unit III Introduction to Dashboarding: Beyond the basics; Form Controls and Grouping; Slicers and Power Pivot; Conditional Formatting and KPIs; Dashboard Finalization and Securing the Workbook; Learn More about Career Opportunities.

Suggested Readings

1. Michael Alexander (2016), Excel Dashboards and Reports for Dummies,3rd Edition, John Wiley & Sons, Inc., Hoboken, NewJersey

2. Michael Alexander and John Walkenback (2013), Microsoft Excel Dashboards & Reports, 2nd Edition, John Wiley & Sons, Inc., Hoboken, New Jersey
3. Rob Collie and Avichal Singh (2016), Power Pivot Power BI, 2nd Edition, Holy Macro! Books, FL, 32954, USA
4. Wayne L. Winston (2016), Microsoft Excel 2016 Data Analysis and Business Modeling, 5th Edition, ISBN 9781509304219, Microsoft Press Store

Case Studies

- Data Visualization & Communication Exercise
- Digital Strategy of Procter & Gamble: Becoming More Agile and Efficient

Journals/Magazines

- Information Visualization - SAGE
- International Journal of Computer Science and Mobile Computing
- Journal of Visualization - Springer

DATA VISUALIZATION WITH TABLEAU

Code: S8

Credits: 3

Course Objectives: This course is designed to help those interested in starting their career in analytics to become a successful Data Analyst. It will help in learning analytics through the powerful Data visualization tool Tableau with a strong focus on case studies to ensure hands-on learning.

Course Outcomes: Students will be able to collect and process data, create an interactive visualization, and use it to demonstrate or provide insight into a problem, situation, or phenomenon. Students will be able to demonstrate their own skills in identifying a visualization that can be improved, completing their own design and/or analysis on the underlying data, and working to publish or promote acceptance of their presentation.

Unit I Introduction to Data Visualization with Tableau: What is Data Visualization? Use of Tableau – Understanding the Tableau Workspace, Dimensions and Measures, Data Types and Default Properties; The Visualization Design-Exporting Data, Connecting Sheets, Making Basic Charts like Line, Bar etc.; Advance Charts and Graphs- Highlight Tables, Heat Maps, Circle Plots, Side by Side Bars, Continues Lines, Scatter Plots, Dual Charts, Area Charts, Tree Maps.

Unit II Data Organization and Scripting: Calculated Metrics, Sorting, Filtering, Totals and Sub Totals, Various Aggregated Measures, Percentages, Data Spotighting, Summary Card; Date and time functions, String Functions and logical functions; Data behind your views; Hierarchies; Sets; Groups; Bins.

Building Interactive Dashboards: Layout and Formatting, Interactivity with Actions, Best Practices; Geocoding and Mapping in Tableau-Latitude and Longitude, Filled Maps, Symbol Maps, Geo Coding, Online Maps, Sorting in Maps.

Unit III Working with Data- Difference between Joining and Blending Data, Working with Large Data Set, Working with Custom SQL, Toggle between Direct Connection and Extracts; Saving and Sharing the Work; Integrating Tableau with R; Case Study of an Industry Project using Tableau.

Suggested Readings

1. Ben Jones (2014), *Communicating Data with Tableau: Designing, Developing, and Delivering Data Visualizations*, O'Reilly Media, USA
2. David Baldwin (2016), *Mastering Tableau*, Packt Publishing Ltd., UK
3. George Peck (2016), *Tableau 9: The Official Guide*, 2nd Edition, McGraw Hill *Education, USA*
4. Joshua N. Milligan (2016), *Learning Tableau 10*, 2nd Edition, Packt Publishing Ltd.

DIGITAL GOVERNANCE

Code:

S9

Credits: 3

Course Objectives: This course is designed to familiarize the students with the concept of Digital Governance. This course aims to provide a basic understanding of Digital Governance strategies and teaches how an effective strategic plan can be developed through a process and conceptualization of ideas and development of service delivery models for improving the quality of service to the stakeholders. It teaches how to develop the vision, goals and objectives for e- governance.

Course Outcomes: Students will be able to Identify the concept and need of Digital Governance Projects and able to analyze advantages and disadvantages of Digital Government programs. It will help the students to identify major issues and strategies behind e-government programs and to compare the different e-governance projects and analyze the maturity among models.

Unit I **Introduction**

Governance in Digital Age (Introduction of ICTs in administration, Technological Adaptation, Reorganization of Administrative Structures and institutions), New Media Technology and Public Administration, The Emergence of Electronic Government, The Transition from Electronic Government to Digital Governance, The Benefits of Digital Governance, Citizen Participation, The Importance of Citizen Participation, Development of the Internet and Political Participation, Using the Internet to Increase Citizen Participation, Online Participation and the Obama Administration

Unit II **Governance** **Models of E-**

Total Quality Management and Customer Relationship Management (CRM), Defining Customer Relationship Management and Digital Government, Citizen Relationship Management (CRM) and Digital Governance, Ranking Countries According to E-Government Maturity and CRM, Current Situation: How CRM is Used to Implement Digital Governance, Implications for Citizens and Citizenship, Improving the Quality of Web-Based Education and Training, Defining and Funding High-Quality Virtual Education, Acceptance of Virtual Learning Environments, Applying Customer Service Standards to Government, Reinvention, Reform and Results

Unit III **Services** **Digital Technologies to Improve Public**

ICTs and the Empowerment of Women and Minorities, Applying E-Commerce and Digital Technology to Improve Government-to-Government (G2G) Services, Improving Government- to-Employee (G2E) Services, Enhancing Government-to- Business (G2B) Relationships, Government-to-Citizen (G2C) Services, Constraints on Applying E-Commerce and Digital Technology to Government, E- Government Readiness Rankings, Differing Visions of Globalization, Technology and Trade, e-Governance: Issues and Challengers (Resistance to Change, laws, Skills, Security Concerns, Competency, Capacity Building, Adaptation of Technology and Administrative Reforms)

Suggested Readings

1. Backus, Michiel (2001), e-Governance in Developing Countries, IICD Research Brief.
2. C.S.R.Prabhu (2004), “E-Governance: Concepts and CaseStudies”, Prentice-Hall of India Private Limited.
3. Michael E. Milakovich, “Digital Governance: New Technologies for Improving Public Service and Participation”, Routledge

Case Studies

- ✓ Nepalese Context: Cyber Laws
- ✓ Implementation in the Land Reform
- ✓ Human Resource Management Software India: NICNET
- ✓ Computer-aided Administration of Registration Department (CARD)
- ✓ IT in Judiciary
- ✓ E-Khazana
- ✓ DGFT
- ✓ PRAJA
- ✓ E-Seva
- ✓ E-Panchyat
- ✓ General Information Services of National Informatics Centre
- ✓ E-Governance initiative in USA

Journals/Magazines

- ✓ European Journal of Futures Research
- ✓ Journal of E-Government Policy and Regulation

CYBER SECURITY AND CYBER LAWS

Code: S10

Credit

s: 3

Course Objectives:

- To update the participants' knowledge on various Ethical Hacking and Cyber Security issues.
- To develop awareness of the hacker's attack points and to assess the security threats
- Enriching awareness to identify the Hacker's attack points and to prevent in advance and combat them.
- Incorporate approaches for risk management and best practices

Course Outcomes: Provide students with a high - level understanding of how Cyber Security

and

Cyber Laws functions in an organization

- To master information security governance, and related legal and regulatory issues
- To master understanding external and internal threats to an organization
- To be familiar with network security threats and countermeasures
- To be familiar with advanced security issues and technologies

Unit I

Introduction

Security challenges of Information Technology and Critical Infrastructures of

Information Technology – Cyber Space and its challenges – **Security Threats and Vulnerabilities:** Types of Cyber crimes and classification – Types of Malwares: Viruses – Worms – Trojan Horses – Blended Attacks – Tracking Cookies – Attackers tools – Keystroke Loggers–Root kit etc. and the impact on Business. Goals for Security

Unit II

Cyber Security

Cyber Security Planning : Privacy and Data Security- Scams and Fraud-Network

Security- Website Security– Email- Mobile Devices- Employees- Facility Security- Operational Security- Payment Cards- Incident Response and Reporting-Policy Development, Management.

Unit III

Cyber law

Introduction to Cyber Law- Need for Cyber Law- a system of Indian Cyber Law- Evolution of Key Terms and Concepts- The Genesis of IT legislation in India– IT

Act 2000- IT Amendment Act 2008- National Cyber Security Policy 2013.

Suggested Readings

1. Cyber Security for Dummies, ®PaloAlto Networks® Edition–By John Wiley & Sons, Inc. 2014 (Soft Copy)
2. Harish Chander (2012), “CYBER LAWS AND IT PROTECTION”, PHI Learning Pvt. Ltd.
3. Kenneth Geers (2011), Strategic Cyber Security, Ccd Coe Publication, (SoftCopy)
4. Peter W. Singer Allan Friedman (2014), “Cyber security and Cyber war”, OUP USA,
5. Surya Prakash Tripathi (2014), “Introduction to Information Security And Cyber Laws”, Dream Tech Press.

Case Studies

- ✓ Cyberpreneur's Wake-up Call: Cyber Security and Millennial Talent Crises
- ✓ Autopsy of a Data Breach: The Target Case
- ✓ Red Force Labs: Securing Online Transactions, at What Price?

Journals/Magazines

- ✓ International Journal of Cyber-Security and Digital Forensics (IJCSDF)
- ✓ Journal of Cyber Security
- ✓ Journal of Cyber Security Technology- Taylor & Francis Online

IT INFRASTRUCTURE

Code: S11

Credits: 3

Course Objectives: The purpose of this course is to enable students to assimilate, identify and analyze modern IT infrastructures and emerging technologies for the enterprise. Students will learn how to leverage the IT infrastructure and emerging technologies to best serve the organizational needs and enhance the enterprise's competitive position

Course Outcomes: Upon successful completion of this course, students should be able to:

- Identify, evaluate and select an integrated IT infrastructure (hardware, software, architectures, and services) to best fulfill a given set of organizational requirements.
- Critically analyze an existing IT infrastructure, identify its strengths and weaknesses, and develop a roadmap for future evolution.
- Critically assess an emerging technology and demonstrate how it can be used to enhance a firm's competitive position.

Unit I IT Infrastructure & IT Management

Definitions, Infrastructure management activities, Evolutions of Systems since 1960s (Mainframes-to-Midrange-to-PCs-to-Client-server computing-to-New age systems) and their Management, complexity of today's computing environment, Total cost of complexity issues, Value of Systems management for business. Complexity of current computing, multiple technologies, multiple vendors, multiple users, e-Waste disposal, Factors to consider in designing IT organizations and IT infrastructure.

Unit II IT Infrastructure Management & IT system Management

Determining customer's Requirements, Identifying System Components to manage, Patterns for IT systems management, Information Technology Infrastructure Library (ITIL). Complexity of current computing, multiple technologies, multiple vendors, multiple users, Common tasks in IT system management, approaches for organization Management, Models in IT system design, IT management systems context diagram, patterns for IT system Management, Capital budgeting for information system.

Unit III Service Delivery Processes, Storage Management and Security Management

Service-level management, IT services continuity management, Capacity management, Availability management and service desk. Service support process, Configuration Management. Incident management, Types of Storage management, Benefits of storage management, backups, Recovery, Disaster recovery Systems, Data retention, Database protection, Introduction Security, Identity management, Single sign-on, Access Management, Basics of network security, Intrusion detection, firewall, security information management, Introduction to Cyber Ethics,

Intellectual Property, Privacy and Law, Computer Forensics, Ethics and Internet,
Cyber Crimes

Suggested Readings

1. IT Infrastructure Architecture- Infrastructure Building Blocks and Concepts Third Edition by Sjaak Laan
2. Lord of the Infrastructure: A Roadmap for IT Infrastructure Managers, by Art Carapola
3. Manoj Kumar Choubey (2011), "IT Infrastructure and Management",

Case Studies

- Mercedes-Benz USA: Investing in IT Infrastructure
- From On-Premises Software to Software-as-a-Service: Transforming C3 Solutions
- Strategic IT Transformation at Accenture

Journals/Magazines

- International Journal of Critical Infrastructure Protection
- Journal of Infrastructure Systems
- Journal of Structure and Infrastructure Engineering Maintenance, Management, Life-Cycle Design and Performance

INDUSTRIAL ECONOMICS

Code: E1

Credits: 3

Course Objective(s): The course aims to expose the scope and significance of industrial sector growth and development under various policy regimes in India. It is designed to introduce the discussion on structural shift and changing dynamics of Indian industry.

Course Outcome(s): The students are expected to be theoretically and empirically informed about the discussion and debates on paradigm shift in industrial sector in a developing economy framework.

Unit I Industrial Development and New Industrial Policy

Preliminary concepts- Primary, secondary and Tertiary industrial sector. Concepts of principal industrial characteristics- Factory, Firm, Capital, Labor, Intermediary inputs, Output, GVA. Overview of Industrial Development in India Since 1951- Industrialization strategy: Import Substitution and State control; BoP crisis and Economic Reforms. New Industrial Policy and Institutional Changes- Delicensing and de-reservation; Removal of FERA, FEMA, MRTP and Competition Policy Act; and New Manufacturing Policy.

Unit II Industrial Structure and Performance

Overall Industrial Performance under Liberalization- Structural change; Growth strategies of Business Groups; M&As and market concentration; Growth pattern of Industrial output, value added and employment; Productivity & Technological change. Small-scale Industries and their new challenges- Growth and structure of MSMEs; Size distribution of Unorganized and Informal Sector.

Unit III Issues and Challenges of Industrial development

Disinvestment Strategies and Debates on Privatization- Experience of disinvestment; Performance of public sector Enterprises. Industrial finance- Foreign investment; Foreign Portfolio investment. Challenges for Industrialization in India under WTO regime- Demand factors; Supply factors such as Infrastructure development, energy and environmental issues.

Suggested Readings

1. Acharya, Shanker and Mohan, Rakesh (Eds) (2011). India's Economy: Performance and Challenges., Oxford University Press, New Delhi.
2. Ahluwalia, I. J (1985) Industrial Growth In India: Stagnation since the Mid-Sixties, Oxford
3. Ahluwalia, I. J. (1991). Productivity and growth in Indian manufacturing, Oxford University Press, New Delhi.
4. Babu, M. Suresh, (2017). Hastening slowly: India's Industrial growth in the era of Economic reforms, 1st Ed., Orient BlackSwan.
5. Government of India (2019), Annual Economic Survey, Economic Division, New Delhi, Ministry of Finance, New Delhi.

6. Kathuria, V., Raj, S.N.R., and Sen, K. (Ed.) (2014). Productivity in Indian Manufacturing: Measurements, methods and Analysis. 1 st Ed., Routledge India, New Delhi.
7. Lall, Sanjaya (1982): Developing Countries as Exporters of Technology: The Indian experience, Macmillan, London.
8. Pushpangathan K and N Shanta (2009) The Dynamics of Competition: Understanding India's Manufacturing Sector, Oxford University Press, New Delhi.
9. Szirmai, Adam., Naudé, Wim and Alcorta, Ludovico. (2013). Pathways to Industrialization in the Twenty first Century: New Challenges and Emerging Paradigms, Oxford University Press, Oxford.
10. Tendulkar, Suresh D (Eds.) (2006), India: Industrialisation in a Reforming Economy, Academic Foundation, New Delhi.
11. Vaidyanathan, A. (2013) India's Evolving Economy: Puzzles and Perspectives, Academic Foundation. New Delhi.

Case Studies

- Abilities India Pistons and Rings Ltd.
- Emdet Jamshedpur Pvt. Ltd.
- Gajra Differential Gears Pvt. Ltd.
- Moving from Industry 2.0 to Industry 4.0: A case study from India on leapfrogging in smart manufacturing
- Karnataka Automats Pvt. Ltd.
- Kulkarni Engineers
- Human resource management and co-ordination for innovation activities—cases from India's automotive industry.
- Micro Supreme Auto Industries (I) Pvt. Ltd.
- National Industries
- Nipman Fastener Industries
- Firm size and export behaviour: An Indian case study.
- Samarth Engineering Company Pvt. Ltd.
- Sandhar Automotive, Dhumaspur
- Sanjay Techno plast Pvt. Ltd.
- Successful adjustment in Indian industry: The case of Ludhiana's woolen knitwear cluster.

Journals/Magazines

- American Economic Review
- Economic and Political Weekly
- Journal of Comparative Economics
- Journal of Economic perspectives
- OECD Journal: Economic Studies
- Oxford Development Studies
- The Journal of International Trade & Economic Development

- The Quarterly journal of economics
- UN ESCAP, Development Papers.
- World Economy

PUBLIC FINANCE

Code: E2

Credits: 3

Course Objective(s): To introduce the students various fundamental concepts of public finance and issues related to public revenue, expenditure and public debt. It also aims to broaden their understanding on changing role and perspective of government in the age of economic reform.

Course Outcome(s): To develop the competence of the students in identifying the key issues in public finance for critical evaluation of changing public policies.

Unit I Introduction

Role of Government in organized society; Changing perspective – Govt. in a mixed economy; public and private sector, cooperation or competition; Govt. as an agent for economic planning and development; Govt. as a tool for operationalizing the planning process; Concepts of private goods, public goods, and merit goods and Social Goods.

Unit II Public Revenue

Meaning, Revenue and Capital Budget- Surplus, Deficit and Balance Budget, Objectives of Fiscal Policy, Interdependence of Fiscal and Monetary Policies Indian tax system; Revenue of the Union, States and local bodies; Major taxes in India; base of taxes, direct and indirect taxes, taxation of agriculture, reforms in direct and indirect taxes, taxes on services; Non-tax revenue of Centre, State and local bodies; Analysis of Central government latest budget;

Unit III Public Expenditure and Public Debt

Structure and growth of public expenditure and public debt; Economic Effects of public expenditure. Burden of public debt; Sources of public debt; Debt through created money; Criteria for public investment. Crowding out of private investment and activity; Reforms in expenditure budgeting. Preparation of India Central Budget.

Suggested Readings

1. Aswini Kumar Mishra, Vairam Arunachalam and Debasis Patnaik (2018) Current Issues in the Economy and Finance of India, Springer Nature, Switzerland AG.
2. Bhatia, H.L. (2018) Public Finance, Vikas Publishing House, New Delhi.
3. Government of India (2019) Economic Survey, Ministry of Finance, Economic Division, New Delhi.
4. Krzysztof Jajuga Hermann Locarek – Junge Lucjan T and Orłowski Karsten Staehr (2019) Contemporary Trends and Challenges in Finance, Springer Nature, Switzerland AG.
5. Meenakshi, Rajeev and Vani, B. P. (2017) Financial Access of the Urban Poor in India, A Story of Exclusion, Springer, India.
6. Merlin Harold Hunter (2019) Outlines of Public Finance, Forgotten Books, New Delhi.
7. Puja Mehr (2018) The Lost Decade (2008-18): How India's Growth Story Devolved into

- Growth Without a Story, Ebury Press, India.
8. Richard Musgrave and Peggy Musgrave (2017) Public Finance in Theory and Practice, McGraw Hill Education, New Delhi.
 9. Sriram, M. S. (2017) Inclusive Finance India Report 2017, SAGE Publications Pvt. Ltd, New Delhi.
 10. Surjit S. Bhalla (2019) Citizen Raj: Indian Elections 1952-2019, Westland Publications Private Ltd, Chennai.

Case Studies

- ✓ Karnataka Urban Water Supply Improvement
- ✓ Indian Railways
- ✓ The Role of Public Finance in CSP Case Study: Rajasthan Sun Technique, India

Journals/Magazines

- ✓ Applied Financial Economics
- ✓ Finance India
- ✓ International Journal of Public Policy
- ✓ Journal of Financial Economics
- ✓ Journal of Financial Regulation and Compliance
- ✓ Journal of Public Budgeting, Accounting & Financial Management
- ✓ OECD Journal on Budgeting
- ✓ Public Budgeting & Finance
- ✓ Public Fund Digest
- ✓ Public Policy and Administration
- ✓ The IUP Journal of Public Finance

URBAN ECONOMICS

Code: E3

Credits: 3

Course Objective(s): The course intends to familiarize students with debates and discussion on various contemporary topics of urban economics. It also highlights the recent policies introduced for urban development in India.

Course Outcome(s): The course would equip the student to understand and analyze the related issues of urban economics in a theoretically informed setting.

Unit I The Process of Urbanization

Definition of Urban Area- causes of urbanization, Theories of urban structure and urban growth-Concentric Zone Theory, Central Place Theory-Urban base theory - Features of Urbanization in Developing Countries.

Unit II Problems of Urbanization, Urban Transportation, Slums, Housing and Urban Renewal, Urban Water Supply and Public Health, Urban Financial Problems

Unit III Urbanization in India

Jawaharlal Nehru National Urban Renewal Mission-Urban Governance Reforms-country's urban infrastructure, urban poor in the provision of public services-Indian urban governance--central urban programmes - AMRUT - Pradhan Mantri Awas Yojana- "smart city-Smarter Planet and Smarter Cities-Swachh Bharat Abhiyan and affordable housing-central urban programmes initiatives, Level of Urbanisation- Urban Growth- Urban Infrastructure- Liveability Standards in Cities, Swachh Bharat Mission- Smart City Mission- Atal Mission for Rejuvenation and Urban Transformation- Urban Development- Ease of doing business, balanced urban development.

Suggested Readings

1. Aggarwal, A and N Kumar (2012) Structural Change, Industrialization and Poverty Reduction: The Case of India, Development Papers 1206, Economic and Social Commission for Asia and the Pacific (ESCAP), United Nations, South and South-West Asia Office, New Delhi.
2. Banerjee, G. & Swapna (ed.) (2010) Accumulation by Dispossession: Transformative Cities in the New Global Order, New Delhi: Sage.
3. Bhalla, S.S.(2011) Inclusion and Growth in India : Some Facts, Some Conclusions, Asia Research Center Working Paper No 39, Asia Research Centre, London School of Economics and Political Science, London.
4. Hnatkovska, Viktoria & Amartya Lahiri,(2013) Structural Transformation and the Rural Urban Divide, Working Paper, International Growth Center, London School of Economics.
5. Joop De Wit (2017) Urban Poverty, Local Governance and Everyday Politics in Mumbai, Routledge South Asian Edition.
6. Klasen, Stephan & Janneke Pieters (2015) What Explains the Stagnation of Female Labor Force Participation in Urban India? World Bank Economic Review 29(3).

7. Kundu, A. (2006) Trends and Patterns of Urbanization and their Economic Implications,” India Infrastructure Report 2006, New Delhi: Oxford University Press.
8. Kundu, A., Mohanan, P.C. & Varghese, K.(2013) Spatial and Social Inequalities in Human Development: India in the Global Context, United Nations Development Programme.
9. Mahadevia, Darshini, Rutul Joshi and Rutool Sharma (2009) Integrating the Urban Poor in Planning and Governance Systems, India, Centre for Urban Equity, CEPT University, Ahmedabad.
10. Malhotra, R. (2014) India Public Policy Report 2014, New Delhi: Oxford University Press.
11. MoHUPA (2015) Annual Report 2014–15, Ministry of Housing and Urban Poverty Alleviation, Government of India.
12. Planning Commission (2012) Report of Committee on JNNURM-II: Clean Bastis, Safe Communities, and Peoples Cities, Planning Commission, New Delhi, Government of India.
13. Sivaramakrishnan, K.C. (2011) Re-Visioning Indian Cities: The Urban Renewal Mission, New Delhi: Sage.
14. United Nations (2012) World Urbanization Prospects: The 2011 Revision,ST/ESA/SER.A/322, New York, Population Division, Department of Economic and Social Affairs.
15. World Bank (2002) Urban Sector Strategy India, World Bank: Washington DC.

DIGITAL ECONOMY

Code: E4

Credits: 3

Course Objective(s): This advanced elective course overviews critical changes in the Indian economy due to its rapid digital transformation.

Course Outcome(s): After a successful completion of the course a student will be able to understand three distinct, but integrated issues of digitization of modern businesses.

1. Development and scope of digital economy and modern businesses,
2. Contemporary and potential challenges arising from global digital transformation,
3. Future opportunities and implications related to digital economy expansion for business management

Unit I Digital Ecosystem: Transformation of the real economy into digital economy. Role of technology revolution in the world economy. Digital innovation and its impact on economic growth. Concept of the “Fourth Industrial Revolution”. Digital economy’s ecosystem – I: infrastructure, IT skills and growing digital population, online platforms. Digital economy’s ecosystem – II: Internet of Things, cloud computing, e-commerce and e-finance, data protection and cybersecurity.

Unit II Digital Transactions and Inclusive Growth: Government Policy and Digital Economy, The Nine – Pillars of Digital India, Digital transformations— Digital disruption Distributed ledger technology. Blockchain’s disruptive potential. Demonitisation and digital payments. UID-Aadhar, Mobile Transactions, Welfare programme and DBT Transfer, 'Jan Dhan-Aadhaar-Mobile Trinity',

Unit III Digitalised Economy and Growth Strategy: Firms in the digital economy: digital business models, increasing pressure to innovate, large internet companies and OTT (over the top) services. cross-border trade barriers. Digital economy’s social impact. The digital divide. Key factors of globalization and economic growth in the digital age.

Suggested Readings

1. Roland Berger Strategy Consultants. The Digital Transformation of Industry.
2. The Oxford Handbook of the Digital Economy, Edited by Martin Peitz and Joel Waldfogel (2012) OUP
3. Varian, H., J. Farrell, and C. Shapiro. (2004), The Economics of Information Technology: An Introduction. Cambridge, UK; The Raffaele Mattioli Lectures, Cambridge University Press.

Case Studies

- The Sharing Economy: The End of Employment and the Rise of Crowd-Based Capitalism.
- ASEAN in Transformation: How Technology is Changing Jobs and Enterprises
- The Digital Economy
- Harnessing the Digital Economy for Developing Countries
- The Internet Economy in the G-20

- Digital Middle East: Transforming the Region into a Leading Digital Economy
- Online and Upcoming: The Internet's Impact on India

Journals/Magazines

- Economic and Political Weekly
- The Economist

NATURAL RESOURCE MANAGEMENT

Code: E5

Credits: 3

Course Objective(s): This course provides an overview of the main management issues which relate to natural resources, particularly land, water, biodiversity, forests and fisheries. The range of topics covered in the course will provide students with a wider perspective on many national and international natural resource management issues and challenges.

Course Outcome(s): The students are expected to develop understanding for linking community resource management systems with macro-level policies and programmes to create long-enduring management systems.

Unit I Basic Concepts of Natural Resource Management like Common Property Rights, Collective Action, Traditional Knowledge about Natural Resources Management, Community Based Natural Resource Management Land- Perception of Land Degradation; Understanding the Causes of Land Degradation; Land Management Practices; Like Soil Conservation, Watershed Management, Management Issues and Challenges

Unit II Water- Water Supply and Demand, Water Quality Issues, Understanding the Causes, Water Management Practices, Management Issues and Challenges Biodiversity- Biodiversity Services and Human Well-Being; Global and National Trends in Biodiversity Loss; Understanding the Causes, Biodiversity Management Practices, Management Issues and Challenges

Unit III Forests - The Principles of Sustainable Forest Management; Forests and Economic Development; Forest Ecosystem Services; Forest Certification Schemes; Community Forest Management, Joint Forest Management, Management Issues and Challenges Wildlife And Fisheries - Conserving Wildlife through Sustainable Use; The Drivers of Marine Fisheries Depletion, Current Approaches to Implementing Sustainable Fisheries Management, Management Challenges and Issues

Suggested Readings

1. Bhattacharya A.K., Ecotourism and Livelihoods, Concept Publishing Company, New Delhi
2. Criteria and Indicators for Sustainable Forest Management, Kotwal P.C. and M.D. Omprakash, International Book Distributors, Dehradun
3. Dasgupta S. and D. Debnath, Community Forest Management in Tribal States of India (with special reference to Madhya Pradesh), International Book Distributors
4. Elinor Ostrom, Governing the Commons: The Evolution of Institutions for Collective Action,
5. Jeffrey Sayer, The Science of Sustainable Development: Local Livelihoods and the Global Environment, Cambridge University Press
6. Natural Resources, Agarwal et. all, International Institute for Environment & Development
7. Singh S.P. and K.N. Krishna Kumar, A Methodological Framework for Gender Participation in Agricultural Resources: A Study of Jhabua District of M.P.
8. Yadav M., P.C. Kotwal and B.L. Menaria, Forest Certification: A Tool for Sustainable Forest Management, ISBN: 81-7969-047-4

ENERGY ECONOMICS

Code: E6

Credits: 3

Course Objective(s):

- To give an understanding of energy markets.
- To give an understanding of how energy markets interact with rest of the economy

Course Outcome(s):

- It is expected that, students at the end of the course will be well versed with finer points of energy demand and energy supply.
- Have a good understanding of government policies related to energy economics.

Unit I Introduction- Role of International Energy Agency- Energy demand- short run and long run. Energy supply – various sources- Economics of depletable resources- Shale gas revolution and its impact on energy economics.

Unit II World oil markets- Role of OPEC- Non OPEC oil sources. Issue of energy security. The issue of energy efficiency.-The role of behavioral economics in promoting energy efficiency- Latest developments – Energy and climate change.

Unit III India specific issues- Coal and Oil – Brief understanding of power sector reforms – Issues relate to nuclear power – Renewable energy in India – Latest developments – Energy Efficiency in India – International Energy Agency in India-Research on energy economics in India

Suggested Readings

1. Energy Economics – Concepts, Issues, Markets and Governance. Subhes C Bhattacharya. Springer.
2. Papers published by Prayas energy group, India.
3. Working papers, discussion papers and books published by International Energy Agency.

Case Studies

- The case of Shale Gas and Oil- How it made US self sufficient
- Economics of Energy Conservation – A case study by Asian Development Bank.
- Anti Competitive Conduct in Energy Sector.
- Antitrust Authority versus Sectoral Regulator best international practices.
- Intervention of Competition Commission of India in Power Sector.

Journals/Magazines

- ✓ Energy Economics - GCIS
- ✓ Energy Policy - Elsevier. Resource and Energy Economics Journal - Elsevier
- ✓ The Energy Journal - Energy Economics Education Foundation

ENVIRONMENTAL ECONOMICS

Code:

E7

Credits: 3

Course Objective(s): The objective of this course is to orient students with topics in Environmental Economics, the analytical techniques that policy makers adopt and the general problem solving skills.

Course Outcome(s): Student will be able to analyze basic environmental issues with economic methods and tools while strengthening team working and research skills at the end of the course.

Unit I Introduction to Environmental Economics: Historical perspectives (classical, neo-classical and modern) Interface between Economy, Environment and Development; Environment versus development Controversy. Economics of environmental degradation: Pollution as market failure, Pigovian solutions; Buchanan's theory, Coase Theorem; Detrimental externality and non-convexities in production; Property rights, collective action.

Unit II Economic Incentives for environmental protection: Pollution taxes, subsidies, government spending, tradable permits, refundable deposits, recycling. Valuing Environmental goods and services: Need for valuation, the concept of value, theory of non-market valuation Methods of environmental valuation; Direct and Indirect methods of environmental valuation; Revealed Preference versus Stated Preference, Contingent Valuation, Travel Cost, Hedonic Pricing.

Unit-III Theory of Sustainable Development: Rules of sustainable development and Indicators: The Hartwick-Solow approach, Non-declining natural capital stock approaches, The SMS approach, Daly's operational principles, The Common-Perrings model of SD, 'Distance to goals' approach.

Suggested Readings

1. Charles Kolstad, (2010) Intermediate Environmental Economics, Oxford University Press, 2nd edition.
2. Kenneth Arrow et al. (2004) "Are We Consuming Too Much?" Journal of Economic Perspectives, 18(3): 147-172.
3. Robert N. Stavins (ed.), (2005) Economics of the Environment: Selected Readings, W.W.Norton, 5th edition.

4. Roger Perman, Yue Ma, James McGilvray and Michael Common, (2003) Natural Resource and Environmental Economics, Pearson Education/Addison Wesley, 3rd edition.
5. Roger Perman, Yue Ma, Michael Common, David Maddison and James McGilvray, (2011) "Natural Resource and Environmental Economics", Pearson Education/Addison Wesley, 4th edition, 2011

ECONOMET RICS

Code:

E8

Credits: 3

Course Objective(s): This course introduces the basic econometric methods that are commonly used in the applied economic literature. It places a particular emphasis on recent economic research methodology.

Course Outcome(s): The course will enable students to build the empirical models and statistically analyze the economic phenomenon.

Unit I **Introduction**

Nature, meaning definition and scope of econometrics, regression model, reasons for inclusion of error term, assumptions of error term, principle of least square.

Unit II **Models** **Regression Analysis and Econometric**

Multiple regression models, Estimation, Interpretation and testing of the coefficients, Estimation of elasticities, Relation between simple and multiple regression coefficients, Concepts of partial coefficients, coefficient of determination and adjusted coefficient of determination. Auto Regressive and Distributed lag Models - Koyak Model, Partial Adjust Model, Adaptive Expectations; Problem of Autocorrelation. Almon Approach to distributed - lag model;
Dummy Variable Technique- Testing Structural Stability of Regression Models, Comparing two regressions, interaction effects, seasonal analysis, piecewise linear Regression. Use of dummy variables, regression with dummy dependent variables; The LPM, Logit Probit and Tobit Models.

Unit III **Forecasting** **Econometric Tests and**

Time Series ; Stationarity, Unit Roots, Co-Integration- Spurious Regression, Dicky Fuller Test, Engel Granger Test, Random Walk Model, Error Correction Mechanism - Forecasting with ARIMA and VAR Models-Box Jenkins Methodology, Vector Auto Regression (VAR) Panel Data Techniques-Random Coefficients Model.

Suggested Readings

1. Baltagi, B.H. (1988),Econometrics, New York, Springer
2. Goldberger, A.S. (1998), Introductory Econometrics, New York, Oxford University Press.
3. Gujarati, D. (1999) Essentials of Econometrics, Second Edition, McGraw Hill.
4. Gujarati, D. (2002): Basic Econometrics, Third Edition, McGraw Hill.
5. Jay L. Devore, (2010) Probability and Statistics for Engineers, Cengage Learning.
6. Johnston. J. (1991) Econometric Methods, London, McGraw Hill Book Co.
7. Koutsoyiannis, A. (1977): Theory of Econometrics, 2nd Edition, London, McMillan.
8. Maddala, G.S. (2002) Introduction to Econometrics, London, McMillan.

Journals/Magazines

- Econometrica: Journal of the Econometric Society
- Econometric review

CONTEMPORARY GOVERNMENT POLICIES & BUSINESS

Code:

E9

Credits: 3

Course Objective(s): To introduce the students various processes of dynamic nature and inter- dependent aspects of business. It also aims to broaden their understanding on changing role and perspective of government in the age of economic reform.

Course Outcome(s): To develop the competence of the students in identifying the key issues for critical evaluation of changing government policies and its impact on business.

Unit I **Introduction** - Public Policy - Meaning - characteristics of policy making, Types of Public Policy - Distributive Policy - Redistributive Policy - Regulatory Policy - Public Significance of Public Policy - Policy and Governance in India.

Unit II **Pre-and Post-liberalisation Scenario** - Industrial Policy Resolution, 1948, 1956
1977,1980; New Economic Policy - 1991, Structural Policy Changes, Reforms -
1.0,2.0; Public Sector Policy, Regulators and deregulated Sectors - FDI and Sector Specific Policies, Make in India, Ease of Doing Business, Policy for Small Scale Industries and Tiny Sector - Start-up India.

Unit III **Government Policy and Inclusive Growth** - Corporate Social Responsibility, Digital Policy and Aadhar; Social Security Programmes- Aadhar - Jan Dhan, Aadhaar, Mobile (JAM) trinity, Direct Benefit Transfer, Pradhan Mantri Garib Kalyan Yojana (PMGKY), Atal Pension Scheme..

Suggested Readings

1. Abhijit Banerjee, Gita Gopinath, Raghuram Rajan and Mihir Sharma (eds) (2019). *What The Economy Needs Now*, Jaggernaut.
2. Amit Kapoor and Chirag Yadav (2019). *The Age of Awakening: The Story of the Indian Economy since Independence*, Penguin/ Viking.
3. Arpan Kumar Kar, Shuchi Sinha and Gupta, M. P. (2018). *Digital India, Reflections and Practice*, Springer International Publishing.
4. Arvind Subramanian (2018). *Of Counsel: The Challenges of the Modi-Jaitley Economy*, Penguin Random House India Pvt Ltd.
5. Bhattacharya, A.K. (2018). *The Rise of Goliath: Twelve Disruptions that Changed India*, Penguin Random House.
6. Bimal Jalan (2018). *India Ahead: 2025 and Beyond*, Rupa Publications, India.
7. Christophe Jaffrelot, Atul Kohli and Kanta Murali (2019). *Business and Politics in India (Modern South Asia)*, Oxford University Press, New York.
8. Government of India (2019). *Economic Survey*, Ministry of Finance, Economic Division, New Delhi.
9. Niraja Gopal Jayal (2018). *Re-forming India: The Nation Today*, Penguin Random House India Pvt Ltd.
10. Raghuram G. Rajan (2019). *The Third Pillar: How Markets and the State Leave the Community Behind*, Harper Collins, India.
11. Reethika Khera (2019). *Dissent on Aadhaar: Big Data Meets Big Brother*, Orient Black Swan.
12. Sandip Sen and Aarohi Sen (2019). *India Emerging: From Policy Paralysis to Hyper Economic*, Bloomsbury, New Delhi.
13. Sanjaya Baru and Meghnad Desai (2018). *The Bombay Plan: Blueprint for Economic Resurgence*, Rupa Publications, India.

14. Vinayak Jain (2018). Rebuilding India: Were the Last Four Years Transformative Enough?

You Decide, Notion Press,
Chennai.

Case Studies

- Post-Liberalisation Scenario
- Demonetisation
- Cyber Crime - Ever Increasing Menace
- Merger of PSBs

Journals/Magazines

- Comparative Economic Studies
- Economic and Political Weekly
- Global Business Review
- Global Journal of Business Management
- Indian Journal of Corporate Governance
- International Business Review,
- International Journal of Indian Culture and Business Management
- International Review of Administrative Sciences
- Journal of Economic Policy and Research
- Journal of Economic Policy Reform

Code: E10

Credit

s: 3

Course Objective(s): This course introduces the concept of money; what it is, why we use it and how it is created.

Course Outcome(s): After a successful completion of the course the student will be able to learn the following

- Explain and discuss why people hold money and why it is used in the trading process.
- Understand macroeconomic models and assess the role and efficacy of monetary policy for various types of models in both the Classical and Keynesian set-ups
- Understand the main channels of the monetary transmission mechanism, through which monetary policy can have real effects on the economy and in turn on businesses
- Discuss the merits and disadvantages of different monetary policies used by Central Banks for businesses
- Introduce the concepts of data and parameter uncertainty and discuss the policy under uncertainty for future business development

Unit I Introduction to money and monetary economics

The nature of money: What constitutes money. Why people hold money; introduction to cash in advance (CIA) and money in the utility (MIU) functions. Money demand and supply: Microeconomic determinants of the demand for money and macroeconomic money demand functions.

Unit II Monetary policy

Stylised facts and monetary policy: Trends and business cycles. Means, volatility, cyclicity and persistence in macroeconomic time series. Money and macroeconomic variables in the short and long-run. Empirical evidence for Phillips curves. The welfare effects of inflation and monetary policy. The Lucas critique. The new Keynesian approach to monetary policy — nominal rigidities: New Keynesian Phillips curve, IS Curve, Taylor rules, financial accelerator models.

Unit III Issues in monetary economics

Time inconsistency in monetary policy: Inflation bias, the central bank independence. Monetary policy rules: interest rate targeting and monetary targeting. Unconventional Monetary Policy and Quantitative Easing – International Experience. Commercial Banks and Role – Indian Experience

Suggested Readings

1. Carlin, W. and D. Soskice Macroeconomics: Imperfections, Institutions and Policies.

- Oxford: Oxford University Press.
2. Jagdish Handa, *Monetary Economics*, (2009), Routledge
 3. Lewis, M.K. and P.D. Mizen *Monetary Economics*. Oxford; New York: Oxford University Press.
 4. M L Jingham, *Monetary Economics*, S Chand
 5. N. Jadhav, (2006) *Monetary Policy, Financial Stability and Central Banking in India*, Macmillan.
 6. R.B.I. Bulletin, Annual Report and Report on Currency and Finance (latest).
 7. R.B.I. State Finances: A Study of Budgets, (latest).
 8. Rakesh Mohan, (2011) *Growth with Financial Stability - Central Banking in an Emerging Market*, Oxford University Press.
 9. Rakesh Mohan, (2008) - *Growth Record of Indian Economy: 1950-2008. A Story of Sustained Savings and Investment*, *Economic and Political Weekly*, May.
 10. RBI (2013) *Financial Stability Report*, Mumbai, Reserve Bank of India.
 11. Venugopal Reddy, Y (2000), *Monetary and Financial Sector Reforms in India*, UBS Publishers' Distributors Ltd., Chennai.

Case Studies

- Stiglitz, Joseph. 2009. "A Bank Bailout That Works." *The Nation*: 1–8.
- Dam, Lammertjan and Michael Koetter. 2012. "Bank Bailouts and Moral Hazard: Evidence from Germany." *The Review of Financial Studies* 25(8): 2343-2380.
- Bernanke, Ben S. 2015. "Monetary Policy Since the Onset of the Crisis." *Federal Reserve Bank of Kansas City Economic Symposium*, 1–13.
- Walker, Andrew. 2014. "Has Quantitative Easing Worked in the US?" *BBC Business*.
- Da Costa, Pedro Nicolaci. 2015. "Fed Forward Guidance: A Look Back." *The Wall Street Journal*.
- R.A. 2015. "What 'forward Guidance' is, and How It (theoretically) Works." *The Economist*.
- Joyce, Michael, Matthew Tong, and Robert Woods. 2011. "The United Kingdom's Quantitative Easing Policy: Design, Operation and Impact."

Journals/Magazines

- *Economic and Political Weekly*
- *Journal of Monetary Economics*
- *The Economist*

ECONOMICS OF INFRASTRUCTURE

Code:

E11

Credits: 3

Course Objective(s): To acquaint the students with significance of infrastructure for an economy.

Course Outcome(s): At the end of the course students would get an understanding of the role of infrastructure in economic development of a country. The efforts made to develop a robust infrastructure.

Unit I Infrastructure and economic development – Infrastructure as a public good; Social and physical infrastructure- Public Private Partnership – Issues and concerns- Some best practices of Public Private Partnership.

Unit II Infrastructure in India – Power Sector- Roads and Bridges – Oil and Natural Gas- Railways – Issues and Problems – Latest developments- The concept of smart city- Land Acquisition issues.

Unit III Infrastructure financing- Some select country experiences- Private vs. Public Sector Financing- Infrastructure financing in India – Modes- role played by Power Finance Corporation and financial institutions- The problem of NPAs in infrastructure in India.

Suggested Readings

1. Articles in economic and political weekly

2. India infrastructure report – PwC.
3. Journal of infrastructure development – sage publications
4. Poweline magazine.

Case Studies

- Public Private Partnership in Power Sector – The failed case of Ultra Mega Power Projects.
- Modes of Finance in Infrastructure – A Comparative Analysis of China and India.

Journals/Magazines

- Journal of Infrastructure Development - Sage Publications

AGRICULTURAL ECONOMICS

Code:

E12

Credits: 3

Course Objective(s): The intent of this course is to provide a deeper understanding of Indian agriculture sector since the beginning of planning era. It also introduces various government policies directed towards the development of the sector. Besides, it highlights the critical perspective of agrarian transition.

Course Outcome(s): It is intended that the student will be able to appreciate the role of agriculture in overall growth and development of developing country like India.

Unit I

Introduction: Place of Agriculture in Indian economy, Trends .Agriculture Productivity, Agricultural Development under Five Year Plans, S.E.Z Policy. – Agriculture. Inter relationship between agriculture and industry.

Unit II **Government Policy Towards Agriculture:** Support price, credit policy and marketing policy. Issues and problems in rural industrialization and development of agro- based industries. Risk and uncertainty in agriculture – crop insurance and marketing policies – Role of the state. Food Securities in India.

Unit III **Recent Trends in Agricultural Growth in India:** Inter – regional variations in growth of output and productivity; cropping pattern shifts; supply of inputs – irrigation, power, seed and fertilizers. Bio-technological practices and growth potential.

Suggested Readings

1. Acharya, S.S & N.L. Agarwal. (2004). *Agricultural Marketing in India*, 4th Ed., Oxford University Press, New Delhi.
2. Bhalla, G. S. (2007). *Indian Agriculture since Independence*, National Book Trust, New Delhi.
3. Bhalla, G. S., & Singh, G. (2012). *Economic Liberalisation and Indian Agriculture: A District-level Study*, Sage Publications, Delhi.
4. Datt, R. & Sundharm, K. P. M. (2013). *Indian Economy*, S. Chand & Co. Ltd. Delhi
5. Government of India (2013). *The National Food Security Act*, The Gazette of India, Government of India, New Delhi.
6. Krishnaji, N., & Krishnan, T. N. (Eds) (2000). *Public Support for Food Security: The Public Distribution in India*, Sage Publications, New Delhi.
7. Mohanty, B. B. (ed.) (2016). *Critical Perspectives on Agrarian Transition: India in the Global Debate*, Routledge, New York.
8. Rao, C. H. Hanumantha. (2005) *Agriculture, Food Security, Poverty and Environment: Essays on Post - Reform India*, Oxford University Press, New Delhi.
9. Reddy, Narasimha, & Mishra, Srijit (Eds) (2010). *Agrarian Crisis in India*, Oxford University Press, New Delhi
10. Vaidyanathan, A. (2009). *Agricultural Growth in India*, Oxford University Press, New Delhi.
11. Vaidyanathan, A. (2010). *Agricultural Growth in India: The Role of Technology, Incentives and Institutions*, 2nd Ed., Oxford University Press, New Delhi.

Case Studies

- Urban–agricultural water appropriation: The Hyderabad, India.
- The role of collective action in the marketing of underutilized plant species: Lessons from a case study on minor millets in South India.
- Contract farming through agribusiness firms and State Corporation: A case study in Punjab.
- Redesigning the Indian food security system through e-governance: The case of Kerala.
- The green revolution in India: A case study of technological change.
- Organic agriculture and fair trade: A happy marriage? A case study of certified smallholder black pepper farmers in India.
- Promoting food security and livelihoods for urban poor through the informal sector: a case study of street food vendors in Madurai, Tamil Nadu, India.
- Decentralized systems: Case studies of international initiatives.
- Success in high value horticultural export markets for the small farmers: The case of Mahagrapes in India.
- Environmental consequences of agricultural development: a case study from the Green Revolution state of Haryana, India.
- Contract farming in Andhra Pradesh: A case of rice seed and gherkin cultivation.

Journals/Magazines

- Agricultural Economics
- American Economic Journal: Applied Economics
- Antipode
- Development and Change
- Ecological Economics
- Economic and Political weekly
- Economic Systems
- European Economic Review
- Food Policy
- Food Security
- Indian Council for Research on International Economic Relations
- Journal of Human Development
- The Journal of Peasant Studies
- Third World Quarterly
- World Development

MATHEMATICAL ECONOMICS

Code: E13

Credit

s: 3

Course Objective(s): The course offers an understanding in the basic mathematical methods, prerequisite for reading advanced economic literature.

Course Outcome(s): It is expected to equip the students with technical terms and concepts that are helpful to analytically understand the economic phenomenon.

Unit I **Preliminary:** Numbers; elementary set theory; Constants and variables; Cartesian product of sets and functions; Graph of a function; scalar and vector variables. **Matrix algebra:** Different kinds of matrices, Matrix operations – addition, multiplication, transpose; singular matrices and matrix inversion. Linear independence of vectors and basis of a vector space. Eigen vectors and eigen values. Orthogonal matrices and orthogonal diagonalization of a matrix. Positive/Negative definite/semi-definite matrices. Solvingsystem of linear equations; linear transformations

Unit II **Functions, continuity and differentiation:** Functions of one and several variables, scalar and vector valued functions; Limit of a function and its continuity; Concept of derivative of a function; Rules of derivation; Higher order derivatives of a function of one variable; Functions of several variable and partial derivatives (of first and higher orders); Hessian matrix; Linear, convex and concave functions; Total differentiation; Taylor series and approximation of a function.
Optimization (Maxima and Minima): Unconstrained optimization for scalar valued functions of one and several variables – necessary and sufficient conditions – Hessian matrix; Constrained optimization of scalar valued functions of two and several variables – Lagrangean and bordered Hessian matrix, Lagrange multiplier and its interpretation.

Unit III **Integration:** Concept; Rules and techniques of integration of function of one variable; Indefinite and definite integrals; Integration with respect to several variables; Basic ideas about differential and difference equations. Applications to consumer's surplus and producer's surplus.

Suggested Readings

1. Fundamental Methods of Mathematical Economics Paperback – 1 Jul 2017 by Chiang (Author), Wainwright (Author)
2. Intermediate (+2 of CBSE level) Mathematics books covering relevant portions.
3. Klein, Erwin: Mathematical Methods in Theoretical Economics, Academic Press.

4. Schaum's Outline of Introduction to Mathematical Economics, 3rd Edition (Schaum's Outlines) 3rd Edition by Edward T. Dowling Series: Schaum's Outlines, Paperback: 544 pages, Publisher: McGraw-Hill Education; 3 edition (September 28, 2011).
5. Various issues of Journal of Mathematical Economics, Science Direct.
6. Yamane, Taro: Mathematics for Economists: An Elementary Survey, Prentice Hall of India.

INTERNATIONAL ECONOMICS

Code:

E14

Credits: 3

Course Objective(s): International Economics is the study of economic interactions between countries. Broadly speaking, the field is split between the study of International Trade, which extends microeconomics to open economies, and International Finance, which employs macroeconomic analysis. The subject matter of international economics consists of issues raised by the special problems of economic interaction between countries. Seven themes recur throughout the subject: the gains from trade, the pattern of trade, protectionism, the balance of payments, exchange-rate determination, international policy coordination, and the international capital market.

Course Outcome(s): Study of this subject helps the students analyze critically on various issues relating to:

- Patterns of trade among countries and their likely effects on the macro fundamentals such as employment, income, production etc.
- Why trade negotiations come to a stand still?
- Effects of Monetary integration (Ex: European Monetary Integration)
- Contagious effects of financial crisis
- Policy co-ordination between WTO and IMF Institutions

Unit I Theory of International Trade: Classical, comparative cost advantage, opportunity, cost and factor-endowments. Theory of factor price equalization, reciprocal demand, offer curve analysis and determination of international prices

Unit II International Capital Movement: Long term and short term, portfolio and direct investing public and private flows. Multinational Corporation: causes for foreign investment, effects on the investing and host country. International Transfer Problem Analysis of foreign aid. International Monetary System: Gold Standard, Bretton Woods system and Post-Bretton Woods System. IMF: Functions, Organization and Lending mechanism. International Liquidity. IBRD, ADB, IFC and IDA. Theory of International reserves. Recent monetary reforms

Unit III **Commercial policy and Economic Integration:** Free trade vs. protection. Theory of tariffs, effects of tariffs; partial and general equilibrium analysis. Optimum and effective rates of tariffs. Stolper Samuelson theorem. Political economy of non- tariff barriers. Theory of regional economic integration: forms of integration, static and dynamic effects of customs union. Bilateral and multilateral agreements. UNCTAD, GATT and WTO. Regional economic grouping: EU, SAARC and NAFTA.

Suggested Readings

1. Arvind Virmani (2010) From Unipolar to Tripolar World Multipolar Transition Paradox, New Delhi, Academic Foundation.
2. Desker, Barry, Geopolitics, History and International Relations, Global Risk from Trade Wars: Time to Return to WTO, January 1, 2013.ACADEMIC JOURNAL ARTICLE, Geopolitics, History and International Relations.
3. Dominick Salvatore, (2011) International Economics: Trade and Finance, London, John Wiley International Student Edition.
4. Elisa Baku, Exchange rate predictability in emerging markets, Journal of International Economics, vol.157, May 2019.
5. Ghuman. R.S. (2001) International Economics, Singapore, John Wiley and Sons.
6. International Trade and International Finance: Explorations of Contemporary Issues (2016) Editors: Roy, Malabika, Sinha Roy, Saikat (Eds.), Springer India
7. James Gerber (2012) International Economics, New Delhi, Pearson Publication.
8. Paul R. Krugman & Maurice Obstfeld (2009) International Economics Theory and Policy, New Delhi, Pearson Education Publication.
9. Sebastian Stumpner (July 2019), Trade and the geographic spread of the great recession, Journal of International Economics, Vol 119, p: 169-180.
10. Soderston, Bo (2005) International Economics, London, The Macmillan Press Ltd.
11. Stephen W. Hartman (2013), The WTO, the Doha Round Impasse, PTAs, and FTAs/RTAs
Pages 411-430 | Published online: 15 Oct 2013, The International Trade Journal, Volume 27,
2013 - Issue 5: Global Trade Architecture: New Dawn or Imminent Collapse?

Case Studies

- How China is battling ever more intensely in world markets
- Trade policy-How Chinese overcapacity hits American workers
- World trade-How to rescue the WTO, The American-led trade order is in danger. But it may yet be saved
- The trouble with putting tariffs on Chinese goods

Journals/Magazines

- Journal of Common Market Studies
- Journal of International Money and Finance
- The Economic Journal
- The World Economy

CREATING A NEW VENTURE: FROM IDEA TO LAUNCH

Code: ED **1**
Credits: 3

Course Objective: This course aims to provide necessary input for entrepreneurship effort and planning the start new venture to enable them to investigate, understand and internalize the process of setting up a business.

Course Outcomes: The students will be able to understand and internalize the process of setting up a business venture and come out with an action plan.

Unit I Entrepreneurship Development and Leadership: Types of startups; Entrepreneurial class theories; Entrepreneurial training; EDP programmes; characteristics of entrepreneurial leadership, Components of Entrepreneurial Leadership; International Entrepreneurship – Opportunities and challenges; Entrepreneurial Challenges; Source of innovative ideas; Entrepreneurship and creativity; Techniques for generating idea, Impediments to creativity.

Unit II New Venture Planning: Methods to Initiate Ventures; Acquisition – Advantages of acquiring a ongoing venture and examination of key issues; Franchising – how a franchise works, franchising law, evaluating of franchising opportunities; Developing a marketing plan-customer analysis, sales analysis and competition analysis, steps in marketing research, Marketing

Mix; Business Plan-benefits of drivers prospective in business plan preparation, elements of business plan; Business plan failures.

Unit III Financing Venture: Financing Stages; Sources of Finance; Venture Capital; Criteria for evaluating new - venture proposals; evaluating the venture capital – process; Sources of financing for Indian entrepreneurs.

Suggested Readings

1. Hishrich, Peters (1992), “Entrepreneurship: starting, Developing and Managing a New Enterprise”, Irwin.
2. Kumar, Arya (2012), “Entrepreneurship: Creating and Leading an Entrepreneurial Organization”, Pearson, India.

Journals/Magazines

- ✓ Economics of Innovation and New Technology
- ✓ Entrepreneurship Development Review
- ✓ Journal of Entrepreneurship
- ✓ Journal of Innovation and Entrepreneurship

**ENTREPRENEURIAL
FINANCE**

Code:

ED2

Credits: 3

Course Objectives: The objectives of the course are to build skills, frameworks and knowledge for making better investment and financing decisions in entrepreneurial settings.

Course Outcomes: This course seeks to provide an understanding of the financial and transactional skills that are required to fund new businesses and mature firms. The course will integrate both an academic and practitioner view of the challenges facing entrepreneurs and investors involved in business start-up.

Unit I Introduction and Overview of Entrepreneurial Finance: Meaning and Types of Entrepreneurial Finance, Screening of projects and development of business plans by an entrepreneur, Valuation--review of conceptual issues, Valuation methodologies: Discounted Cash flow, Performance of alternative valuation techniques.

Unit II **Venture Capital Funding and Valuation:** The role of the venture capitalist in the early stages of financing a venture. Organizing and Financing a New Venture, Project Evaluation, Real Options and Risk Assessment, Measuring and Evaluating Financial Performance, Managing Cash Flow, Types and Costs of Financial Capital, Valuing Early-Stage Ventures, Venture Capital Valuation Methods.

Unit III **Growth and Exit Strategies:** Liquidity events such as Initial Public Offerings, Sales and Mergers. Exit strategies and Harvesting, Valuation of an Enterprise, Turnaround strategies for troubled ventures.

Suggested Readings

1. Financial Institution & Markets - L. M. Bhole. (Tata McGraw - Hill Publishing Corporation Limited, New Delhi).
2. Financial Markets - Gordon & Natarajan. (BPB Publications).
3. Indian Financial Systems - M. Y. Khan. (Tata McGraw - Hill Publishing Corporation Limited, New Delhi).
4. Investment Management - V. K. Blialla. (S. Chand & Company Publishers Ltd.,)
5. Project Financing- Asset based Financial Engineering- John D Finnerty-John Wiley & Sons Inc, New York
6. Projects - Planning, Analysis, Selection, Implementation and Review - Prasanna Chandra. (Tata McGraw - Hill Publishing Corporation Limited, New Delhi).

Case Studies

- The Journal of Entrepreneurial Finance Volume 11 Issue 1 Spring 2006 Article 6 12-2006
Power between Entrepreneurs and Investors: A Case Study Oskari Lehtonen Swedish School of Economics and Business Administration
- Arthur Rock Center for Entrepreneurship, California Research Center - <http://www.hbs.edu/entrepreneurship/crc/cases.html>. Cases written at the California Research Center and available for distribution through Harvard Business School Publishing.
- AsiaCase.com: the Asian Business Case Centre by Nanyang Business School, Nanyang Technological University, Singapore - <http://www.asiacase.com/>. A one-

stop search and information website where data on teaching cases on Asia is collected from resources worldwide and made accessible in a single location.

- Babson College teaching cases -

<http://www3.babson.edu/ESHIP/publications/CaseDatabase/>.

Developed by Babson college entrepreneurial faculty. More than half of these cases include a video of the entrepreneur visiting a Babson class while the case is being discussed.

Journals/Magazines

- Entrepreneurship & Regional Development
- International Small Business Journal
- Small Business Economics
- The Journal of Entrepreneur Finance

CREATIVITY, INNOVATION AND ENTREPRENEURSHIP

Code:
Credits: 3

ED3

Course Objectives: This paper gives an insight and establishes the link between the role of Entrepreneurship and Start-ups in economic development, idea generation and opportunity assessment and the formulation of the project.

Course Outcomes: The student will be able to practically make a full-fledged business plan for an idea of his/her choice. The plans made by the students as result would be practical and business ready.

Unit I Entrepreneurship: Entrepreneur characteristics – Classification of Entrepreneurships – Incorporation of Business – Forms of Business organizations – Role of Entrepreneurship in economic development – Start-ups. Role of entrepreneurship in economic Development; Factors impacting emergence of entrepreneurship; Managerial Vs. entrepreneurial approach; Types of Entrepreneurs. Characteristics of successful entrepreneurs; Entrepreneurship process; Women Entrepreneurship; Social Entrepreneurship; Entrepreneurial challenges.

Unit II Idea Generation and Opportunity Assessment: Ideas in Entrepreneurships – Sources of New Ideas – Techniques for generating ideas – Opportunity Recognition – Steps in tapping opportunities. Project Formulation and Appraisal: Preparation of Project Report –Content; Guidelines for Report preparation – Project Appraisal techniques – economic – Steps Analysis; Financial Analysis; Market Analysis; Technical Feasibility.

Unit III Special Issues for Entrepreneurs: Legal issues – Forming business entity, consideration and criteria, requirements for formation of a Private/public Limited Company, Intellectual Property Protection Patents, Trademarks and Copyrights – importance of startups, Legal acts governing business in India. International entrepreneurship - opportunities and challenges; Intrapreneurship.

Suggested Readings

1. Entrepreneurship Development and Small Business Enterprises by Poornima M., Charantimath. Pearson, 2018
2. Entrepreneurship Development, by Sharma Sangeeta. PHI Learning Private Limited, 2017
3. Good To Great: Why Some Companies Make the Leap...And Others Don't, by Jim Collins. RHUK; Latest edition, 2001
4. Innovation and Entrepreneurship, by Peter F. Drucker. HarperBusiness, 2006

5. The Blue Economy 3.0: The marriage of science, innovation and entrepreneurship creates a new business model that transforms society, by Gunter Pauli. Xlibris, 2017

Case Studies

- Titan Company: Mining for Gold through Innovation and Entrepreneurship, By Shambhu Kumar, S. Ramakrishna Velamuri. HBSP, 2018
- Candy Crush? Aligning Health, Business and Pleasure in the Chocolate Industry, By Laura Heely and Pierre Chandon. HBSP, 2018
- Brandless: Disrupting Consumer Packaged Goods, By Jill Avery. HBSP, 2017
- Matching Markets for Googlers, By Bo Cowgill and RembrandKoning. HBSP, 2017

Journals/Magazines

- Academy of Entrepreneurship Journal
- Asian Journal of Business and Entrepreneurship
- Economics of Innovation and New Technology
- Entrepreneurship Development Review
- Entrepreneurship, Innovation and Change
- International Journal of Entrepreneurship and Small Business
- Journal of Entrepreneurship
- Journal of Innovation and Entrepreneurship

DIGITAL MARKETING FOR STARTUPS AND SMES

Code:

ED4

Credits: 3

Course Objective(s): With the advent and development of digital platforms the perspective towards business and entrepreneurship has changed drastically. More numbers of startup enthusiasts and businesses are spending great amount of time on modern media. Hence this gives the entrepreneurs a great opportunity to expose their business to large digital marketing arena. The course aims to enable the students explore and understand about digital marketing and its resourcefulness for startups and SMES to design effective marketing strategies.

Course Outcome(s): By the end of the course the students will have a complete understanding of digital markets and its contribution to revolutionize businesses especially startups, its marketing strategies, types of social media and strategies to optimize performance and increase growth.

Unit I Digital

Marketing:

Online marketing environment for Startups and SMEs, Comparison of Digital Marketing with Traditional marketing, Introduction to Digital Marketing - Basic Description SEM, SEO, SEA, SMM, SMO, SMA, PPC. Search Engine Basics - Major Search Engines-

Unit II Search Engine

Marketing:

Introduction to Search Engines and its Working – Keywords and Keyword Research - Revenue models for search engine positioning – Search engine optimization(SEO) Life Cycle – On Page and OFF Page Optimization Process- Link Building – Inbound and Outbound Marketing - Google Adwords - Search Engine Advertising - Pay-Per-Click (PPC) – Revenue Models in Adsense

Unit III Social Media

Marketing:

Introduction to Social Media Marketing – Introduction to Social Media, How to get referral traffic from other sites, How to get Social Media referral traffic, Driving referral traffic from Facebook, Driving referral traffic from LinkedIn, Driving referral traffic from YouTube, Driving referral traffic from Twitter, Other sources of Organic traffic. Running ads on Facebook, LinkedIn, YouTube and Twitter. Affiliate Marketing - Content Marketing - Mobile

Marketing – Google Analytics, Metrics, and Measurement -e-Business Risks and Legal Issues Management.

Suggested Readings

1. Killing Marketing: How Innovative Businesses Are Turning Marketing Cost into Profit
2. SEO 2018 (No Bullsh*t Strategy)
3. The Influencer Economy

Case Studies

- DesiFirangi.com: Building a Niche E-commerce Portal
- Marketing the Nissan Micra and Tata Nano Using Social Media
- Decathlon China: Using Social Media to Penetrate the Internet Market

Journals/Magazines

- Journal of Digital and Social Media Marketing
- Journal of Interactive Marketing
- Journal of Internet Commerce

SOCIAL ENTREPRENEURSHIP AND SOCIAL INNOVATION

Code:

ED5

Credits: 3

Course Objectives: The objectives of this course is to provide students with a working knowledge of the concepts, opportunities and challenges of social entrepreneurship in creating innovative responses to critical social needs.

Course Outcomes: By the end of the course enables the students with tools to assess and analyze socially innovative and entrepreneurial initiatives, and gives them an opportunity to discuss and develop their own prospective initiatives within this field.

Unit I Introduction to Social Entrepreneur: Factors impacting transformation into social entrepreneur, Characteristics of Social Entrepreneurs and difference between a Business Entrepreneur and Social entrepreneur. *Forms of Social Enterprises:* Profit and non-profit Proprietorships – partnership, Company, Non-Governmental organization, Society, Trust and Company, Factors determining selection of forms of registration.

Unit II Opportunities for Social Entrepreneurs and Initiatives: Methods of sensing opportunities and fields of opportunities, Assessing and prioritizing opportunities, Enterprise launching and its Procedures – Start-ups, Incubation, accessing Venture Capital, CSR funds, PPP. *Successful social entrepreneurship initiatives:* Study of successful models like Grameen Bank, Aravind Eye Care System, LEDeG – TERI, Siruthuli – SEWA, Amul, case study on Annapurna – Goonj.

Unit III Social Innovations: Innovation Approaches, Disruptive innovations, Theory of Social Change, Innovations in Public and Non-profit organisations, impacting Social Change vs. Economic Goals: How to design an innovative social enterprise that can achieve both, Creating a Social Business Model.

Suggested Readings

1. Changing the world without Losing Your Mind: Leadership Lessons from Three Decades of Social Entrepreneurship by Alex Counts
2. Feel Good and Do Well by Doing Good: A Proposition That Social Entrepreneurship and Corporate Social Responsibility Can Be the Model for Business Success and Personal Happiness by Peter Milewski
3. The Unfinished Social Entrepreneur, Jonathan Lewis

Case Studies

- Prayas by Sanofi-Aventis in India: Making Healthcare Accessible to the Bottom of the Pyramid
- NOVICA: The Arts and Crafts of Social Venturing
- Social Entrepreneurship: Kiva

Journals/Magazines

- Journal of Business Venturing
- Journal of Entrepreneurship and Innovation in Emerging Economies
- Journal of Small Business Management

FAMILY BUSINESS MANAGEMENT

Code: ED6

Credits: 3

Course Objective(s):

This course aims at creating a learning platform to discuss various intricacies on; How to build a 'Values' driven, sustainable family business by outlining the 'Vision' and designing the 'Strategy'. Examine best practices and explore emerging trends in order to discuss various factors who are responsible for making family business 'Sustainable'

Course Outcome(s):

- ✓ Increase the understanding, effectiveness and commitment as a member of a family firm (either you own family's or someone else's)
- ✓ Understand the mechanism 'how to set the vision of the family business' that sustain over a longer period of time
- ✓ Instil Business 'Values' to enable Family owned businesses as 'Value Driven Business'
- ✓ Designing the family business competitive 'Strategies'

Unit I Defining the family business, family business: what makes it unique? Leading the family business, First Leadership Imperative: The Mandate to Build Institutions of Governance and Manage the Transfer of Power, Second Leadership Imperative: Promoting Trust Among Family Members, Third Leadership Imperative: The Next Generation.

Unit II Managing the family business: best practices, Estate and Ownership Transfer Planning, Promoting Strategic Growth, The Critical Role of Nonfamily Managers, Family Business Governance, The Family Culture.

Unit III The evolving and changing family business, Leading the Evolution, Can the Family Business Compete and Thrive.

Suggested Readings

1. Family Business (2e), Ernesto J. Poza., Thomson, South-Western, Mason OH, USA (2007)
2. Managing the Family Business: Theory and Practice, Thomas Zellweger, Edward Elgar, Publishing Massachusetts, USA (2017)
3. The 10 commandments for Family Business, Kavil Ramachandran, Sage, New Delhi (2015)

Case Studies

- ✓ Harry Susilo: Moral Leadership and Family Business Succession by Jean Lee, Liman Zhao
- ✓ Scanteak: The Making of Successors in a Family Firm (A) by Jean Lee; Liman Zhao; Yunting Lu
- ✓ Love and Work: Finding One's Place in the Family Firm by Randel Carlock, Elizabeth Florent-Treacy

Journals/Magazines

- Family Business Review
- Journal of Family Business Management
- Journal of Family Business Strategy

CORPORATE ENTREPRENEURSHIP

Code: ED7

Credits: 3

Course Objectives:

- Create awareness of Entrepreneurship & need in the present context and give details on various processes involved in becoming an Entrepreneur, right from idea generation to setting up an Industry
- Preparation and Presentation of Business Plans which enables them converting the ideas into commercially viable Business Plans
- Catalyze & promote development of Entrepreneurs.
- Global aspects of Entrepreneurship & principal Strategies for small business enterprises to become global.

Course Outcomes:

- Understand the role of entrepreneurship in economic development.
- Develop entrepreneurs through motivation and training.
- Pre and post-entrepreneurial issues like idea generation, identifying business opportunities, converting the idea into a business plan & its implementation.
- Role of entrepreneur in various stages: Introduction, Growth, Maturity and Exit.
- Institutional support for entrepreneur in the areas of trainee, finance, marketing, R&D and export.

Unit I Entrepreneurship: The entrepreneurial revolution, entrepreneurial DNA, Organizational Architecture: Entrepreneurial architecture, becoming Entrepreneurial ladder, constructing entrepreneurial culture, building organizational structure

Unit II Management: Management of entrepreneurial organization, Encouraging Entrepreneurship and corporate venturing, Strategy: Developing strategy, Creating competitive advantage in mature markets, Building value through acquisition and diversification

Unit III Creativity and Innovation: Exploiting innovation, Generating creative ideas, The architecture of corporate Entrepreneurship

Suggested Readings

1. Burns, P. Corporate Entrepreneurship: Entrepreneurship and Innovation in Large Organizations. Palgrave Macmillan, 2013. ISBN: 9780230304031
2. Morris, M. H., D. Kuratko, et al. Corporate Entrepreneurship and Innovation. Cengage Learning, 2010. ISBN: 9780538478922

Case Studies

- Richard Branson and Virgin, 3M
- DELL
- M&S (A&B)
- Stelios Haji-Ionnou and easyJet
- Nintendo and the Wii
- LG Electronics

Journals/Magazines

- DARE- Because Entrepreneurs Do, Cyber Media Publication (Monthly)
- Entrepreneur
- SEDME Published by MSME Development Institute (NISIET)

BUSINESS MODEL FOR SUSTAINABLE GROWTH

Code: ED8
3

Credits:

Course Objective: The objective of this course to strengthen student's consciousness regarding startup growth journey.

Course outcome: This course will facilitate a practice aspect of startup journey and real time scenario adjustment for sustainable growth.

Unit I Definition of a Business Model, The 9 Building Blocks, The Business Model Canvas Template, Patterns of Business Model: Unbundling Business Models, The Long Tail, Multi-sided platforms, FREE as Business Model, Open Business Model.

Unit II Designing Business Model: Customer Insights, Ideation, Visual Thinking, Prototyping, Storytelling, and Scenario. Business Model Environment, Evaluating Business Models, Business Model Perspective on Blue Ocean Strategy, Managing Multiple Business Models.

Unit III Margin, Burn, and Volume (MBV). Planning and Managing Pricing Strategy, Direct Cost, Gross Profit, Fixed Overhead, MBV in reference to Start-up Capital, Working Capital, Scalability, Firm Valuation

Suggested Readings

1. McDonald, R. M., & Eisenhardt, K. M. (2019). Parallel Play: Startups, Nascent Markets, and Effective Business-model Design. *Administrative Science Quarterly*. <https://doi.org/10.1177/0001839219852349>
2. Newton David (2011). *Business Model for Entrepreneurial Ventures Developing Sound Metrics for long term success*. E3 Free Market Press, California
3. Osterwalder, A., Pigneur, Y., Bernarda, G., & Smith, A. (2015). *Value Proposition Design: How to Create Products and Services Customers Want*. (Value proposition design.) Hoboken: Wiley
4. Osterwalder, A., Pigneur, Y., In Clark, T., & Smith, A. (2010). *Business model generation: A handbook for visionaries, game changers, and challengers*.
5. Zott, C., Amit, R., & Massa, L. (2011). The Business Model: Recent Developments and Future Research. *Journal of Management*, 37(4), 1019–1042. <https://doi.org/10.1177/0149206311406265>

Case Studies

- Business Model Innovation for Inclusive Health Care Delivery at the Bottom of the Pyramid.
- The Hextol Foundation: Building a sustainable social enterprise business model.
- Simple Rules for a Network Efficiency Business Model: The Case of Vizio.
- Understanding the delivery of experience: Conceptualising business models and sports tourism, assessing two case studies in Istria, Croatia.

Journals/Magazines

- Journal of Entrepreneurship in Emerging Economies, Emerald Publishing
- Journal of Entrepreneurship, Sage Publications
- Strategic Entrepreneurship Journal, John Wiley and Sons Inc

ALIGNING STARTUPS WITH THEIR MARKETS

Code: ED9
3

Credits:

Course Objective(s):

The purpose of this course is to explore business creation, to formulate and align the strategies with the current market scenario. By linking theory and practice the course aims to provide students an entrepreneurial perspective in the development of new business ventures.

Course Outcome(s):

At the end of this course students will acquire skills and knowledge in entrepreneurship and new venture creation in order to formulate and align the strategies with the changing needs of the market.

- Unit I** An Overview of Entrepreneurs and Entrepreneurship: Why Entrepreneurship? Recognizing Opportunities and Generating Ideas, Effective teamwork in complex and evolving contexts.
- Unit II** Starting Your Small Business: Forms of Ownership, Becoming an Owner, Planning, Organizing, and Managing, Obtaining the Right Financing, Develop a viable and feasible approach to market your idea based on the SWOT analysis and the five forces, in combination with primary/secondary data.
- Unit III** Developing and Aligning strategy: Competitive Analysis, Developing Marketing Strategies, Promotion and Distribution Managing Human Resources, Basic Financial Planning, Ethical and social issues

Suggested Readings

1. Barringer, R.B., Ireland, D.R. (2012) Entrepreneurship: Successfully Launching New Ventures, 4th edition. Pearson Education.
2. Daniel Priestley (2018), 'Entrepreneur Revolution; How to develop your Entrepreneurial Mindset & Start a Business that works' Second Edition, John Wiley and Sons Ltd.
3. Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd (2018), 'Entrepreneurship' Indian Edition McGraw Hall

4. Vijaya Kumar Ivaturi, Meena Ganesh, Alok Mittal, Sriram Subramanya, Sadagopan, (2017),
‘The Manual for Indian Start-ups: Tools to Start and Scale-up Your New’, Penguin India.

Case Studies

- ‘Laundry Wala: Scaling up an On-Demand Laundry Start-Up’, (2018), Neena Sondhi, Chhavi Mehta, Ivey Publishing
- ‘Journey to \$100 Million: Mettl, an Indian Online Assessment Startup’, (2019), Chatterjee, Chirantan; Jaiprakash, Vigneshwar; Shah, Geetika, Indian School of Business.
- ‘Koita Milk’, Applegate, Lynda M.; Ofek, Elie; Norris, Michael, (2019), Harvard Business School
- ‘GNFC's Neem Project: Creating the Blueprint for a Social Business’(2019), Mukherji, Sourav and Dev, Bringi, IIM Bangalore

Journals/Magazines

- Journal of entrepreneurship in Emerging Economies, Emerald Publishing
- Journal of Entrepreneurship, Sage Publications
- Strategic Entrepreneurship Journal, John Wiley and Sons Inc

R STUDIO FOR DATA SCIENCE AND MACHINE LEARNING (VER.1.2.1335) Code:

BA1

Credits: 3

Course Objective(s):

In the last decade, the amount of data available to organizations has reached unprecedented levels. It is common for today's scientific and business industries to collect large amounts of data, and the ability to analyze the data and learn from it is critical to making informed decisions. This course is a broad treatment of statistics, concentrating on specific statistical techniques used in science and industry.

R is predominantly used for statistical analysis. Familiarity with software such as R allows users to visualize data, run statistical tests, and apply machine learning algorithms. So, the focus will be R. The current Job market requires both R and Python.

Course Outcome(s):

By the time student completes the academic requirements he/ she will be able to:

- Obtain, clean/process and transform data.
- Analyze and interpret data using an ethically responsible approach.
- Use appropriate models of analysis, assess the quality of input, derive insight from results, and investigate potential issues.
- Apply computing theory, languages and algorithms, as well as mathematical and statistical models, and the principles of optimization to appropriately formulate and use data analyses.
- Formulate and use appropriate models of data analysis to answer business-related questions.
- Interpret data findings effectively to any audience, orally, visually and in written formats.

Unit I Introduction to Basics of R

Data Science: Key Concepts; Data Science vs. Traditional Methods; Demystifying Machine Learning; Installing R and R Studio; Installing and Loading R Packages; Operators in R (Arithmetic, Relational, Logical, Assignment & Miscellaneous); Data Types in R (Numeric, Integer, Complex, Character (String), Logical (True/False), Raw); R Objects (Vectors, Data Frames, Lists, Matrices, Arrays, Factors); Reading Data into R (CSVs, Excel Data, Databases, Other Statistical Tools, R Binary Files, Web Sites); Basic Data Management - Creating a Dataset, Sorting Data, Merging Datasets, Sub-setting Datasets; Art and Science of Storytelling using Data Visualizations - Base Graphs (Bar Plot, Pie Chart, Histogram, Kernel Density Plot, Box Plot, Box and Whisker Plot, Dot Plot, Scatter Plot, Geospatial Map, Heat Maps, Spider Chart, Lattice Plot), ggplot2; Control Statements - if and else, switch, ifelse, Compound Tests; R Way to Iterate - Loops (for Loops, while Loops, Controlling Loops).

Unit II Foundations of Probability and Statistics for Data Science Understanding the Probability of an Attribute: Central Tendencies, Measures of Spread, Skewness and Kurtosis; Basics of Probability Distributions - Normal Distribution, Binomial Distribution, Poisson Distribution, Other Distributions; Describing the Association between Attributes – Correlation, Covariance; Inferential Statistics - T-Test, F-Test, Z-Test, ANOVA, Chi-Square Test.

Unit III Methods and Algorithms in Machine Learning - I
Introduction to Machine Learning Algorithms - Linear Models - Simple and Multiple Linear Regression: Probabilistic Interpretation; Generalized Linear Models - Logistic Regression, Poisson Regression, Other Generalized Linear Models, Survival Analysis; Discriminant Analysis.

Suggested Readings

1. A Ohri (2012), “**R for Business Analytics**”, ISBN 978-1-4614-4342-1(eBook), DOI 10.1007/978-1-4614-4343-8, Springer New York-Heidelberg Dordrecht London, Springer Science, New York.
2. Arnab K.Laha (2015), “**How to Make The Right Decision**”, Random House Publishers India Pvt. Ltd., Gurgaon, Haryana, India.
3. Bhasker Gupta, “**Interview Questions in Business Analytics**”, Apress, ISBN-13 (pbk): 978-1-4842-0600-3 ISBN-13 (electronic): 978-1-4842-0599-0, DOI 10.1007/978-1-4842-0599-0.
4. Dr. Umesh R. Hodeghatta and Umesh Nayak, “**Business Analytics Using R - A Practical Approach**”, ISBN-13 (pbk): 978-1-4842-2513-4 ISBN-13 (electronic): 978-1-4842-2514-1, DOI 10.1007/978-1-4842-2514-1, Bangalore, Karnataka, India.
5. Glyn Davis and Branko Pecar (2013), “**Business Statistics using Excel**”, Oxford University Press, New Delhi.
6. Halady Rao Purba (2013), “**Business Analytics an Application Focus**”, PHI Learning Private Limited, New Delhi.
7. Jank Wolfgang (2011), “**Business Analytics for Managers**”, Springer Science + Business Media, ISBN 978-1-4614-0405-7.
8. Jared P. Lander (2013), “**R for Everyone: Advanced Analytics and Graphics**”, Pearson Education Inc., New Jersey, USA.
9. Jared P. Lander (2013), “**R for Everyone: Advanced Analytics and Graphics**”, Pearson Education Inc., New Jersey, USA.
10. Johannes Ledolter (2013), “**Data Mining and Business Analytics with R**”, John Wiley & Sons, Inc., New Jersey, USA.
11. Joseph F. Hair, William C. Black, Barry J. Babin and Rolph E. Anderson (2015), “**Multivariate Data Analysis**”, Pearson Education, New Delhi, India.
12. Prasad R N and Acharya Seema (2013), “**Fundamentals of Business Analytics**”, Wiley India Pvt. Ltd., New Delhi, India.
13. Subhashini Sharma Tripathi, “**Learn Business Analytics in Six Steps Using SAS and R**”, ISBN-13 (pbk): 978-1-4842-1002-4 ISBN-13 (electronic): 978-1-4842-1001-7, Bangalore, Karnataka, India.
14. Thomas A. Runkler, “**Data Analytics Models and Algorithms for Intelligent Data Analysis**”, Springer, ISBN 978-3-8348-2588-9 ISBN 978-3-8348-2589-6 (eBook) DOI 10.1007/978-3-8348-2589-6.

Case Studies

- USDA (United States Department of Agriculture)
- Motor Vehicle Theft Crimes: An Analytical Detective (FBI)
- Boston Housing
- USCrime

Journals/Magazines

- Industrial Management & Data Systems- Emerald
- Journal of Business Research – Elsevier
- Journal of Retailing - Elsevier

PYTHON FOR DATA SCIENCE AND MACHINE LEARNING (VER.3.7.3)

Code: BA2

Credits: 3

Course Objective: This course will introduce you to the field of data science and will prepare you for Statistics and Machine Learning. You'll learn how to apply data science to import, explore, analyze, and visualize data, ultimately generating easily shareable reports. To conduct data analysis, you'll learn a collection of powerful, open-source, tools including: python, jupyter notebooks, pandas, numpy, matplotlib, scikit learn and many other tools. You won't be learning these tools in isolation rather learn them all within the context of solving compelling data science problems. The current Job market requires both R and Python.

- Basic process of data science
- Python and Jupyter notebooks
- An applied understanding of how to manipulate and analyze un-curated datasets
- Basic statistical analysis and machine learning methods
- How to effectively visualize results

Course Outcomes: By the end of the course, you should be able to find a dataset, formulate a research question, use the tools and techniques of this course to explore the answer to that question, and share your findings.

Unit I Introduction to Machine Learning: What is machine learning & why is it so important? Applications of machine learning across industries; Machine Learning Toolbox; Tool of choice- Python: what & why?

Introduction to Python - Installation of Python framework and packages: Anaconda and pip; Writing/Running python programs using Spyder; Command Prompt; Working with Jupyter Notebooks; Creating Python variables - Numeric, string and logical operations; Basic Data containers - Lists, Dictionaries, Tuples & sets; Practice assignments.

Iterative Operations & Functions in Python; Writing for loops in Python; List & Dictionary Comprehension; While loops and conditional blocks; List/Dictionary comprehensions with loops; Writing your own functions in Python; Writing your own classes and functions as class objects; Practice assignments.

Unit II Data Summary; Numerical and Visual in Python; Need for data summary; Summarizing numeric data in pandas; Summarizing categorical data; Group wise summary of mixed data; Need for visual summary; Introduction to ggplot&Seaborn; Visual summary of different data combinations; Practice Exercises.

Data Handling in Python using NumPy& Pandas; Introduction to NumPy arrays, functions & properties; Introduction to pandas; Dataframe functions and properties; Reading and writing external data; Manipulating Data Columns

Unit III

Basics of Machine Learning; Business Problems to Data Problems; Broad Categories of Business Problems; Supervised and Unsupervised Machine Learning Algorithm; Drivers of ML algorithms; Cost Functions; Brief introduction to Gradient Descent; Importance of Model Validation; Methods of Model Validation; Introduction to Cross Validation and Average Error.

Generalized Linear Models in Python; Linear Regression; Limitation of simple linear models and need of regularization; Ridge and Lasso Regression (L1 & L2 Penalties); Introduction to Classification with Logistic Regression; Methods of threshold determination and performance measures for classification score models; Case Studies.

Suggested Readings

1. Clinton W. Brownley (2016), "*Foundations for Analytics with Python*", O'Reilly Media, USA.
2. James Payne (2015), "*Beginning Python: Using Python 2.6 and Python 3.1*", Wiley India Pvt. Ltd., New Delhi, India.
3. Joseph F. Hair, William C. Black, Barry J. Babin and Rolph E. Anderson (2015), "Multivariate Data Analysis", Pearson Education, New Delhi, India.
4. Kenneth Alfred Lambert (2012), "*Fundamentals of Python – First Programs*", Cengage Learning, USA.
5. Thomas W. Miller (2015), "*Modeling Techniques in Predictive Analytics with Python and R*", Pearson Education Inc., New Jersey, USA.

Case Studies

- World Cities
- PIMA Indian Diabetes Data
- IPL Matches (2008-17)

Journals/Magazines

- Industrial Management & Data Systems- Emerald
- Journal of Business Research - Elsevier
- Journal of Retailing - Elsevier

DATA VISUALIZATION WITH TABLEAU

Code: BA3

Credits: 3

Course Objectives: This course is designed to help those interested in starting their career in analytics to become a successful Data Analyst. It will help in learning analytics through the powerful Data visualization tool Tableau with a strong focus on case studies to ensure hands-on learning.

Course Outcomes: Students will be able to collect and process data, create an interactive visualization, and use it to demonstrate or provide insight into a problem, situation, or phenomenon. Students will be able to demonstrate their own skills in identifying a visualization that can be improved, completing their own design and/or analysis on the underlying data, and working to publish or promote acceptance of their presentation.

Unit I Introduction to Data Visualization with Tableau: What is Data Visualization? Use of Tableau – Understanding the Tableau Workspace, Dimensions and Measures, Data Types and Default Properties; The Visualization Design-Exporting Data, Connecting Sheets, Making Basic Charts like Line, Bar etc.; Advance Charts and Graphs- Highlight Tables, Heat Maps, Circle Plots, Side by Side Bars, Continues Lines, Scatter Plots, Dual Charts, Area Charts, Tree Maps.

Unit II Data Organization and Scripting: Calculated Metrics, Sorting, Filtering, Totals and Sub Totals, Various Aggregated Measures, Percentages, Data Spotighting, Summary Card; Date and time functions, String Functions and logical functions; Data behind your views; Hierarchies; Sets; Groups; Bins.

Building Interactive Dashboards: Layout and Formatting, Interactivity with Actions, Best Practices; Geocoding and Mapping in Tableau-Latitude and Longitude, Filled Maps, Symbol Maps, Geo Coding, Online Maps, Sorting in Maps.

Unit III Working with Data- Difference between Joining and Blending Data, Working with Large Data Set, Working with Custom SQL, Toggle between Direct Connection and Extracts; Saving and Sharing the Work; Integrating Tableau with R; Case Study of an Industry Project using Tableau.

Suggested Readings

1. Ben Jones (2014), *Communicating Data with Tableau: Designing, Developing, and Delivering Data Visualizations*, O'Reilly Media, USA
2. Daniel G. Murray (2013), *Tableau Your Data: Fast and Easy Visual Analysis with Tableau Software*, John Wiley & sons, Inc., USA
3. David Baldwin (2016), *Mastering Tableau*, Packt Publishing Ltd., UK
4. George Peck (2016), *Tableau 9: The Official Guide*, 2nd Edition, McGraw Hill Education, USA
5. Joshua N. Milligan (2016), *Learning Tableau 10*, 2nd Edition, Packt Publishing Ltd.

Case Studies

- Tableau – HBS
- SunnyBee (A): The Entrepreneurial Decision
- AmorePacific Hong Kong: Marketing Korean Beauty Products

Journals/Magazines

- Information Visualization – SAGE
- Journal of Visualization- Springer

WEB AND SOCIAL MEDIA ANALYTICS

Code:**BA4****Credits: 3****Course****Objectives:**

Learn about the role of analytics in business, the types of analytics and techniques used and why

they are important. Running a successful online business often requires a good working knowledge of web analytics. On this course, you will explore the basics of analytics, different types of analytics and why they are important for business.

Course**Outcomes:**

Students will be able to collect and process web based business data by tracking the performance

and predict the business and scaling to next level. Various key performance indicators will be analysed to uplift the web and social media businesses. And finally, will learn how to apply analytics.

Unit I

Web Analytics- Introduction - Importance of Web Analytics - Web Analytics Process Flow -Types of web analytics - On Site & Off-Site. Web analytics data collection methods - Server log file analysis & Page Tagging. Web Analytics Framework - Key Performance Indicators (KPIs) - Types of KPIs. Introduction to Google AdWords – Keyword Planner – Competitor Analysis (SimilarWeb) - Campaign Analysis.

Case Study & Hands on with an example Blog creation and exercise.

Unit II

Web Analytics Tools – Introduction to Google Analytics and other Tools . Web Analytics Key Metrics. Web Analytics Data Source - Pyramid Model of Web Analytics Data - Conversion Funnel - Web Analytics Segmentation - Web Analytics Dashboards and Types of Dashboards. Understanding Audience Analysis- Acquisition Analysis - Behavior Analysis - Conversion Analysis.

Case Study & Hands on by using few web analytical tools.

Unit III

Social Media Analytics – Introduction - Social Media Networks - Social Media Metrics - Engagement metrics of Social Media Networks - Maturing Key Performance Indicators - Few Paid and Free Social Media Analytics Tools - Social Networks Reports using Analytics Tool - Export social networks data into various formats - Mobile Analytics - e-Commerce Analytics – Facebook Twitter LinkedIn and YouTube Analytics.

Suggested Readings

1. Advanced Web Metrics with Google Analytics Book by Brian Clifton
2. Google Analytics Breakthrough - FerasAlhlou
3. Social Media Analytics - Techniques and Insights for Extracting Business Value Out of Social Media 1 Edition by Matthew Ganis, AvinashKohirkar, Ed Brill
4. Social Media Measurement and Management: Entrepreneurial Digital Analytics Paperback – Import, 8 Jul 2019 by Jeremy Harris Lipschultz
5. Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity by Avinash Kaushik.

Case Studies

- ✓ Case Study & Hands on by using few web analytical tools
- ✓ Case Study & Hands on with an example Blog creation and exercise

Journals/Magazines

- ✓ Global Journal of Computer Science and Technology
- ✓ International Journal of Data Science and Analytics
- ✓ Journal of Marketing Analytics
- ✓ Online Social Networks and Media- Journal from Elsevier
- ✓ Social media analytics for The Wall Street Journal

**DEEP LEARNING AND ARTIFICIAL INTELLIGENCE USING R
STUDIO (VER.1.2.1335)**

Code:

BA5

Credits: 3

Course

Objective:

Through this course student will learn how to use deep learning techniques and the R language to solve business problems. This is a comprehensive module which will take the student from basics of statistical techniques used for designing artificially intelligent systems, R language right up to building sophisticated predictive models.

Course

Outcome:

After successful completion of this course you will master not only the theory, but also learn how it is applied in the industry. This course will put you on the cutting edge of technology and make you future resilient.

Unit I

Methods and Algorithms in Machine

Learning - II

Regression Trees - Decision Trees and Random Forests; Ensemble Methods; Time Series and Autocorrelation - Autoregressive Moving Average, VAR, GARCH; Cluster Analysis - K-means, Hierarchical Clustering; More Classification Techniques – K-Nearest Neighbours and Support Vector Machines; Principal Component Analysis; Association Rules – Market Basket Analysis.

Unit II Text Mining and Search

Text Mining Framework and Methods; Topic Models; Text Data Pre-processing and TF-IDF; Matrix Factorization: SVD; Search Engines and Page Ranking Algorithms; Sentiment Analysis.

Unit III AI and Decision Sciences

Neural Networks – Understanding Neural Networks; Artificial Neural Networks (ANN); Deep Learning – Auto encoders, Deep Architectures; Convolution Neural Networks (CNN); Recurrent Neural Networks (RNN); Evolutionary Search Methods – Genetic Algorithm, Monte Carlo Simulation.

Suggested Readings

1. Ashish Singh Bhatia, Yu-Wei, David Chiu (2017), “**Machine Learning with R Cookbook**”, Packt Publishing Ltd., Mumbai, India.
2. Cory Lesmeister (2017), “**Mastering Machine Learning with R**”, Packt Publishing Ltd., Mumbai, India.
3. James D.Miller, Rui Miguel Forte (2017), “**Mastering Predictive Analytics with R: Machine Learning Techniques for Advanced Models**”, Packt Publishing Ltd., Mumbai, India.
4. Jared P. Lander (2013), “**R for Everyone: Advanced Analytics and Graphics**”, Pearson Education Inc., New Jersey, USA.
5. K.G.Srinivasa, G.M.Siddesh, Chetan Shetty, B.J.Sowmya (2017), “**Statistical Programming in R**”, Oxford University Press, New Delhi, India.
6. KuntalGanguly (2017), “**R Data Analysis Cookbook**”, Packt Publishing Ltd., Mumbai, India.
7. Yu-Wei, David Chiu (2016), “**R for Data Science Cookbook**”, Packt Publishing Ltd., Mumbai, India.

Case Studies

- H₂O Background
- Biopsy – Tumor Data

Mandatory Disclosure 2019-20

- Analyzing Wine Types & Quality
- Forecasting Stock & Commodity Prices

Journals/ Magazines

- ACM Transactions on Knowledge Discovery in Data
- Analytics Magazine from INFORMS
- Data Science Journal, ICSU
- EPJ Data Science Journal, SpringerOpen
- Intelligent Data Analysis Journal (IOS Press)
- Journal of Machine Learning Research

**DEEP LEARNING AND ARTIFICIAL INTELLIGENCE USING ADVANCED
PYTHON (VER. 3.7.3)**

Code: BA6

s: 3

Credit

Course Objective:

Deep learning is the machine learning technique behind the most exciting capabilities in diverse

areas like robotics, natural language processing, image recognition, and artificial intelligence. In this course, you'll gain hands-on, practical knowledge of how to use deep learning with Tensorflow

&Keras, the latest versions of a cutting-edge library for deep learning in Python.

Course Outcome:

After successful completion of this course you will master not only the theory, but also learn how it

is applied in the industry. This course will put you on the cutting edge of technology and make you future resilient.

Unit I Tree Models, SVM & KNN

Introduction to decision trees - Tuning tree size with cross validation - Introduction

to bagging algorithm - Random

Forests

Support Vector Machines (SVM) and KNN in Python - Introduction to idea of observation based learning - Distances and Similarities - K Nearest Neighbours (KNN) for classification - Introduction to SVM for classification - Regression with KNN and SVM

Unit II Unsupervised learning, Neural Networks & Text Mining in Python

Need for dimensionality reduction - Introduction to Principal Component Analysis

(PCA) - Introduction to Factor Analysis - Segmentation with Hierarchical Clustering and K-means - Limitations of K-means

Neural Networks - Introduction to Neural Networks - Single layer neural network - Multiple layer Neural network - Back propagation Algorithm - Neural Networks implementation in Python

Text Mining in Python - Gathering text data - Processing raw web data - Interacting with Google search - Collecting twitter data - Introduction to Naive Bayes - Feature Engineering for text Data - Feature creation with TFIDF for text data

Unit III Tensorflow and Keras

Introduction to AI and Deep Learning - What is AI? - How will AI change the world? - What is Deep Learning? - Uses of Deep Learning? - Examples of Deep Learning & AI.

Getting Started with Tensorflow- Setting up tensor flow - Understanding computation graph and basics of tensorflow- Implementing simple perceptron in tensor flow - Implementing multi-layer neural network in tensor flow - Visualizing training with tensor board.

Deep Feed Forward & Convolutional Neural Networks - Implementing deep neural net for image classification - Understanding convolutions, strides, padding, filters etc
- Implementing CNN with tensor flow - Regularizing with dropout

Introduction to Keras - Basics of Keras - Composing various models in Keras - Parameter tuning in Keras - Intro to RNN architecture - Modelling sequences - Limitations of RNNs

Suggested Readings

1. Dan Toomey (2017), “**Jupyter for Data Science**”, Packt Publishing Ltd., UK.
2. James Payne, “**Beginning Python – Using Python 2.6 and Python 3.1**”, Wiley India Pvt. Ltd., New Delhi, India.
3. Navin Kumar Manaswi (2018), “**Deep Learning with Applications using Python**”, Replika Press Pvt. Ltd., New Delhi, India.
4. Prateek Joshi (2016), “**Python Machine Learning Cookbook**”, Packt Publishing Ltd., UK.
5. Tom M. Mitchell (2019), “**Machine Learning**”, McGraw Hill Education (India) Private Ltd., New Delhi, India.
6. Yuxi (Hayden) Liu (2017), “**Python Machine Learning By Example**”, Packt Publishing Ltd., UK.

Case Studies

- ✓ Fetal State Classification on Cardiotocography with SVM
- ✓ Analyzing Movie Review Sentiments
- ✓ Analyzing Wine Types & Quality
- ✓ Forecasting Stock & Commodity Prices

Journals/ Magazines

- ✓ ACM Transactions on Knowledge Discovery in Data
- ✓ Analytics Magazine from INFORMS
- ✓ Data Mining and Knowledge Discovery Journal
- ✓ EPJ Data Science Journal, SpringerOpen
- ✓ IEEE Transactions on Knowledge and Data Engineering
- ✓ Journal of Machine Learning Research

BIG DATA ANALYTICS

Code:

BA7

Credits: 3

Course

Objective:

The main goal of this course is to help students learn, understand, and practice big data analytics

which include the study of modern computing big data technologies focusing on industry applications. Mainly the course objectives are: conceptualization and summarization of big data, trivial data versus big data, and big data computing technologies.

Course

Outcome:

The students learning outcomes are designed to specify what the students will be able to perform

after completion of the

course:

- Ability to identify the characteristics of datasets and compare the trivial data and big data for various applications.
- Ability to solve problems associated with batch learning and online learning, and the big data characteristics such as high dimensionality, dynamically growing data and in particular scalability issues.
- Ability to integrate machine learning libraries and mathematical and statistical tools with modern technologies like hadoop and spark.

Unit I

Introduction to Big

Data:

What is Big Data? - Characteristics of big data - Traditional data management

systems and their limitations - Business applications of big data

Managing a Big Data Eco-system - Big Data technology foundations - Big data management systems - Approach to big data analytics - Models to support big

data analytics - Integrating big data in organizations - Streaming data - Big data solutions

Unit II
Hadoop:

What is Hadoop? - Why is Hadoop used? - The Hadoop eco-system - Big data/Hadoop use cases

HDFS (Hadoop Distributed File System): HDFS Architecture - HDFS internals and use cases - HDFS Daemons - Files and blocks - Namenode memory concerns - Secondary namenode - HDFS access options - Basic Hadoop commands.

Unit III
Core: Spark

Apache Spark and Spark Core Programming - Difference between Spark & Hadoop frameworks - Key components of Spark eco-system - Initialize a Spark application - Run a Spark job on YARN - Create an RDD from a file or directory in HDFS - Persist an RDD in memory or on disk - Perform Spark transformations on an RDD.

Suggested Readings

1. Ben Spivey, Joey Echeverria. “Hadoop Security Protecting Your Big Data Problem” O ‘Reilly Media, 2015
2. E.Capriolo, D.Wampler and J.Rutherglen, “Programming Hive”,O ‘Reilley, 2012
3. Hben Spiivery, “Cassandra: The Definitive Guide”, O ‘Reilley, 2010
4. Hric Sammer, “Hadoop Operations” O ‘Reilley, 2012
5. Lars George, “HBasc: The Definitive Guide”, O ‘Reilley, 2011
6. Michael Minelli, Michelle Chambers, and Ambiga Dhiraj,” Big Data, Big Analytics: EmergingBusiness Intelligence and Analytics Trends for Today’s Wiley, 2013
7. P.J.Sadalage and M.Fowler, “NoSQL Distilled:A Brief Guide to the Emerging World of Polygloy Persistence”, Addison- Wesley Professional, 2012
8. Tom White, “Hadoop: The Definitive Guide”, Third Edition, O ‘Reilley, 2012.
9. Vignesh Prajapati, “Big Data Analytics with R and Hadoop”, Packet Publishing 2013

Case Studies

- American Express
- Energy Future Holdings Corporation
- British Airways
- Centers for Disease Control

Journals/ Magazines

- ACM Transactions on Big Data
- Big Data Research
- Journal of Big Data
- Sciencedirect.com

**SQL FOR DATA
SCIENCE**

Code:

BA8

Credits: 3

Course

Objective:

SQL is a requirement in almost all analytics roles and this course will make the student eligible to work as a data analyst. This course will teach students how to optimize the accessibility and maintenance of data with the SQL programming language, and gain a solid foundation for building, querying, and manipulating databases. Student will learn how to write SQL code based on ANSI/ISO standards to build database structures, update database content with SQL and transaction handling, and retrieve data with filter conditions and from multiple tables using various types of join, process data with row and aggregate functions.

Course**Outcome:**

This course will enable the student to create and communicate with databases, extract data from them, manipulate the data, analyze it and create reports using the data. This course will enable the student to use the ever popular SQL language to analyze data stored in databases.

Unit I **Introduction to SQL**

What is SQL? - Why SQL? - What are relational databases? - SQL command group; SQL Data Types & Operators: SQL Data Types - Filtering Data - Arithmetic Operators - Comparison operators - Logical Operators; Useful Operations in SQL: Distinct Operation - Top N Operation - Sorting results - Combine results using Union - Null comparison - Alias; Aggregating Data in SQL: Aggregate functions - Group By clause - Having clause - Over clause; Common function in SQL: Ranking functions - Date & time functions - Logical functions - String functions - Conversion functions - Mathematical functions.

Unit II **Analytic Functions in SQL**

What are analytic functions? - Various analytic functions • SQL syntax for analytic functions; Writing DML Statements: What are DML Statements? - Insert statement - Update statement - Delete statement; Writing DDL Statements: What are DDL Statements? - Create statement - Alter statement - Drop statement; Using Constraints in SQL: What are constraints? - Not Null Constraint - Unique constraint - Primary key constraint - Foreign key constraint - Check constraint - Default Constraint.

Unit III **SQL Joins**

What are joins? - Cartesian Join - Inner Join - Left & Right Join - Full Join - Self Join; Views in SQL: What are views? - Create View - Drop view - Update view.

Suggested Readings

1. Alan Beaulieu (2009), “**Learning SQL**”, O’Reilly Media, Inc., USA.
2. Anthony Molinaro (2005), “**SQL Cookbook**”, O’Reilly Cookbooks, USA.
3. Clydebank Technology (2015), “**SQL: QuickStart Guide – The Simplified Beginner’s Guide To SQL**”, CreateSpace Independent Publishing Platform, USA
4. Gordon S. Linoff (2015), “**Data Analysis Using SQL and Excel**”, 2nd Edition, John Wiley & Sons, New Delhi, India.
5. Steve Tale (2016), “**SQL: The Ultimate Beginners Guide: Learn SQL Today**”, Createspace Independent Publishing Platform, USA

Case Studies

- ✓ Woman’s Hospital Saves Time and Money with IDERA
- ✓ Helping a Startup CEO Manage his Data
- ✓ Leader Scale Smart Meter Solution
- ✓ Pick Pack Delivery System For Carrefour

Journals/ Magazines

- ✓ ACM Transactions on Database Systems
- ✓ Database Journal
- ✓ IEEE Annals of the History of Computing
- ✓ IEEE Transactions on Knowledge and Data Engineering

- **Academic Calendar of the University/Institution**



Institute of Public Enterprise
Shamirpet Campus, Ranga Reddy (Dist) – 500 101
Post Graduate Programmes - Almanac for the year 2019 – 2020

| Activity | Class of 2021 | | | Class of 2020 | | |
|---|--------------------------------|--------------------------------|------------------------|--------------------------------|--------------------------------|------------------------|
| | Term – I | Term – II | Term – III | Term – IV | Term – V | Term – VI |
| Orientation | July 1 - 5, 2019 | | | July 8, 2019 | | |
| Commencement of Class Work | July 8, 2019 | October 9, 2019 | January 16, 2020 | July 9, 2019 | October 3, 2019 | January 16, 2020 |
| Mid Semester Examinations | August 19 – 22, 2019 | November 11 – 15, 2019 | February 24 – 27, 2020 | August 19-22, 2019 | November 11 – 15, 2019 | February 24 – 27, 2020 |
| Last Instruction Day | September 20, 2019 | December 27, 2019 | April 10, 2020 | September 20, 2019 | December 27, 2019 | April 3, 2020 |
| End Semester Exams | September 23 – October 4, 2019 | December 30 – January 10, 2020 | April 13-24, 2020 | September 23 – October 4, 2019 | December 30 – January 10, 2020 | April 16 – 20, 2020 |
| Summer Project Duration (Two months) | | | May 1 – June 30, 2020 | | | |
| Total Weeks per Term | 12 weeks | 12 weeks | 12 weeks | 12 weeks | 12 weeks | 11 weeks |

*** Sanskriti' 2019
 ** Dusseraha Vacation
 ** Christmas Vacation

December, 2019
 October 5 -8, 2019
 December 25 – 29, 2019


 Director


 Dean

- Academic Time Table with the name of the Faculty members handling the Course

I-Term (Batch of 2019 -2021) Class Room No. 5 (Sec-I)

| Day | 9.30 am to 10.30 am | 10.40am to 11.40 am | 12.40pm to 1.40pm | 1.40pm to 2.40pm | 2.50pm to 3.50pm | 3.50pm to 4.40pm |
|------------|---|---|---|---|---|---|
| Monday | Management and Organizational Behavior (Dr S Vivek) | Statistics for Management (Dr K V Anantha Kumar) | Financial Accounting (Dr Shweta Mehrotra) | Marketing Management (Dr MLN Rao) | Economics for Managers (Dr Sandeep Kumar) | Student Club Activities/Mentoring/Seminars/Computer Lab/Library |
| Tuesday | Management of Bank Operations (Mr A L Nageshwara Rao) | Marketing Management (Dr. M LN Rao) | Personality Development and Business Communication (Ms Madhu Pradhan) | Statistics for Management (Dr K V Anantha Kumar) | Computer Lab/Library | Student Club Activities/Mentoring/Seminars/Computer Lab/Library |
| Wednesday | Economics for Managers (Dr Sandeep Kumar) | Management of Bank Operations (Mr A L Nageshwara Rao) | Financial Accounting (Dr Shweta Mehrotra) | Personality Development and Business Communication (Ms Madhu Pradhan) | Statistics for Management (Dr K V Anantha Kumar) | Student Club Activities/Mentoring/Seminars/Computer Lab/Library |
| Thursday | Management of Bank Operations (Mr A L Nageshwara Rao) | Marketing Management (Dr. M LN Rao) | Management and Organizational Behavior (Dr S Vivek) | Communication Lab (Dr. V Rajeev Karan Reddy/Dr. Prachi Chaturvedi) | Personality Development and Business Communication (Ms Madhu Pradhan) | Student Club Activities/Mentoring/Seminars/Computer Lab/Library |
| Friday | Management and Organizational Behavior (Dr S Vivek) | Economics for Managers (Dr Sandeep Kumar) | Computer Lab/Library | Financial Accounting (Dr Shweta Mehrotra) | Computer Lab/Library | Student Club Activities/Mentoring/Seminars/Computer Lab/Library |

Tea Break: 10.30 am – 10.40 am & 2.40pm- 2.50pm

Lunch Break: 11.40 am to 12.40 pm

I-Term (Batch of 2019 -2021) Class Room No. 6 (Sec-II)

| Day | 1.40pm to 2.40pm | 2.40pm to 3.40pm | 3.50pm to 4.50pm | 4.50 pm to 5.50 pm | 6.00pm to 7.00pm | 7.00pm to 8.00pm |
|------------|--|--|--|--|--|---|
| Monday | Financial Accounting (Dr Shweta Mehrotra) | Marketing Management (Dr. M LN Rao) | Economics for Managers (Dr Sandeep Kumar) | Statistics for Management (Dr K V Anantha Kumar) | Management and Organizational Behavior (Dr A Sridhar Raj) | Student Club Activities/Mentoring/Seminars/Computer Lab/Library |
| Tuesday | Statistics for Management (Dr K V Anantha Kumar) | Management of Bank Operations (Mr A L Nageshwara Rao) | Computer Lab/Library | Marketing Management (Dr. M LN Rao) | Personality Development and Business Communication (Ms Madhu Pradhan) | Student Club Activities/Mentoring/Seminars/Computer Lab/Library |
| Wednesday | Management of Bank Operations (Mr A L Nageshwara Rao) | Personality Development and Business Communication (Ms Madhu Pradhan) | Statistics for Management (Dr K V Anantha Kumar) | Economics for Managers (Dr Sandeep Kumar) | Economics for Managers (Dr Sandeep Kumar) | Student Club Activities/Mentoring/Seminars/Computer Lab/Library |
| Thursday | Personality Development and Business Communication (Ms Madhu Pradhan) | Management of Bank Operations (Mr A L Nageshwara Rao) | Marketing Management (Dr. M LN Rao) | Management and Organizational Behavior (Dr A Sridhar Raj) | Computer Lab/Library | Student Club Activities/Mentoring/Seminars/Computer Lab/Library |
| Friday | Economics for Managers (Dr Sandeep Kumar) | Financial Accounting (Dr Shweta Mehrotra) | Management and Organizational Behavior (Dr A Sridhar Raj) | Computer Lab/Library | Computer Lab/Library | Student Club Activities/Mentoring/Seminars/Computer Lab/Library |

Tea Break: 3.40 pm to 3.50 pm & 5.50 pm to 6.00 pm

| Day | 9.30am to 10.30 am | 10.40am to 11.40 am | 12.40pm to 1.40pm | 1.40 pm to 2.40 pm | 2.50 pm to 3.50 pm | 3.50pm to 4.40pm |
|-----------|---|---|---|--|---|---|
| Monday | Financial Accounting (Dr. K V Ramesh) | Statistics for Management (Mr. S Satish Kumar) | French (Mr. Ch Vivek) | Marketing Management – I (Dr. V Srikanth) | Management and Organizational Behaviour (Dr. Sinju Sankar) | Student Activities/ Seminars/ Conferences |
| Tuesday | Statistics for Management (Mr. S Satish Kumar) | Financial Accounting (Dr. K V Ramesh) | Personality Development and Business Communication (Ms. Surabhi) | French (Mr. Ch Vivek) | Economics for Managers (Dr. Ch Lakshmi Kumari) | Student Activities/ Seminars/ Conferences |
| Wednesday | Personality Development and Business Communication (Ms. Surabhi) | Management and Organizational Behaviour (Dr. Sinju Sankar) | Economics for Managers (Dr. Ch Lakshmi Kumari) | Computer Lab | French (Mr. Ch Vivek) | Student Activities/ Seminars/ Conferences |
| Thursday | Statistics for Management (Mr. S Satish Kumar) | Marketing Management – I (Dr. V Srikanth) | Personality Development and Business Communication (Ms. Surabhi) | Financial Accounting (Dr. K V Ramesh) | Library | Student Activities/ Seminars/ Conferences |
| Friday | Management and Organizational Behaviour (Dr. Sinju Sankar) | Economics for Managers (Dr. Ch Lakshmi Kumari) | Communication Lab (Dr. V Rajeev Karan Reddy/Dr. Prachi Chaturvedi) | Marketing Management – I (Dr. V Srikanth) | Library | Student Activities/ Seminars/ Conferences |

Tea Break: 10.30 am to 10.40 am Lunch Break: 11.40 am to 12.40 pm Tea Break: 2.40 pm to 2.50 pm

I TERM (CLASS OF 2019-2021), Section – B, (LH – 2)

| Day | 9.30am to 10.30 am | 10.40am to 11.40 am | 12.40pm to 1.40pm | 1.40 pm to 2.40 pm | 2.50 pm to 3.50 pm | 3.50pm to 4.40pm |
|-----------|---|---|--|---|--|---|
| Monday | Management and Organizational Behaviour (Dr. A Sridhar Raj) | Marketing Management – I (Dr. V Srikanth) | Economics for Managers (Dr. B Sai Sailaja) | Financial Accounting (Dr. Narendranath Menon) | French (Mr. Ch Vivek) | Student Activities/ Seminars/ Conferences |
| Tuesday | Financial Accounting (Dr. Narendranath Menon) | Personality Development and Business Communication (Ms. Surabhi) | French (Mr. Ch Vivek) | Communication Lab (Dr. V Rajeev Karan Reddy/Dr. Prachi Chaturvedi) | Management and Organizational Behaviour (Dr. A Sridhar Raj) | Student Activities/ Seminars/ Conferences |
| Wednesday | Statistics for Management (Dr. C V Sunil Kumar) | French (Mr. Ch Vivek) | Marketing Management – I (Dr. V Srikanth) | Personality Development and Business Communication (Ms. Surabhi) | Economics for Managers (Dr. B Sai Sailaja) | Student Activities/ Seminars/ Conferences |
| Thursday | Personality Development and Business Communication (Ms. Surabhi) | Economics for Managers (Dr. B Sai Sailaja) | Financial Accounting (Dr. Narendranath Menon) | Statistics for Management (Dr. C V Sunil Kumar) | Library | Student Activities/ Seminars/ Conferences |
| Friday | Statistics for Management (Dr. C V Sunil Kumar) | Marketing Management – I (Dr. V Srikanth) | Management and Organizational Behaviour (Dr. A Sridhar Raj) | Computer Lab | Library | Student Activities/ Seminars/ Conferences |

Tea Break: 10.30 am to 10.40 am

Lunch Break: 11.40 am to 12.40 pm

Tea Break: 2.40 pm to 2.50 pm

I TERM (CLASS OF 2019-2021), Section – C, (LH – 3)

| Day | 9.30am to 10.30 am | 10.40am to 11.40 am | 12.40pm to 1.40pm | 1.40 pm to 2.40 pm | 2.50 pm to 3.50 pm | 3.50pm to 4.40pm |
|------------|--|---|--|--|---|---|
| Monday | Economics for Managers (Dr. B Sai Sailaja) | Communication Lab (Dr. V Rajeev Karan Reddy/Dr. Prachi Chaturvedi) | Statistics for Management (Dr. Ch Lakshmi Kumari) | French (Mr. Ch Vivek) | Financial Accounting (Dr. Narendranath Menon) | Student Activities/ Seminars/ Conferences |
| Tuesday | Management and Organizational Behaviour (Dr. Deepthi Chandra) | French (Mr. Ch Vivek) | Statistics for Management (Dr. Ch Lakshmi Kumari) | Economics for Managers (Dr. B Sai Sailaja) | Personality Development and Business Communication (Ms. Surabhi) | Student Activities/ Seminars/ Conferences |
| Wednesday | Financial Accounting (Dr. Narendranath Menon) | Personality Development and Business Communication (Ms. Surabhi) | French (Mr. Ch Vivek) | Economics for Managers (Dr. B Sai Sailaja) | Management and Organizational Behaviour (Dr. Deepthi Chandra) | Student Activities/ Seminars/ Conferences |
| Thursday | Management and Organizational Behaviour (Dr. Deepthi Chandra) | Financial Accounting (Dr. Narendranath Menon) | Library | Marketing Management – I (Dr. Meher Karuna) | Personality Development and Business Communication (Ms. Surabhi) | Student Activities/ Seminars/ Conferences |
| Friday | Marketing Management – I (Dr. Meher Karuna) | Marketing Management – I (Dr. Meher Karuna) | Computer Lab | Statistics for Management (Dr. Ch Lakshmi Kumari) | Library | Student Activities/ Seminars/ Conferences |

Tea Break: 10.30 am to 10.40 am Lunch Break: 11.40 am to 12.40 pm Tea Break: 2.40 pm to 2.50 pm

I TERM (CLASS OF 2019-2021) Section – D (LH – 4)

| Day | 9.30am to 10.30 am | 10.40am to 11.40 am | 12.40pm to 1.40pm | 1.40 pm to 2.40 pm | 2.50 pm to 3.50 pm | 3.50pm to 4.40pm |
|-----------|--|--|---|--|--|---|
| Monday | Marketing Management – I (Dr. Kumar Aashish) | French (Mr. Ch Vivek) | Statistics for Management (Dr. C V Sunil Kumar) | Computer Lab | Economics for Managers (Dr. Ch Lakshmi Kumari) | Student Activities/ Seminars/ Conferences |
| Tuesday | Personality Development and Business Communication (Ms. Neha Gupta) | Statistics for Management (Dr. C V Sunil Kumar) | Management and Organizational Behaviour (Dr. Samarendra Mohanthy) | Financial Accounting (Ms. Girija Mallikarjunan) | French (Mr. Ch Vivek) | Student Activities/ Seminars/ Conferences |
| Wednesday | Management and Organizational Behaviour (Dr. Samarendra Mohanthy) | Economics for Managers (Dr. Ch Lakshmi Kumari) | Communication Lab (Dr. V Rajeev Karan Reddy/Dr. Prachi Chaturvedi) | French (Mr. Ch Vivek) | Personality Development and Business Communication (Ms. Neha Gupta) | Student Activities/ Seminars/ Conferences |
| Thursday | Statistics for Management (Dr. C V Sunil Kumar) | Marketing Management – I (Dr. Kumar Aashish) | Financial Accounting (Ms. Girija Mallikarjunan) | Personality Development and Business Communication (Ms. Neha Gupta) | Economics for Managers (Dr. Ch Lakshmi Kumari) | Student Activities/ Seminars/ Conferences |
| Friday | Management and Organizational Behaviour (Dr. Samarendra Mohanthy) | Computer Lab | Financial Accounting (Ms. Girija Mallikarjunan) | Library | Marketing Management – I (Dr. Kumar Aashish) | Student Activities/ Seminars/ Conferences |

Tea Break: 10.30 am to 10.40 am Lunch Break: 11.40 am to 12.40 pm Tea Break: 2.40 pm to 2.50 pm

I-Term (Batch of 2019 -2021), Class Room No. 7

| Day | 9.30 am to 10.30 am | 10.40am to 11.40 am | 12.40pm to 1.40pm | 1.40pm to 2.40pm | 2.50pm to 3.50pm | 3.50pm to 4.40pm |
|------------|--|--|--|--|--|---|
| Monday | Statistics for Management (Dr K V Anantha Kumar) | Marketing Management (Dr. Prasanth Raman) | Management and Organizational Behavior (Dr Shulagna Sarkar) | International Business -1 (Dr M Karthik) | Communication Lab (Dr. V Rajeev Karan Reddy/Dr. Prachi Chaturvedi) | Student Club Activities/Mentoring/Seminars/Computer Lab/Library |
| Tuesday | Management and Organizational Behavior (Dr Shulagna Sarkar) | Personality Development and Business Communication (Ms Madhu Pradhan) | Statistics for Management (Dr K V Anantha Kumar) | Economics for Managers (Dr G Rajesh) | Financial Accounting (Dr K V Ramesh) | Student Club Activities/Mentoring/Seminars/Computer Lab/Library |
| Wednesday | Statistics for Management (Dr K V Anantha Kumar) | International Business -1 (Dr M Karthik) | Marketing Management (Dr. Prasanth Raman) | Economics for Managers (Dr G Rajesh) | Personality Development and Business Communication (Ms Madhu Pradhan) | Student Club Activities/Mentoring/Seminars/Computer Lab/Library |
| Thursday | Financial Accounting (Dr K V Ramesh) | Management and Organizational Behavior (Dr Shulagna Sarkar) | International Business -1 (Dr M Karthik) | Personality Development and Business Communication (Ms Madhu Pradhan) | Computer Lab/Library | Student Club Activities/Mentoring/Seminars/Computer Lab/Library |
| Friday | Economics for Managers (Dr G Rajesh) | Computer Lab/Library | Marketing Management (Dr. Prasanth Raman) | Financial Accounting (Dr K V Ramesh) | Computer Lab/Library | Student Club Activities/Mentoring/Seminars/Computer Lab/Library |

Tea Break: 10.30 am – 10.400 am & 2.40pm- 2.50pm

Lunch Break: 11.40 am to 12.40 pm

I-Term (Batch of 2019 -2021), Class Room No. 8

| Day | 9.30 am to 10.30 am | 10.40am to 11.40 am | 12.40pm to 1.40pm | 1.40pm to 2.40pm | 2.50pm to 3.50pm | 3.50pm to 4.40pm |
|------------|---|--|---|---|--|---|
| Monday | Statistics for Management (Dr C V Sunil Kumar) | Financial Accounting (Ms Girija Mallikarjunan) | Management and Organizational Behavior (Dr Samarendra Mohanthy) | Marketing Management-1 (Mr M J Rama Krishna) | IT for Managers (Mr A Rakesh) | Student Club Activities/Mentoring/Seminars/Computer Lab/Library |
| Tuesday | Financial Accounting (Ms Girija Mallikarjunan) | Management and Organizational Behavior (Dr Samarendra Mohanthy) | Statistics for Management (Dr C V Sunil Kumar) | Personality Development and Business Communication (Ms Neha Gupta) | Economics for Managers (Dr Usha Nori) | Student Club Activities/Mentoring/Seminars/Computer Lab/Library |
| Wednesday | Personality Development and Business Communication (Ms Neha Gupta) | Economics for Managers (Dr Usha Nori) | Financial Accounting (Ms Girija Mallikarjunan) | Marketing Management-1 (Mr M J Rama Krishna) | Management and Organizational Behavior (Dr Samarendra Mohanthy) | Student Club Activities/Mentoring/Seminars/Computer Lab/Library |
| Thursday | IT for Managers (Mr A Rakesh) | Statistics for Management (Dr C V Sunil Kumar) | Personality Development and Business Communication (Ms Neha Gupta) | Communication Lab (Dr. V Rajeev Karan Reddy/Dr. Prachi Chaturvedi) | Computer Lab/Library | Student Club Activities/Mentoring/Seminars/Computer Lab/Library |
| Friday | IT for Managers (Mr A Rakesh) | Computer Lab/Library | Economics for Managers (Dr Usha Nori) | Marketing Management-1 (Mr M J Rama Krishna) | Computer Lab/Library | Student Club Activities/Mentoring/Seminars/Computer Lab/Library |

Tea Break: 10.30 am – 10.40 am & 2.40pm- 2.50pm

Lunch Break: 11.40 am to 12.40 pm

I TERM (CLASS OF 2019-2021), (LH – 9)

| Day | 1.40pm to 2.40pm | 2.40pm to 3.40pm | 3.50pm to 4.50pm | 4.50 pm to 5.50 pm | 6.00pm to 7.00pm | 7.00pm to 8.00pm |
|-----------|--|--|--|---|--|---|
| Monday | Statistics for Management (Mr. Shaheen) | Management and Organizational Behaviour (Dr. Shulagna Sarkar) | Financial Accounting (Dr. K V Ramesh) | Marketing Management (Mr. P Mahesh) | Human Resource Management (Dr. S Vivek) | Student Activities/ Seminars/ Conferences |
| Tuesday | Economics for Managers (Dr. UshaNori) | Personality Development and Business Communication (Ms. Neha Gupta) | Statistics for Management (Mr. Shaheen) | Financial Accounting (Dr. K V Ramesh) | Management and Organizational Behaviour (Dr. ShulagnaSarkar) | Student Activities/ Seminars/ Conferences |
| Wednesday | Statistics for Management (Mr. Shaheen) | Management and Organizational Behaviour (Dr. Shulagna Sarkar) | Personality Development and Business Communication (Ms. Neha Gupta) | Economics for Managers (Dr. UshaNori) | Communication Lab (Dr. V Rajeev Karan Reddy/Dr. Shangrilla Mishra) | Student Activities/ Seminars/ Conferences |
| Thursday | Marketing Management (Mr. P Mahesh) | Personality Development and Business Communication (Ms. Neha Gupta) | Library | Economics for Managers (Dr. Usha Nori) | Human Resource Management (Dr. S Vivek) | Student Activities/ Seminars/ Conferences |
| Friday | Financial Accounting (Dr. K V Ramesh) | Computer Lab | Human Resource Management (Dr. S Vivek) | Marketing Management (Mr. P Mahesh) | Library | Student Activities/ Seminars/ Conferences |

Tea Break: 3.40 pm to 3.50 pm & 5.50 pm to 6.00 pm

II-Term (Batch of 2019 -2021) Class Room No. 8

| Day | 9.30 am to 10.30 am | 10.40am to 11.40 am | 12.40 pm to 1.40 pm | 1.40 pm to 2.40 pm | 2. 50 pm to 3.50 pm | 3.50 pm to 4.40 pm |
|------------|---|--|--|--|--|---|
| Monday | Human Resource Management (Dr. S Vivek) | Consumer Behavior (Dr V Srikanth) | Marketing Management –II (Mr M J Rama Krishna) | Macro Economics (Dr Sandeep Kumar) | Operations Research (Dr K V Anantha Kumar) | Student Club Activities/Mentoring/Seminars/Computer Lab/Library |
| Tuesday | Financial Management (Dr. Harishankar Vidyarthi) | Marketing Management –II (Mr M J Rama Krishna) | Operations Research (Dr K V Anantha Kumar) | Communication Lab (Dr. V Rajeev Karan Reddy/Dr. Shangrila Mishra) | Digital and Social Media Marketing (Dr. Muzamil Ahmad Baba) | Student Club Activities/Mentoring/Seminars/Computer Lab/Library |
| Wednesday | Operations Research (Dr K V Anantha Kumar) | Consumer Behavior (Dr V Srikanth) | Computer Lab | Macro Economics (Dr Sandeep Kumar) | Financial Management (Dr.HarishankarVidyarthi) | Student Club Activities/Mentoring/Seminars/Computer Lab/Library |
| Thursday | Marketing Management –II (Mr M J Rama Krishna) | Communication Lab (Dr. V Rajeev Karan Reddy/Dr. Shangrila Mishra) | Digital and Social Media Marketing (Dr. Muzamil Ahmad Baba) | Human Resource Management (Dr. S Vivek) | Financial Management (Dr.Harishankar Vidyarthi) | Student Club Activities/Mentoring/Seminars/Computer Lab/Library |
| Friday | Human Resource Management (Dr. S Vivek) | Digital and Social Media Marketing (Dr. Muzamil Ahmad Baba) | Macro Economics (Dr Sandeep Kumar) | Consumer Behavior (Dr V Srikanth) | Library | Student Club Activities/Mentoring/Seminars/Computer Lab/Library |

Tea Break: 10.30 am – 10.40 am & 2.40pm- 2.50pm

Lunch Break: 11.40 am to 12.40 pm

II TERM (CLASS OF 2019-2021) (LH – 9)

| Day | 1.40pm to 2.40pm | 2.40pm to 3.40pm | 3.50pm to 4.50pm | 4.50 pm to 5.50 pm | 6.00pm to 7.00pm | 7.00pm to 8.00pm |
|------------|--|--|---|--|--|---|
| Monday | Operations Research (Dr. Swayampurna Panigrahi) | Organization Development (Dr. A Sridhar Raj) | Macro Economics (Dr. Sandeep) | Performance and Compensation Management (Dr. Samarendra Mohanthy) | Financial Management (Mr A L Nageswara Rao)(GF) | Student Activities/ Seminars/ Conferences |
| Tuesday | Learning and Development (Dr. Deepthi Chandra) | Operations Research (Dr. Swayampurna Panigrahi) | Financial Management (Mr A L Nageswara Rao) (GF) | Communication Lab (Dr. V Rajeev Karan Reddy/Dr. Shangrila Mishra) | IT for Managers (Mr. A S Kalyan Kumar) | Student Activities/ Seminars/ Conferences |
| Wednesday | Financial Management (Mr A L Nageswara Rao) (GF) | Organization Development (Dr. A Sridhar Raj) | Operations Research (Dr. Swayampurna Panigrahi) | Learning and Development (Dr. Deepthi Chandra) | IT for Managers (Mr. A S Kalyan Kumar) | Student Activities/ Seminars/ Conferences |
| Thursday | Performance and Compensation Management (Dr. Samarendra Mohanthy) | Macro Economics (Dr. Sandeep) | IT for Managers (Mr. A S Kalyan Kumar) | Library | Communication Lab (Dr. V Rajeev Karan Reddy/Dr. Shangrila Mishra) | Student Activities/ Seminars/ Conferences |
| Friday | Learning and Development (Dr. Deepthi Chandra) | Macro Economics (Dr. Sandeep) | Organization Development (Dr. A Sridhar Raj) | Performance and Compensation Management (Dr. Samarendra Mohanthy) | Computer Lab | Student Activities/ Seminars/ Conferences |

Tea Break: 3.40 pm to 3.50 pm & 5.50 pm to 6.00 pm

II-Term (Batch of 2019 -2021) Class Room No. 7

| Day | 9.30 am to 10.30 am | 10.40am to 11.40 am | 12.40 pm to 1.40 pm | 1.40 pm to 2.40 pm | 2. 50 pm to 3.50 pm | 3.50 pm to 4.40 pm |
|------------|---|--|---|---|--|--|
| Monday | Financial Management (Dr. K V Ramesh) | Human Resource Management (Dr. S Vivek) | Operations Research (Prof Venkateshwara Rao) | French (Mr. ChVivek) | Communication Lab (Dr. V Rajeev Karan Reddy/Dr. Shangrila Mishra) | Student Activities/ Seminars/Conf erences |
| Tuesday | Macro Economics (Dr G Rajesh) | International Business –II (Dr M Karthik) | French (Mr. ChVivek) | Financial Management (Dr. K V Ramesh) | Export Marketing (DrUsha N) | Student Activities/ Seminars/Conf erences |
| Wednesday | Financial Management (Dr. K V Ramesh) | Export Marketing (Dr Usha N) | Computer Lab | International Business –II (Dr M Karthik) | French (Mr. Ch Vivek) | Student Activities/ Seminars/Conf erences |
| Thursday | Operations Research (Prof Venkateshwara Rao) | Human Resource Management (Dr S Vivek) | International Business –II (Dr M Karthik) | Macro Economics (Dr G Rajesh) | Export Marketing (Dr Usha N) | Student Activities/ Seminars/Conf erences |
| Friday | Macro Economics (Dr G Rajesh) | Communication Lab (Dr. V Rajeev Karan Reddy/Dr. Shangrila Mishra) | Human Resource Management (Dr. S Vivek) | Operations Research (Prof Venkateshwara Rao) | Library | Student Activities/ Seminars/Conf erences |

Tea Break: 10.30 am – 10.40 am & 2.40pm- 2.50pm

Lunch Break: 11.40 am to 12.40 pm

II-Term (Batch of 2019 -2021) Class Room No. 5 (Sec-I)

| Day | 9.30 am to 10.30 am | 10.40am to 11.40 am | 12.40 pm to 1.40 pm | 1.40 pm to 2.40 pm | 2. 50 pm to 3.50 pm | 3.50 pm to 4.40 pm |
|------------|---|---|--|---|---|--|
| Monday | Financial Management (Dr. Swetha Mehrothra) | Macro Economics (Dr. Ch Lakshmi Kumari) | French (Mr. ChVivek) | Financial Markets, Institutions and Services (Mr. Annam Ramaswamy) | Operations Research (Ms Swayam Sampurna Panigrahi) | Student Activities/ Seminars/Conf erences |
| Tuesday | Principles & Practices of Life Insurance (Mr. Muniratnam) | Macro Economics (Dr. Ch Lakshmi Kumari) | Operations Research (Ms Swayam Sampurna Panigrahi) | Human Resource Management (Dr. SinjuSankar) | French (Mr. ChVivek) | Student Activities/ Seminars/Conf erences |
| Wednesday | Operations Research (Ms Swayam Sampurna Panigrahi) | Financial Management (Dr. Shwetha Mehrothra) | Principles & Practices of Life Insurance (Mr. Muniratnam) | French (Mr. Ch Vivek) | Student Club Activities/Mentoring/Seminars/Computer Lab/Library | Student Activities/ Seminars/Conf erences |
| Thursday | Financial Markets, Institutions and Services (Mr. Annam Ramaswamy) | Financial Markets, Institutions and Services (Mr. Annam Ramaswamy) | Macro Economics (Dr. Ch Lakshmi Kumari) | Human Resource Management (Dr. Sinju Sankar) | Computer Lab | Student Activities/ Seminars/Conf erences |
| Friday | Financial Markets, Institutions and Services (Mr. Annam Ramaswamy) | Financial Management (Dr. Shwetha Mehrothra) | Human Resource Management (Dr. Sinju Sankar) | Principles & Practices of Life Insurance (Mr. Muniratnam) | Student Club Activities/Mentoring/Seminars/Computer Lab/Library | Student Activities/ Seminars/Conf erences |

Tea Break: 10.30 am – 10.40 am & 2.40pm- 2.50pm

Lunch Break: 11.40 am to 12.40 pm

II-Term (Batch of 2019 -2021) Class Room No. 6 (Sec-II)

| Day | 1.40pm to 2.40pm | 2.40pm to 3.40pm | 3.50pm to 4.50pm | 4.50 pm to 5.50 pm | 6.00pm to 7.00pm | 7.00pm to 8.00pm |
|------------|---|--|---|---|--|---|
| Monday | Human Resource Management (Mr DVS Raju) | Communication Lab (Dr. V Rajeev Karan Reddy/Dr. Shangrila Mishra) | Financial Management (Dr. Shwetha Mehrothra) | Macro Economics (Dr. Ch Lakshmi Kumari) | French (Mr. Ch Vivek) | Student Activities/ Seminars/Conferences |
| Tuesday | Macro Economics (Dr. Ch Lakshmi Kumari) | Principles & Practices of Life Insurance (Mr. Muniratnam) | Human Resource Management (Mr DVS Raju) | French (Mr. Ch Vivek) | Operations Research (Ms Swayam Sampurna Panigrahi) | Student Activities/ Seminars/Conferences |
| Wednesday | Financial Management (Dr. Shwetha Mehrothra) | Operations Research (Ms Swayam Sampurna Panigrahi) | French (Mr. Ch Vivek) | Human Resource Management (Mr DVS Raju) | Principles & Practices of Life Insurance (Mr. Muniratnam) | Student Activities/ Seminars/Conferences |
| Thursday | Operations Research (Ms Swayam Sampurna Panigrahi) | Macro Economics (Dr Ch Lakshmi Kumari) | Financial Markets, Institutions and Services (Mr. Annam Ramaswamy) | Financial Markets, Institutions and Services (Mr. Annam Ramaswamy) | Library | Student Activities/ Seminars/Conferences |
| Friday | Financial Management (Dr. Shwetha Mehrothra) | Principles & Practices of Life Insurance (Mr. Muniratnam) | Communication Lab (Dr. V Rajeev Karan Reddy/Dr. Shangrila Mishra) | Financial Markets, Institutions and Services (Mr. Annam Ramaswamy) | Computer Lab/Library | Student Activities/ Seminars/Conferences |

Tea Break: 3.40 pm to 3.50 pm & 5.50 pm to 6.00 pm

II TERM (CLASS OF 2019-2021) Section – A (LH – 1)

| Day | 9.30am to 10.30 am | 10.40am to 11.40 am | 12.40pm to 1.40pm | 1.40 pm to 2.40 pm | 2.50 pm to 3.50 pm | 3.50pm to 4.40pm |
|------------|--|---|--|---|--|---|
| Monday | Operations Research (Dr. KV Ananth Kumar) | Macro Economics (Dr. B Sai Sailaja) | Human Resource Management (Dr. Shulagna Sarkar) | Financial Management (Dr. Narendranath Menon) | Communication Lab (Dr. V Rajeev Karan Reddy/Dr. Shangrila Mishra) | Student Activities/ Seminars/ Conferences |
| Tuesday | Human Resource Management (Dr. Shulagna Sarkar) | Macro Economics (Dr. B Sai Sailaja) | Library | IT for Managers (Mr. Rakesh Phanindra) | Operations Research (Dr. KV Ananth Kumar) | Student Activities/ Seminars/ Conferences |
| Wednesday | Financial Management (Dr. Narendranath Menon) | Operations Research (Dr. KV Ananth Kumar) | Human Resource Management (Dr. Shulagna Sarkar) | Public Sector Policy, Issues in Management (Dr. P Geeta) | Macro Economics (Dr. B Sai Sailaja) | Student Activities/ Seminars/ Conferences |
| Thursday | Financial Management (Dr. Narendranath Menon) | IT for Managers (Mr. Rakesh Phanindra) | Marketing Management – II (Dr. Meher Karuna) | Macro Economics (Dr. B Sai Sailaja) | Public Sector Policy, Issues in Management (Dr. P Geeta) | Student Activities/ Seminars/ Conferences |
| Friday | IT for Managers (Mr. Rakesh Phanindra) | Public Sector Policy, Issues in Management (Dr. P Geeta) | Communication Lab (Dr. V Rajeev Karan Reddy/Dr. Shangrila Mishra) | Marketing Management – II (Dr. Meher Karuna) | Computer Lab | Student Activities/ Seminars/ Conferences |

Tea Break: 10.30 am to 10.40 am Lunch Break: 11.40 am to 12.40 pm Tea Break: 2.40 pm to 2.50 pm

II TERM (CLASS OF 2019-2021) Section – B (LH – 2)

| Day | 9.30am to 10.30 am | 10.40am to 11.40 am | 12.40pm to 1.40pm | 1.40 pm to 2.40 pm | 2.50 pm to 3.50 pm | 3.50pm to 4.40pm |
|------------|---|---|--|--|---|---|
| Monday | Operations Research (Mr. S Satish Kumar) | Financial Management (Dr. K V Ramesh) | Communication Lab (Dr. V Rajeev Karan Reddy/Dr. Shangrila Mishra) | Human Resource Management (Dr. A Sridhar Raj) | IT for Managers (Mr. Rakesh Phanindra) | Student Activities/ Seminars/ Conferences |
| Tuesday | Financial Management (Dr. K V Ramesh) | Macro Economics (Dr. G Rajesh) | Operations Research (Mr. S Satish Kumar) | Computer Lab | Public Sector Policy, Issues in Management (Dr. P Geeta) | Student Activities/ Seminars/ Conferences |
| Wednesday | Macro Economics (Dr. G Rajesh) | Operations Research (Mr. S Satish Kumar) | Marketing Management – II (Dr. Meher Karuna) | Financial Management (Dr. K V Ramesh) | Human Resource Management (Dr. A Sridhar Raj) | Student Activities/ Seminars/ Conferences |
| Thursday | Marketing Management – II (Dr. Meher Karuna) | Public Sector Policy, Issues in Management (Dr. P Geeta) | Library | IT for Managers (Mr. Rakesh Phanindra) | Macro Economics (Dr. G Rajesh) | Student Activities/ Seminars/ Conferences |
| Friday | Marketing Management – II (Dr. Meher Karuna) | Human Resource Management (Dr. A Sridhar Raj) | IT for Managers (Mr. Rakesh Phanindra) | Communication Lab (Dr. V Rajeev Karan Reddy/Dr. Shangrila Mishra) | Public Sector Policy, Issues in Management (Dr. P Geeta) | Student Activities/ Seminars/ Conferences |

Tea Break: 10.30 am to 10.40 am Lunch Break: 11.40 am to 12.40 pm Tea Break: 2.40 pm to 2.50 pm

II TERM (CLASS OF 2019-2021) Section – C (LH – 3)

| Day | 9.30am to 10.30 am | 10.40am to 11.40 am | 12.40pm to 1.40pm | 1.40 pm to 2.40 pm | 2.50 pm to 3.50 pm | 3.50pm to 4.40pm |
|------------|---|--|---|--|--|---|
| Monday | Financial Management (Dr. A Pawan Kumar) | Macro Economics (Dr. Usha Nori) | Operations Research (Mr. S Satish Kumar) | Human Resource Management (Dr. Deepthi Chandra) | IT for Manager (Mr. A S Kalyan Kumar) | Student Activities/ Seminars/ Conferences |
| Tuesday | Operations Research (Mr. S Satish Kumar) | Marketing Management – II (Dr. Prashanth Raman) | Financial Management (Dr. A Pawan Kumar) | Macro Economics (Dr. UshaNori) | Computer Lab | Student Activities/ Seminars/ Conferences |
| Wednesday | Human Resource Management (Dr. Deepthi Chandra) | Communication Lab (Dr. V Rajeev Karan Reddy/Dr. Shangrila Mishra) | Operations Research (Mr. S Satish Kumar) | Financial Management (Dr. A Pawan Kumar) | Public Sector Policy, Issues in Management (Dr. K Trivikram) | Student Activities/ Seminars/ Conferences |
| Thursday | Marketing Management – II (Dr. Prashanth Raman) | Macro Economics (Dr. Usha Nori) | Public Sector Policy, Issues in Management (Dr. K Trivikram) | IT for Manager (Mr. A S Kalyan Kumar) | Communication Lab (Dr. V Rajeev Karan Reddy/Dr. Shangrila Mishra) | Student Activities/ Seminars/ Conferences |
| Friday | Public Sector Policy, Issues in Management (Dr. K Trivikram) | Marketing Management – II (Dr. Prashanth Raman) | IT for Manager (Mr. A S Kalyan Kumar) | Library | Human Resource Management (Dr. Deepthi Chandra) | Student Activities/ Seminars/ Conferences |

Tea Break: 10.30 am to 10.40 am Lunch Break: 11.40 am to 12.40 pm Tea Break: 2.40 pm to 2.50 pm

II TERM (CLASS OF 2019-2021) Section – D (LH – 4)

| Day | 9.30am to 10.30 am | 10.40am to 11.40 am | 12.40pm to 1.40pm | 1.40 pm to 2.40 pm | 2.50 pm to 3.50 pm | 3.50pm to 4.40pm |
|------------|--|--|--|---|--|---|
| Monday | Financial Management (Dr. Narendranath Menon) | Human Resource Management (Dr. Sinju Sankar) | Operations Research (Dr. K V Ananth Kumar) | IT for Managers (Mr. A S Kalyan Kumar) | Public Sector Policy, Issues in Management (Dr. K Trivikram) | Student Activities/ Seminars/ Conferences |
| Tuesday | Operations Research (Dr. K V Ananth Kumar) | Financial Management (Dr. Narendranath Menon) | Macro Economics (Dr. B Sai Sailaja) | Human Resource Management (Dr. Sinju Sankar) | Public Sector Policy, Issues in Management (Dr. K Trivikram) | Student Activities/ Seminars/ Conferences |
| Wednesday | IT for Managers (Mr. A S Kalyan Kumar) | Macro Economics (Dr. B Sai Sailaja) | Financial Management (Dr. Narendranath Menon) | Operations Research (Dr. K V Ananth Kumar) | Marketing Management – II (Mr. P Mahesh) | Student Activities/ Seminars/ Conferences |
| Thursday | Marketing Management – II (Mr. P Mahesh) | Computer Lab | Macro Economics (Dr. B Sai Sailaja) | Human Resource Management (Dr. Sinju Sankar) | Communication Lab (Dr. V Rajeev Karan Reddy/Dr. Shangrila Mishra) | Student Activities/ Seminars/ Conferences |
| Friday | Marketing Management – II (Mr. P Mahesh) | IT for Managers (Mr. A S Kalyan Kumar) | Communication Lab (Dr. V Rajeev Karan Reddy/Dr. Shangrila Mishra) | Public Sector Policy, Issues in Management (Dr. K Trivikram) | Library | Student Activities/ Seminars/ Conferences |

Tea Break: 10.30 am to 10.40 am Lunch Break: 11.40 am to 12.40 pm Tea Break: 2.40 pm to 2.50 pm

- Teaching Load of each Faculty

Teaching Load of each Faculty for the year 2019-20

(I & IV Trimesters) (II & V Trimesters)

| S.No. | Name of the Faculty | <i>Credits</i> | <i>No. of Sections</i> | Total Credits | <i>Credits</i> | <i>No. of Sections</i> | Total Credits | Total Credits |
|--------------|----------------------------|----------------|------------------------|----------------------|----------------|------------------------|----------------------|----------------------|
| 1 | Mr. P Mahesh | 3 | 2 | 6 | 3 | 3 | 9 | 15 |
| 2 | Mr. M J Rama Krishna | 3 | 3 | 9 | 3 | 2 | 6 | 15 |
| 3 | Dr. Shulagna Sarkar | 3 | 3 | 9 | 3 | 3 | 9 | 18 |
| 4 | Dr. Shaheen | 3 | 3 | 9 | 3 | 1 | 3 | 12 |
| 5 | Dr. Mohanthy | 3 | 3 | 9 | 3 | 2 | 6 | 15 |
| 6 | Dr. M Karthik | 3 | 2 | 6 | 3 | 2 | 6 | 12 |
| 7 | Dr. K V Anantha Kumar | 3 | 3 | 9 | 3 | 3 | 9 | 18 |
| 8 | Dr. K Narendranath Menon | 3 | 3 | 9 | 3 | 3 | 9 | 18 |
| 9 | Dr. C V Sunil Kumar | 3 | 3 | 9 | 3 | 2 | 6 | 15 |
| 10 | Dr. A Sridhar Raj | 3 | 3 | 9 | 3 | 3 | 9 | 18 |
| 11 | Dr Prarthana Kumar | 3 | 2 | 6 | 3 | 1 | 3 | 9 |
| 12 | Dr M Meher Karuna | 3 | 2 | 6 | 3 | 2 | 6 | 12 |
| 13 | Dr Deepti Chandra | 3 | 3 | 9 | 3 | 3 | 9 | 18 |
| 14 | Dr S Vivek | 3 | 2 | 6 | 3 | 2 | 6 | 12 |
| 15 | Mr. A Rakesh Phanindra | 3 | 2 | 6 | 3 | 3 | 9 | 15 |
| 16 | Dr. Shwetha Malothra | 3 | 2 | 6 | 3 | 2 | 6 | 12 |
| 17 | Prof Mantha | 3 | 3 | 9 | 3 | 2 | 6 | 15 |
| 18 | Mr. M Chandra Sekhar | 3 | 2 | 6 | 0 | 0 | 0 | 6 |
| 19 | Mr V Anji Raju | 3 | 1 | 3 | 3 | 2 | 6 | 9 |
| 20 | Mr Satish Kumar S | 3 | 2 | 6 | 3 | 2 | 6 | 12 |
| 21 | Dr. V Srikanth | 3 | 2 | 6 | 3 | 2 | 6 | 12 |
| 22 | Dr. Sandeep | 3 | 2 | 6 | 3 | 2 | 6 | 12 |
| 23 | Dr. M L N Rao | 3 | 2 | 6 | 3 | 3 | 9 | 15 |

Mandatory Disclosure 2019-20

| | | | | | | | | |
|----------------------|-------------------------------|---|---|---|-----|---|----|----|
| 24 | Dr. G Rajesh | 3 | 3 | 9 | 3 | 2 | 6 | 15 |
| 25 | Dr. B Sai Sailaja | 3 | 2 | 6 | 3 | 2 | 6 | 12 |
| 26 | Dr. Anand Akundy | 3 | 2 | 6 | 3 | 2 | 6 | 12 |
| 27 | Dr. A Pawan Kumar | 3 | 2 | 6 | 3 | 3 | 9 | 15 |
| 28 | Dr Usha Nori | 3 | 2 | 6 | 3,2 | 2 | 5 | 11 |
| 29 | Dr Ch Lakshmi Kumari | 3 | 3 | 9 | 3 | 2 | 6 | 15 |
| 30 | Dr . K V Ramesh | 3 | 3 | 9 | 3 | 2 | 6 | 15 |
| 31 | Mr. A S Kalyana Kumar | 3 | 1 | 3 | 3 | 4 | 12 | 15 |
| 32 | Dr. N G Satish | 3 | 1 | 3 | 0 | 0 | 0 | 3 |
| 33 | Dr. Harishankar Vidyarthi | 0 | 0 | 0 | 3 | 3 | 9 | 9 |
| 34 | Ms. J Kiranmai | 3 | 1 | 3 | 3 | 2 | 6 | 9 |
| 35 | Mr Kumar Ashish | 3 | 2 | 6 | 3 | 2 | 6 | 12 |
| 36 | Dr. K Trivikram Rao | 0 | 0 | 0 | 3 | 3 | 9 | 9 |
| 37 | Dr. Anupama Mohanty | 0 | 0 | 0 | 3 | 1 | 3 | 3 |
| 38 | Dr P S Janaki Krishna | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 39 | Dr P Geetha | 0 | 0 | 0 | 3 | 3 | 9 | 9 |
| 40 | Dr. Sinju Sankar | 3 | 3 | 9 | 3 | 3 | 9 | 18 |
| 41 | Ms. Swayam Sampurna Panigrahi | 0 | 0 | 0 | 3 | 3 | 9 | 9 |
| 42 | Dr. Muzamil Baba | 3 | 2 | 6 | 3 | 2 | 6 | 12 |
| 43 | Dr. Prashanth Raman | 3 | 2 | 6 | 3 | 1 | 3 | 9 |
| 44 | Dr. P Venkateswara Rao | 0 | 0 | 0 | 3 | 3 | 9 | 9 |
| 45 | Dr. Shangrila Mishra | 0 | 0 | 0 | | | 0 | 0 |
| 46 | Dr. Girija Mallikarjunan | 3 | 2 | 6 | 0 | 0 | 0 | 6 |
| Guest Faculty | | | | | | | | |
| 1 | Dr. S S | 3 | 2 | 6 | 3 | 2 | 6 | 12 |

| | | | | | | | | |
|----|-------------------------|---|---|----|---|---|---|----|
| | Subrahmanyam | | | | | | | |
| 2 | CS T Anil Kumar | 3 | 2 | 6 | 3 | 2 | 6 | 12 |
| 3 | Mr. AL Nageswara Rao | 3 | 2 | 6 | 3 | 3 | 9 | 15 |
| 4 | Mr. Ch Vivek | 3 | 4 | 12 | 3 | 3 | 9 | 21 |
| 5 | Ms. Neha Gupta | 3 | 3 | 9 | 0 | 0 | 0 | 9 |
| 6 | Ms. Surabhi | 3 | 3 | 9 | 0 | 0 | 0 | 9 |
| 7 | Ms. Madhu Pradhan | 3 | 3 | 9 | 0 | 0 | 0 | 9 |
| 8 | Prof. C Anand | 3 | 4 | 12 | 0 | 0 | 0 | 12 |
| 9 | Mr. D R K Jannath | 3 | 2 | 6 | 0 | 0 | 0 | 6 |
| 10 | Mr. D V S Raju | 0 | 0 | 0 | 3 | 2 | 6 | 6 |
| 11 | Mr. Muniratnam | 0 | 0 | 0 | 3 | 2 | 6 | 6 |
| 12 | Mr. Annam Ramaswamy | 0 | 0 | 0 | 3 | 2 | 6 | 6 |

- **Internal Continuous Evaluation System and place**

Subject-wise Continuous Evaluation will be undertaken by the concerned faculty member. While the mode of evaluation is decided by the faculty member concerned with the subject, normally it consists of three to four activities, which can be comprising of class participation, case analysis and presentation, assignments, tutorials, slip tests (announced/unannounced), quizzes, attendance, etc. or any combination of these. The students are expected to submit their answer scripts/reports of internal assessments within the stipulated time. Failure to do so may result in the scripts not being valued. Another mode of continuous evaluation consists of a mid-term written examination, which is compulsory for all the students. Mid-Term examination shall be conducted in the middle of the Term and the dates for such examination would be announced in advance by the Course Coordinators. The duration for mid-term examination is one hour. No second chance will be given to those who fail to appear for any of the above evaluations, except in case of those whose inability to attend is due to reasons considered genuine by the Controller of Examinations in consultations with the Director

- **Student's assessment of Faculty, System in place**

The feedback of students on the faculty is collected twice every trimester, one in the middle of the trimester and the other at the end of the trimester. The feedback is shared with individual faculty to facilitate further improvement in class room delivery. The various parameters considered in faculty feedback are teaching skills, subject coverage, clarifications to queries, command on subject, use of cases/examples and time

management. The faculty members are evaluated on a scale of 5 in each of the parameters considered. The student feedback format is shown below:

| Subject | Teaching Skills | Subject Coverage | Clarifications to Queries | Command on Subject | Use of Cases/Examples | Time Management | Average |
|-------------------|------------------------|-------------------------|----------------------------------|---------------------------|------------------------------|------------------------|----------------|
| Max. Marks | (5) | (5) | (5) | (5) | (5) | (5) | |

- **For each Post Graduate Courses give the following: NA**
 - Title of the Course
 - Curricula and Syllabi
 - Laboratory facilities exclusive to the Post Graduate Course
- **Special Purpose**
 - Software, all design tools in case: **NA**
 - Academic Calendar and frame work: **NA**

16. Enrollment of students in the last 3 years: (Admissions)

| Acaemic Year | PGDM | MM | BIF | BIF Second Shift | IB | HRM | Exec-PGDM | MBA - Part Time |
|------------------------|------|----|-----|------------------|----|-----|-----------|-----------------|
| Intake Approved | 240 | 60 | 60 | 60 | 60 | 60 | 30 | 60 |
| 2019 | 245 | 61 | 61 | 60 | 61 | 60 | 5 | |
| 2018 | 243 | 61 | 60 | 61 | 62 | 58 | 2 | 6 |
| 2017 | 240 | 60 | 60 | 60 | 60 | 45 | 7 | 0 |

17. List of Research Projects/ Consultancy Works

- **Number of Projects carried out, funding agency, Grant received**

| Sponsored Research Projects | | | | |
|--|---|--|--|--|
| Financial Year | 2018-19 | 2017-18 | 2016-17 | 2015-16 |
| Total no. of Sponsored Projects | 9 | 8 | 6 | 11 |
| Total no. of Funding Agencies | 5 | 1 | 5 | 4 |
| Total Amount Received (Amount in Rupees) | 35,98,743.00 | 35,49,279.00 | 54,46,511 | 55,59,987.00 |
| Amount Received in Words | Thirty Five Lakhs Ninety Eight Thousand | Thirty Five Lakhs Forty Nine Thousand | Fifty Four Lakhs Forty Six Thousand Five Hundred and Elven | Fifty Five Lakhs Fifty Nine Thousand and Eighty Seven only |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| Sponsored Consultancy Projects | | | | |
| Financial Year | 2018-19 | 2017-18 | 2016-17 | 2015-16 |
| Total no. of Consultancy Projects | 12 | 8 | 13 | 11 |
| Total no. of Funding Agencies | 8 | 7 | 12 | 10 |
| Total Amount Received (Amount in Rupees) | 1,15,00,155.00 | 97,59,122 | 68,87,992.00 | 55,92,121.00 |
| Amount Received in Words | One Crore Fifteen Lakhs One Hundred and Fifty Five only | Ninety Seven Lakhs Fifty Nine Thousand One Hundred and Twenty two only | Sixty Eight Lakhs Eighty Seven Thousand Nine Hundred and Ninty Two only. | Fifty Five Lakhs Ninety Two Thousand One Hundred and Twenty One only |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |

- **Publications (if any) out of research in last three years out of masters projects: NA**
- **Industry Linkage: No**
- **MoUs with Industries (minimum 3)**
 1. Recruitment Assignment of TSIIC Pharma city Project
 2. Assessing the level of people Management Practices of Hindustan Copper Ltd. On the basis of PCMM
 3. HR Audit of Hindustan Copper Ltd.

4. Recruitment Assignment for MOIL
5. Recruitment of Executives for Hindustan Copper Limited

18. LoA and subsequent EoA till the current Academic Year

<https://www.ipeindia.org/aicte-approval/>

Percentage of seats admitted based on different national level examinations as mentioned in APH (CMAT, CAT, etc.).

| 2019-2021 | | | | | | | |
|--------------|------------|-----------|------------|-----------|-----------|----------|------------|
| Test Name | PGDM | MM | BIF | IB | HRM | Ex | Total |
| CAT | 43 | 14 | 20 | 13 | 10 | | 100 |
| XAT | 10 | 1 | | 1 | 2 | 0 | 14 |
| MAT | 167 | 34 | 85 | 38 | 37 | 3 | 364 |
| CMAT | 22 | 7 | 13 | 8 | 5 | 1 | 56 |
| GMAT | 1 | | 1 | | | | 2 |
| ATMA | 2 | 5 | 2 | 1 | 6 | 1 | 17 |
| Total | 245 | 61 | 121 | 61 | 60 | 5 | 553 |

19. Accounted audited statement for the last three years

Audit report 2018-2019

Schedules forming part of Balance Sheet as at March 31, 2019



Schedule-F

CURRENT LIABILITIES

| Particulars | As at 31.03.2019 | As at 31.03.2018 |
|--|---------------------|---------------------|
| | Rs. | Rs. |
| 1 Consultancy Projects/Assignments in Progress (Group-2) | 46,36,282 | 27,03,046 |
| 2 Research Projects/Assignments in Progress (Group 3) | 75,28,879 | 1,27,41,032 |
| 3 Xerox Deposit | 1,000 | 1,000 |
| 4 Stationery Deposit | 2,500 | 2,500 |
| 5 Canteen Deposit (OU & Shameerpet Campus) | 1,14,000 | 92,000 |
| 6 Caution Money Deposits (Refundable) | 1,64,71,350 | 1,30,79,400 |
| 7 ICSSR Fellowships | 14,28,523 | 31,79,208 |
| 8 Other Liabilities (Security Deposits, Statutory Payments etc.) | 86,43,464 | 1,16,11,147 |
| 9 Pension Fund Schemes Liability | 8,65,519 | 11,63,335 |
| 10 Advance Fee Receipts (PGPs) | 7,08,99,000 | 5,96,99,800 |
| 11 Advance Fee Receipts (Hostels) | 3,51,84,000 | 1,94,58,440 |
| 12 Advance Fee Receipts (Transport) | 11,15,000 | 2,80,000 |
| 13 Outstanding Expenses | 88,20,869 | 1,04,66,374 |
| ⇒ MDPs/Conferences/Seminars/Workshops | 263244 | 14,765 |
| ⇒ Consultancy Projects/Assignments | 0 | 3,67,487 |
| ⇒ Management Education Programmes | 2,33,228 | 15,87,605 |
| ⇒ Administrative & Establishment Expenses | 28,83,325 | 42,64,290 |
| ⇒ Shameerpet Campus Project Expenses | 54,41,072 | 42,32,227 |
| TOTAL | 15,57,10,386 | 13,44,77,282 |



(M PHANI)
Finance Officer



(R K MISHRA)
Director



(K MADHAVA RAO)
President

Schedules forming part of Balance Sheet as at March 31, 2019



Schedule-E

CURRENT ASSETS

| Particulars | As at 31.03.2019 | As at 31.03.2018 |
|--|---------------------|---------------------|
| | Rs. | Rs. |
| 1 Deposits/Bank Guarantees with Banks | 14,58,20,134 | 9,94,13,541 |
| (a) State Bank of India, OU Br | 10,00,000 | 2,17,24,641 |
| (b) HDFC Limited | 2,00,00,000 | 2,00,00,000 |
| (c) State Bank of India, SME, Br | 2,50,000 | 2,50,000 |
| (d) Canara Bank, Mettuguda Br | 10,000 | 10,000 |
| (e) HDFC Lakdikapul Br | 12,45,60,134 | 5,74,28,900 |
| 2 Advances (Activities) | 9,60,834 | 15,62,723 |
| 3 Advances/Loans (Staff) | 6,35,608 | 10,68,288 |
| 4 Sundry Debtors | 1,00,394 | 80,394 |
| 5 Balances with Banks & Cash | 89,23,685 | 1,56,70,353 |
| (a) SBH, OU Br – SB A/c (52198-267621) | 55,21,014 | 33,75,128 |
| (b) SBH,OU Br – Current A/c (52198-261186) | 13,01,854 | 28,12,639 |
| (c) HDFC Bank - Current A/c | 16,97,065 | 90,94,755 |
| (d) Canara Bank, Mettuguda Br – SB A/c | 3,53,790 | 3,53,790 |
| (e) SBI, Prashanth Nagar Br – Current A/c | 19,909 | 19,909 |
| (f) SBI, SME Br -Current A/c (31495576885) | 2,675 | 2,675 |
| (g) Cash on Hand | 27,378 | 11,453 |
| 6 Deposits with Government Departments & Others | 91,26,820 | 58,38,397 |
| 7 Income Receivables | 1,31,83,290 | 76,57,858 |
| (a) Grants from ICSSR & Govt of Telangana | 2,10,000 | 12,10,000 |
| (b) MDPs/Conferences/Seminars/Workshops | 15,90,334 | 10,42,850 |
| (c) Consultancy/Research Projects completed | 95,87,775 | 48,50,853 |
| (d) PGDM Education Programmes | 7,35,000 | 1,00,000 |
| (e) Interest and others | 10,60,181 | 4,54,155 |
| TOTAL | 17,87,50,765 | 13,12,91,554 |


(M PHANI)
Finance Officer

(R K MISHRA)
Director

(K MADHAVA RAO)
President

| SI No | Particulars | Gross Block | | | | Depreciation | | | | Net Block | | |
|--|--|-----------------------|-------------------------|-------------------------|---------------------|------------------------|-------------------------|-----------------------------|---------------------------|-----------------------|-----------------------|--|
| | | Opening Amount Rs. | Additions Amount Rs. | Deletions Amount Rs. | Total Amount Rs. | Upto 31.03.2018 Rs. | Rates of Depreciation % | For the Year 2018-19 Rs. | Total Depreciation Rs. | Closing Amount Rs. | Opening Amount Rs. | |
| C | OSMANIA UNIVERSITY CAMPUS | | | | | | | | | | | |
| | C1 OU Buildings | | | | | | | | | | | |
| | C1.1 OU: Buildings (Main) | 15762097 | 0 | 0 | 15762097 | 9337356 | 6.25% | 401546 | 9738902 | 6023195 | 6424741 | |
| | C1.2 OU: Buildings (Library) | 2539116 | 0 | 0 | 2539116 | 2058853 | 6.25% | 30141 | 2086994 | 452122 | 482263 | |
| | C1.3 OU: Buildings (Hostel) | 9945864 | 0 | 0 | 9945864 | 5828711 | 6.25% | 257322 | 6086033 | 3859831 | 4117153 | |
| | | 28247077 | 0 | 0 | 28247077 | 17222920 | | 689010 | 17911930 | 10335147 | 11024157 | |
| | C2 OU Equipment & Machinery | | | | | | | | | | | |
| | C2.1 OU: Air Conditioners | 3774326 | 0 | 0 | 3774326 | 3470005 | 20.00% | 60864 | 3530869 | 243457 | 304321 | |
| | C2.2 OU: Generators | 1388776 | 0 | 0 | 1388776 | 1304592 | 20.00% | 16837 | 1321429 | 67347 | 84184 | |
| | | 5163102 | 0 | 0 | 5163102 | 4774597 | | 77701 | 4852298 | 310804 | 388505 | |
| | C3 OU: Office Equipment | | | | | | | | | | | |
| | C3.1 OU: LCD's & OHPs | 3164160 | 0 | 0 | 3164160 | 2891172 | 20.00% | 54598 | 2945770 | 218390 | 272988 | |
| | C3.2 OU: Audio Visuals Aids | 1436519 | 0 | 0 | 1436519 | 1205170 | 20.00% | 46270 | 1251440 | 185079 | 231349 | |
| C3.3 OU: Telephone EPABX system | 752826 | 143940 | 0 | 896766 | 702395 | 20.00% | 38874 | 741269 | 155497 | 50431 | | |
| C3.4 OU: Fax Machines | 118100 | 0 | 0 | 118100 | 115821 | 20.00% | 456 | 116277 | 1823 | 2279 | | |
| C3.5 OU: Franking Machine | 234674 | 0 | 0 | 234674 | 207797 | 20.00% | 5375 | 213173 | 21501 | 26877 | | |
| C3.6 OU: Library Equipment | 192229 | 0 | 0 | 192229 | 176696 | 20.00% | 3307 | 179003 | 13226 | 16533 | | |
| C3.7 OU: Canteen Equipment | 625144 | 0 | 0 | 625144 | 435773 | 20.00% | 37874 | 473647 | 151497 | 188371 | | |
| C3.8 OU: Other Office Equipment | 2837070 | 0 | 0 | 2837070 | 2613667 | 20.00% | 44681 | 2658347 | 178723 | 223403 | | |
| | 9360722 | 143940 | 0 | 9504662 | 8347491 | | 231434 | 8578925 | 925737 | 1013231 | | |
| C4 OU: Furniture & Fixtures | | | | | | | | | | | | |
| C4.1 OU: Furniture & Fixtures (Main) | 6155222 | 0 | 0 | 6155222 | 5594943 | 20.00% | 112056 | 5706999 | 448223 | 560279 | | |
| C4.2 OU: Furniture and Fixtures (Hostel) | 396583 | 0 | 0 | 396583 | 340690 | 20.00% | 11179 | 351869 | 44714 | 55893 | | |
| | 6551805 | 0 | 0 | 6551805 | 5935633 | | 123234 | 6058867 | 492938 | 616172 | | |
| | 49322706 | 143940 | 0 | 49466646 | 36280641 | | 1121379 | 37402020 | 12064626 | 13042065 | | |
| | GRAND TOTAL (C) | | | | | | | | | | | |

INSTITUTE OF PUBLIC ENTERPRISE
SCHEDULES FORMING PART OF BALANCE SHEET AS AT MARCH 31, 2019
FIXED ASSETS SCHEDULE

DETAILED ASSET-WISE AND CAMPUS-WISE

| Sl No | Particulars | Gross Block | | | Depreciation | | | Net Block | | | |
|----------|--|-----------------------|-------------------------|-------------------------|---------------------|------------------------|-------------------------|-----------------------------|---------------------------|-----------------------|-----------------------|
| | | Opening Amount Rs. | Additions Amount Rs. | Deletions Amount Rs. | Total Amount Rs. | Upto 31.03.2018 Rs. | Rates of Depreciation % | For the Year 2018-19 Rs. | Total Depreciation Rs. | Closing Amount Rs. | Opening Amount Rs. |
| B | Shameerpet Campus : Buildings | | | | | | | | | | |
| B1 | SC: Buildings (Academic Block) | 363529216 | 13866507 | 0 | 377395723 | 28406148 | 2.50% | 8724739 | 37130888 | 340264835 | 335123068 |
| B1.1 | SC: Buildings (Boys Hostel) | 147343060 | 359900 | 0 | 147702960 | 12423594 | 2.50% | 3381984 | 15805579 | 131897381 | 134919466 |
| B1.2 | SC: Buildings (Girls Hostel) | 149190405 | 359900 | 0 | 149550305 | 12583655 | 2.50% | 3424166 | 16007821 | 133542484 | 136606750 |
| B1.3 | SC: Buildings (Food Court) | 43948201 | 0 | 0 | 43948201 | 3723572 | 2.50% | 1005616 | 4729187 | 39219014 | 40224629 |
| B1.4 | SC: Buildings (Security & Service Block) | 13107963 | 0 | 0 | 13107963 | 1110591 | 2.50% | 299934 | 1410525 | 11697438 | 11997372 |
| B1.5 | SC: Buildings (STP) | 4971612 | 0 | 0 | 4971612 | 421227 | 2.50% | 113760 | 534986 | 4436626 | 4550385 |
| B1.6 | SC: Buildings (UGR) | 5349542 | 0 | 0 | 5349542 | 436343 | 2.50% | 122830 | 559173 | 4790369 | 4913199 |
| B1.7 | SC: Buildings (Roads) | 59042168 | 2911958 | 0 | 61954126 | 5002428 | 2.50% | 1423792 | 6426221 | 55527905 | 54039740 |
| B1.8 | SC: Buildings (Compound Wall) | 19714232 | 0 | 0 | 19714232 | 1670316 | 2.50% | 451098 | 2121413 | 17592819 | 18043916 |
| B1.9 | SC: Buildings (MCC Room) | 349921 | 0 | 0 | 349921 | 29648 | 2.50% | 8007 | 37655 | 312266 | 320273 |
| B1.10 | SC: Buildings (Play Grounds) | 2031180 | 741276 | 0 | 2772456 | 70998 | 2.50% | 67536 | 138535 | 2633921 | 1960182 |
| B1.11 | | 808577500 | 18239541 | 0 | 826877041 | 65878521 | | 19023463 | 84901984 | 741915057 | 742698979 |
| B | Shameerpet Campus : Plant & Equipment | | | | | | | | | | |
| B2 | SC: Air-Conditioners (Chilling Units) | 53740614 | 0 | 0 | 53740614 | 22110923 | 15.00% | 4744454 | 26855377 | 26885237 | 31629691 |
| B2.1 | SC: Electrical Equipment & Fittings | 36892171 | 1782078 | 0 | 38674249 | 13932807 | 15.00% | 3711216 | 17644024 | 21030225 | 22958364 |
| B2.2 | SC: Lifts & Elevators | 18923058 | 0 | 0 | 18923058 | 8173519 | 15.00% | 1612431 | 9785949 | 9137109 | 10749539 |
| B2.3 | SC: Sewerage Treatment Plant | 9742048 | 0 | 0 | 9742048 | 4207926 | 15.00% | 830118 | 5038044 | 4704004 | 5534122 |
| B2.4 | SC: Diesel Generators | 6048496 | 0 | 0 | 6048496 | 2612554 | 15.00% | 515391 | 3127945 | 2920551 | 3435942 |
| B2.5 | SC: Fire Hydrant & Alarm Systems | 6788639 | 0 | 0 | 6788639 | 2932247 | 15.00% | 578459 | 3510706 | 3277933 | 3856392 |
| B2.6 | SC: Borewell & Water Treatment Plant | 3278860 | 354605 | 0 | 3633465 | 1412542 | 15.00% | 333138 | 1745881 | 1887784 | 1866318 |
| B2.7 | SC: Food Court Equipment | 3560964 | 476733 | 0 | 4037697 | 1519035 | 15.00% | 377799 | 1896834 | 2140863 | 2041930 |
| B2.8 | SC: Solar Power Plant | 2165140 | 0 | 0 | 2165140 | 935199 | 15.00% | 184491 | 1119690 | 1045450 | 1229942 |
| B2.9 | SC: Electrical Transformers | 1775809 | 0 | 0 | 1775809 | 740818 | 15.00% | 155249 | 896066 | 879743 | 1034991 |
| B2.10 | | 142915799 | 2613416 | 0 | 145529215 | 58577568 | | 13042747 | 71620315 | 73908900 | 84338231 |
| B | Shameerpet Campus: Office Equipment | | | | | | | | | | |
| B3 | Telephones & Lan Facility | 5254406 | 447698 | 0 | 5702104 | 2196691 | 15.00% | 525812 | 2722503 | 2979601 | 3057715 |
| B3.1 | Audio Visual Aids | 6546863 | 1329740 | 0 | 7876603 | 1907707 | 15.00% | 895334 | 2803041 | 5073562 | 4639156 |
| B3.2 | Other Equipment (Aquariums, Refrigerators, Ovens, Surgical, etc) | 3690598 | 125000 | 0 | 3815598 | 1219927 | 15.00% | 389351 | 1609277 | 2206321 | 2470671 |
| B3.3 | GYM & Health Centre Equipment | 3331034 | 1143622 | 0 | 4474656 | 1389785 | 15.00% | 462731 | 1852516 | 2622140 | 1941249 |
| B3.4 | Laundry Equipment | 1392738 | 0 | 0 | 1392738 | 601571 | 15.00% | 118675 | 720246 | 672492 | 791167 |
| B3.5 | | 20215639 | 3046060 | 0 | 23261699 | 7315680 | | 2391903 | 9707583 | 13554116 | 12899959 |
| B | Furniture & Fixtures | | | | | | | | | | |
| B4 | | 69474569 | 10441708 | 0 | 79916277 | 24541147 | 15.00% | 8306269 | 32847417 | 47068860 | 44933422 |
| | | 69474569 | 10441708 | 0 | 79916277 | 24541147 | | 8306269 | 32847417 | 47068860 | 44933422 |

Schedule D
INSTITUTE OF PUBLIC ENTERPRISE
SCHEDULES FORMING PART OF BALANCE SHEET AS AT MARCH 31, 2019
FIXED ASSETS SCHEDULE

| SI No | Particulars | Gross Block | | | Depreciation | | | Net Block | | | |
|-------|--|-----------------------|-------------------------|-------------------------|---------------------|------------------------|-------------------------|-----------------------------|---------------------------|-----------------------|-----------------------|
| | | Opening Amount Rs. | Additions Amount Rs. | Deletions Amount Rs. | Total Amount Rs. | Upto 31.03.2018 Rs. | Rates of Depreciation % | For the Year 2018-19 Rs. | Total Depreciation Rs. | Closing Amount Rs. | Opening Amount Rs. |
| A | Non Depreciable Assets: LAND & PREMISES Land at Shameerpet Campus Audio Visual Aids - Adani Enterprises Ltd | 137190400 | 0 | 0 | 137190400 | 0 | 0.00% | 0 | 0 | 137190400 | 137190400 |
| | | 137190400 | 4042010 | 0 | 4042010 | 0 | 0.00% | 0 | 0 | 4042010 | 0 |
| B | SHAMEERPET CAMPUS SC: Buildings SC: Plant, Equipment & Machinery SC: Office Equipment SC: Furniture & Fixtures | 808577500 | 18239541 | 0 | 826817041 | 65878521 | 2.50% | 19023463 | 84901984 | 741915057 | 742698979 |
| | | 142915799 | 2613416 | 0 | 145529215 | 58577568 | 15.00% | 13042747 | 71620315 | 73908900 | 84338231 |
| | | 20215639 | 3046060 | 0 | 23261699 | 7315680 | 15.00% | 2391903 | 9707583 | 13554116 | 12899959 |
| | | 69474569 | 10441708 | 0 | 79916277 | 24541147 | 15.00% | 8306269 | 32847417 | 47068860 | 44933422 |
| C | OSMANIA UNIVERSITY CAMPUS OU: Buildings OU: Equipment & Machinery OU: Office Equipment OU: Furniture & Fixtures | 1041183507 | 34340725 | 0 | 1075524232 | 156312916 | | 42764392 | 199077299 | 876446933 | 884870591 |
| | | 28247077 | 0 | 0 | 28247077 | 17222920 | 6.25% | 689010 | 17911930 | 10335147 | 11024157 |
| | | 5163102 | 0 | 0 | 5163102 | 4774597 | 20.00% | 77701 | 4852298 | 310804 | 388505 |
| | | 9360722 | 143940 | 0 | 9504662 | 8347491 | 20.00% | 231434 | 8578925 | 925737 | 1013231 |
| D | COMPUTERS & ACCESSORIES (Combined) | 6551805 | 0 | 0 | 6551805 | 5935633 | 20.00% | 123234 | 6058867 | 492938 | 616172 |
| | | 49322706 | 143940 | 0 | 49466646 | 36280641 | | 1121379 | 37402020 | 12064626 | 13042065 |
| E | VEHICLES (Combined) | 25219681 | 3357599 | 1432 | 28575848 | 23986860 | 50.00% | 2294494 | 26281354 | 2294494 | 1232821 |
| | | 25219681 | 3357599 | 1432 | 28575848 | 23986860 | | 2294494 | 26281354 | 2294494 | 1232821 |
| F | Work-in-progress (Elevators) GRAND TOTAL (A+B+C+D+E) | 4032104 | 0 | 125000 | 3907104 | 2679815 | 20.00% | 245458 | 2925273 | 981831 | 1352289 |
| | | 4032104 | 0 | 125000 | 3907104 | 2679815 | | 245458 | 2925273 | 981831 | 1352289 |
| | | 1256948398 | 49054274 | 126432 | 1305876240 | 219260232 | | 46425713 | 265685946 | 1040190294 | 1037688166 |

(M PHANI)
Finance Officer

(R K MISHRA)
Director

(K MADHAVA RAO)
President

| | | | | |
|--|------------------|--------------------|------------------|--------------------|
| 8 IPE Alumni Fund | | 5,59,136 | | 5,59,136 |
| -- Opening Balance | 5,59,136 | | 5,79,136 | |
| -- Contribution/Expendiure for the year | 0 | | -20,000 | |
| 9 Subir Raha Chair on Corporate Governance (ONGC) | | 90,00,000 | | 90,00,000 |
| -- Opening Balance/Receipts | 90,00,000 | | 90,00,000 | |
| -- Interest Acrued during the Year | 6,07,500 | | 6,50,000 | |
| | 96,07,500 | | 96,50,000 | |
| <u>Less: Expenditure for the Chair</u> | <u>6,07,500</u> | | <u>6,50,000</u> | |
| 10 NLC Chair on CSR (Neyveli Lignite Corpn) | | 3,00,00,000 | | 3,00,00,000 |
| -- Opening Balance/Receipts | 3,00,00,000 | | 2,00,00,000 | |
| -- Contribution for the year | 0 | | 1,00,00,000 | |
| -- Interest Acrued during the Year | 20,25,000 | | 19,50,000 | |
| | 3,20,25,000 | | 3,19,50,000 | |
| <u>Less: Expenditure for the Chair</u> | <u>20,25,000</u> | | <u>19,50,000</u> | |
| TOTAL | | 8,82,26,643 | | 9,31,20,515 |



(M PHANT)
Finance Officer



(R K MISHRA)
Director



(K MADHAVA RAO)
President

Schedules forming part of Balance Sheet as at March 31, 2019



Schedule-B

CORPUS AND DEVELOPMENT FUND

| Particulars | As at 31.03.2019 | | As at 31.03.2018 | |
|--|------------------|---------------------|------------------|---------------------|
| | Rs. | Rs. | Rs. | Rs. |
| 1 Corpus Fund: | | 90,00,000 | | 25,80,818 |
| -- Opening Balance | 25,80,818 | | 0 | |
| -- Contribution for the year | 67,42,395 | | 3,62,00,000 | |
| | 93,23,213 | | 3,62,00,000 | |
| Less: Excess of exp. over income - Opg. Bal. | 0 | | 3,34,02,984 | |
| During the year | -3,23,213 | | ,2,16,198 | |
| 2 Infrastructure/Development Fund | | 53,54,02,043 | | 40,86,44,044 |
| -- Opening Balance | 40,86,44,044 | | 40,66,44,044 | |
| -- Grants from ICSSR & Adani for Auditorium | 80,42,010 | | 20,00,000 | |
| -- Contribution for the year | 11,87,15,989 | | 0 | |
| TOTAL | | 54,44,02,043 | | 41,12,24,862 |



(M PHANI)
Finance Officer



(R K MISHRA)
Director



(K MADHAVA RAO)
President

Schedules forming part of Balance Sheet as at March 31, 2019



Schedule-B

CORPUS AND DEVELOPMENT FUND

| Particulars | As at 31.03.2019 | | As at 31.03.2018 | |
|--|------------------|---------------------|------------------|---------------------|
| | Rs. | Rs. | Rs. | Rs. |
| 1 Corpus Fund: | | 90,00,000 | | 25,80,818 |
| -- Opening Balance | 25,80,818 | | 0 | |
| -- Contribution for the year | 67,42,395 | | 3,62,00,000 | |
| | 93,23,213 | | 3,62,00,000 | |
| Less: Excess of exp. over income - Opg. Bal. | 0 | | 3,34,02,984 | |
| During the year | -3,23,213 | | ,2,16,198 | |
| 2 Infrastructure/Development Fund | | 53,54,02,043 | | 40,86,44,044 |
| -- Opening Balance | 40,86,44,044 | | 40,66,44,044 | |
| -- Grants from ICSSR & Adani for Auditorium | 80,42,010 | | 20,00,000 | |
| -- Contribution for the year | 11,87,15,989 | | 0 | |
| TOTAL | | 54,44,02,043 | | 41,12,24,862 |



(M PHANI)
Finance Officer



(R K MISHRA)
Director



(K MADHAVA RAO)
President



Schedules forming part of Balance Sheet as at March 31, 2019

Schedule-A

CAPITAL FUND

| Particulars | As at 31.03.2019 | | As at 31.03.2018 | |
|--|------------------|--------------------|------------------|--------------------|
| | Rs. | | Rs. | |
| 1 Capital Account | | 2,87,780 | | 2,87,780 |
| 2 Silver/Golden Jubilee Funds | | 61,37,284 | | 61,37,284 |
| -- Opening Balance | 61,37,284 | | 61,37,284 | |
| -- Contribution for the year | 0 | | 0 | |
| | 61,37,284 | | 61,37,284 | |
| <u>Less: Payments made during the year</u> | 0 | | 0 | |
| 3 Corporate Life Memberships | | 53,33,997 | | 53,33,997 |
| -- Opening Balance | 53,33,997 | | 53,33,997 | |
| -- Contribution for the year | 0 | | 0 | |
| 4 Patron Memberships | | 1,82,00,000 | | 1,72,00,000 |
| -- Opening Balance | 1,72,00,000 | | 1,72,00,000 | |
| -- Contribution for the year | 10,00,000 | | 0 | |
| TOTAL | | 2,99,59,061 | | 2,89,59,061 |



(M PHANI)
Finance Officer



(R K MISHRA)
Director



(K MADHAVA RAO)
President

INSTITUTE OF PUBLIC ENTERPRISE
 Hyderabad

BALANCE SHEET AS AT MARCH 31, 2019


(Amounts in Rupees)

| | Schedule | As at 31.03.2019 Rs. | As at 31.03.2018 Rs. |
|-----------------------------|----------|-------------------------|-------------------------|
| SOURCES OF FUNDS | | | |
| Capital Fund | A | 2,99,59,061 | 2,89,59,061 |
| Corpus & Development Fund | B | 54,44,02,043 | 41,12,24,862 |
| Other Funds | C | 8,82,26,643 | 9,31,20,515 |
| Secured Loan | | 40,00,00,000 | 50,00,00,000 |
| Vehicle Loan | | 6,42,926 | 11,98,000 |
| | | <u>106,32,30,673</u> | <u>103,45,02,438</u> |
| UTILISATION OF FUNDS | | | |
| Fixed Assets | D | 104,01,90,294 | 103,76,88,166 |
| -- Gross Block (at Cost) | | 130,58,76,240 | 125,69,48,398 |
| Less: Depreciation to date | | <u>26,56,85,946</u> | <u>21,92,60,232</u> |
| Current Assets | E | 17,87,50,765 | 13,12,91,554 |
| Less: Current Liabilities | F | <u>15,57,10,386</u> | <u>230,40,379</u> |
| | | <u>106,32,30,673</u> | <u>103,45,02,438</u> |
| Notes on Accounts | G | | |

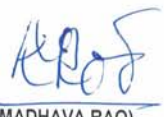
As per our report attached.

 For MEHER & ASSOCIATES
 Chartered Accountants


 (P RAJENDRA MEHER)
 Partner


 (M PHANI)
 Finance Officer


 (R K MISHRA)
 Director


 (K MADHAVA RAO)
 President

UDIN:

Place: Hyderabad

Date: 18/03/2019



MEHER & ASSOCIATES

CHARTERED ACCOUNTANTS

The Board of Governors
Institute of Public Enterprise
Osmania University Campus
Hyderabad-500 007.

AUDIT REPORT

We have audited the attached Balance Sheet of INSTITUTE OF PUBLIC ENTERPRISE, Hyderabad as at 31.3.2019 and also the Income and Expenditure Accounts of the period ending on that date annexed thereto and report as under:

These financial statements are the responsibility of the Institute's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in India. Those Standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

- 1 We have obtained all the information and explanation which to the best of our knowledge and belief were necessary for the purpose of the audit.
- 2 In our opinion proper books of accounts as required have been kept by the Institute so far, as appears from our examination of the books.
- 3 The Balance Sheet as at 31.3.2019 and the Income and Expenditure account for the year ending 31.3.2019 dealt with by this report are in agreement with the books of accounts.
- 4 In our opinion and to the best of our information and according to the explanation given to us, and read with the Notes on Accounts give a true and fair view.
 - (a) In the case of Balance Sheet of the State of Affairs of the Institute as at 31.3.2019.
 - (b) In the case of Income and Expenditure account, excess of expenditure over income for the year ended on that date.

For MEHER & ASSOCIATES
Chartered Accountants
Firm Reg No : 007427S

Place : Hyderabad
Date : 18th July 2019
UDIN : 19026603AAAAAV4414


(P RAJENDRA MEHER)
PARTNER
M No : 026603


THE INSTITUTE OF PUBLIC ENTERPRISE

Notes to the financial statements

For the year ended March 31, 2019

NOTE 2: Significant Accounting Policies

Assets taken under leases, where the lessor effectively retains substantially all the risks and benefits of ownership of the leased term, are classified as operating leases. Operating lease payments are recognized as an expense in the Statement of Income and Expenditure on a straight-line basis over the lease term.

h) Borrowing Cost

As per the applicable Accounting Standards, Borrowing costs to the extent related/attributable to the acquisition/construction of assets that takes substantial period of time to get ready for their intended use are to be capitalized along with the respective fixed asset up to the date such asset is ready for use. Other borrowing costs are charged to the Statement of Income and Expenditure.

The Institute has charged the Borrowing Cost incurred with respect to the construction of new Campus to the Statement of Income and Expenditure.

i) Provisions and Contingencies

A provision is recognized when an enterprise has a present obligation as a result of past event and it is probable that an outflow of resources will be required to settle the obligation, in respect of which a reliable estimate can be made. Provisions are not discounted to their present values and are determined based on management estimate required to settle the obligation at the Balance Sheet date. These are reviewed at each Balance Sheet date and adjusted to reflect the current management estimates.

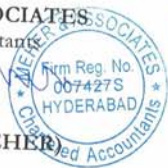
Contingent liabilities are disclosed in respect of possible obligations that have arisen from past events and the existence of which will be confirmed only by the occurrence or non-occurrence of future events not wholly within the control of the Institute.

When there is an obligation in respect of which the likelihood of outflow of resources is remote, no provision or disclosure is made.

For MEHER & ASSOCIATES
Chartered Accountants


(P RAJENDRA MEHER)
Partner

Date : 11/07/2019
Place : Hyderabad




(M PHANI)
Finance Officer


(R K MISHRA)
Director


(K MADHAVA RAO)
President

Mandatory Disclosure 2019-20

Audit report 2017-2018



MEHER & ASSOCIATES

CHARTERED ACCOUNTANTS

The Board of Governors
Institute of Public Enterprise
Osmania University Campus
Hyderabad-500 007.

AUDIT REPORT

We have audited the attached Balance Sheet of INSTITUTE OF PUBLIC ENTERPRISE, Hyderabad as at 31.3.2018 and also the Income and Expenditure Accounts of the period ending on that date annexed thereto and report as under:

These financial statements are the responsibility of the Institute's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in India. Those Standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

- 1 We have obtained all the information and explanation which to the best of our knowledge and belief were necessary for the purpose of the audit.
- 2 In our opinion proper books of accounts as required have been kept by the Institute so far, as appears from our examination of the books.
- 3 The Balance Sheet as at 31.3.2018 and the Income and Expenditure account for the year ending 31.3.2018 dealt with by this report are in agreement with the books of accounts.
- 4 In our opinion and to the best of our information and according to the explanation given to us, and read with the Notes on Accounts give a true and fair view.
 - (a) In the case of Balance Sheet of the State of Affairs of the Institute as at 31.3.2018.
 - (b) In the case of Income and Expenditure account, excess of expenditure over income for the year ended on that date.

For MEHER & ASSOCIATES
Chartered Accountants
Firm Reg No : 007427S

P. Rajendra
(P RAJENDRA MEHER)
PARTNER
M.No : 026603



Place : Hyderabad

Date : 27th July 2018

**INSTITUTE OF PUBLIC ENTERPRISE
Hyderabad**



BALANCE SHEET AS AT MARCH 31, 2018

(Amounts in Rupees)

| Schedule | As at 31.03.2018 Rs. | As at 31.03.2017 Rs. |
|-----------------------------------|-------------------------|-------------------------|
| SOURCES OF FUNDS | | |
| Capital Fund | A 2,89,59,061 | 2,89,59,061 |
| Corpus & Development Fund | B 41,12,24,862 | 40,86,44,044 |
| Other Funds | C 9,31,20,515 | 4,47,78,220 |
| Secured Loan | 50,00,00,000 | 54,00,00,000 |
| Vehicle Loan | 11,98,000 | 0 |
| | <u>103,45,02,438</u> | <u>102,23,81,325</u> |
| UTILISATION OF FUNDS | | |
| Fixed Assets | D 103,76,88,166 | 100,88,68,219 |
| - Gross Block (at Cost) | 125,69,48,308 | 118,11,85,464 |
| Less: Depreciation to date | <u>21,92,60,232</u> | <u>17,23,17,245</u> |
| Current Assets | E 13,12,91,554 | 5,34,18,756 |
| Less: Current Liabilities | F <u>13,44,77,282</u> | <u>7,33,08,034</u> |
| | -31,85,728 | -1,98,89,878 |
| Excess of Expenditure Over Income | 0 | 2,00,01,899 |
| Less: during the year | 0 | <u>13,44,08,085</u> |
| | <u>103,45,02,438</u> | <u>102,23,81,325</u> |
| Notes on Accounts | G | |

As per our report attached.

For MEHER & ASSOCIATES

Chartered Accountants

P. Rajendra Meher
(P RAJENDRA MEHER)
Partner

(M PHANI)
Finance Officer



(R K MISHRA)
Director

(K MADHAVA RAO)
President

Place: Hyderabad

Date: 27.07.2018




Schedules forming part of Balance Sheet as at March 31, 2018

Schedule-A

CAPITAL FUND

| Particulars | As at 31.03.2018 | As at 31.03.2017 |
|-------------------------------------|--------------------|--------------------|
| | Rs. | Rs. |
| 1 Capital Account | 2,87,780 | 2,87,780 |
| 2 Silver/Golden Jubilee Funds | 61,37,284 | 61,37,284 |
| - Opening Balance | 61,37,284 | 61,37,284 |
| - Contribution for the year | 0 | 0 |
| Less: Payments made during the year | 61,37,284 | 61,37,284 |
| | 0 | 0 |
| 3 Corporate Life Memberships | 53,33,997 | 53,33,997 |
| - Opening Balance | 53,33,997 | 43,00,000 |
| - Contribution for the year | 0 | 10,33,997 |
| 4 Patron Memberships | 1,72,00,000 | 1,72,00,000 |
| - Opening Balance | 1,72,00,000 | 1,62,00,000 |
| - Contribution for the year | 0 | 10,00,000 |
| TOTAL | 2,89,59,061 | 2,89,59,061 |


(M PHANI)
Finance Officer


(R K MISHRA)
Director


(K MADHAVA RAO)
President

Schedules forming part of Balance Sheet as at March 31, 2018



Schedule B

CORPUS AND DEVELOPMENT FUND

| Particulars | As at 31.03.2018 | | As at 31.03.2017 | |
|--|--------------------|----------------------------|------------------|----------------------------|
| | Rs. | Rs. | Rs. | Rs. |
| 1 Corpus Fund: | | 25,80,818 | | 0 |
| - Opening Balance | 0 | | 0 | |
| - Contribution for the year | <u>3,62,00,000</u> | | <u>0</u> | |
| | 3,62,00,000 | | 0 | |
| Less: Excess of exp. over income - Opp. Bal. | 3,34,02,884 | | | |
| During the year | <u>2,16,198</u> | | | |
| 2 Infrastructure/Development Fund | | 40,86,44,044 | | 40,86,44,044 |
| - Opening Balance | 40,86,44,044 | | 40,86,44,044 | |
| - Grants from ONGC for Building & Equipment | 20,00,000 | | 20,00,000 | |
| - Contribution for the year | <u>0</u> | | <u>0</u> | |
| TOTAL | | <u>41,12,24,862</u> | | <u>40,86,44,044</u> |

(M PHANI)
Finance Officer

(R K MISHRA)
Director

(K MADHAVA RAO)
President

Schedules forming part of Balance Sheet as at March 31, 2018

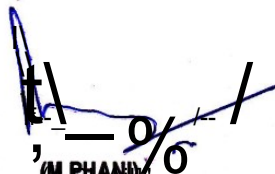


Schedule-C

OTHER FUNDS

| Particulars | As at 31.03.2018 | | As at 31.03.2017 | |
|--|--------------------|-------------|--------------------|-----------|
| | | Rs. | | Rs. |
| 1 Employees' Gratuity Fund: | | 2,38,51,029 | | 0 |
| -- Closing Balance (Liability) | 4,22,06,665 | | 1,74,68,953 | |
| <u>Less: Investment with LIC:GGCA Fund</u> | <u>1,83,55,636</u> | | <u>1,74,68,953</u> | |
| 2 Employees' EL Fund: | | 90,44,999 | | 0 |
| -- Closing Balance (Liability) | 1,75,24,300 | | 82,22,473 | |
| <u>Less: Investment with LIC:GLES Fund</u> | <u>84,79,301</u> | | <u>82,22,473</u> | |
| 3 Employees' Welfare Fund: | | 52,80,460 | | 43,14,193 |
| -- Opening Balance | 43,14,193 | | 43,64,193 | |
| -- Contribution for the year | 10,00,000 | | 0 | |
| | <u>53,14,193</u> | | <u>43,64,193</u> | |
| <u>Less: Payments made during the year</u> | <u>33,733</u> | | <u>50,000</u> | |
| 4 Gold Medal Installation | | 27,000 | | 27,000 |
| 5 IPE Award in Honour of Sri T L Sankar | | 35,000 | | 35,000 |
| 6 MBA(PE) Programme Fund | | 41,01,091 | | 41,01,091 |
| (a) Govt of Andhra Pradesh | | | | |
| -- Opening Balance | 68,96,000 | | 68,96,000 | |
| -- Contribution for the Year | 0 | | 0 | |
| | <u>68,96,000</u> | | <u>68,96,000</u> | |
| (b) IPE's contribution | | | | |
| -- Opening Balance | 1,75,25,000 | | 1,75,25,000 | |
| -- Contribution for the year | 0 | | 0 | |
| | <u>1,75,25,000</u> | | <u>1,75,25,000</u> | |
| Total (a) + (b) | 2,44,21,000 | | 2,44,21,000 | |
| <u>Less: Expenditure upto 2014-15</u> | <u>2,03,19,909</u> | | <u>2,03,19,909</u> | |
| | <u>41,01,091</u> | | <u>41,01,091</u> | |
| 7 Scholarship Fund | | 1,12,21,800 | | 67,21,800 |
| -- Opening Balance | 67,21,800 | | 67,21,800 | |
| -- Contribution for the year | 45,00,000 | | 0 | |
| | <u>1,12,21,800</u> | | <u>67,21,800</u> | |
| <u>Less: Scholarships released</u> | <u>0</u> | | <u>0</u> | |

| | | | | | |
|----|---|------------------|--------------------|------------------|--------------------|
| 8 | IPE Alumni Fund | | 5,59,136 | | 5,79,136 |
| | - Opening Balance | 5,79,136 | | 6,07,136 | |
| | - Contribution/Expenditure for the year | -20,000 | | -28,000 | |
| 9 | Subir Raha Chair on Corporate Governance (ONGG) | | 90,00,000 | | 90,00,000 |
| | - Opening Balance/Receipts | 90,00,000 | | 90,00,000 | |
| | - Interest Accrued during the Year | 5,85,000 | | 6,50,000 | |
| | | 95,85,000 | | 96,50,000 | |
| | <u>Less: Expenditure for the Chair</u> | <u>5,85,000</u> | | <u>6,50,000</u> | |
| 10 | NLC Chair on CSR (Neyveli Lignite Corpn) | | 3,00,00,000 | | 2,00,00,000 |
| | - Opening Balance/Receipts | 2,00,00,000 | | 2,00,00,000 | |
| | - Contribution for the year | 1,00,00,000 | | | |
| | - Interest Accrued during the Year | 10,50,000 | | 13,50,000 | |
| | | 3,10,50,000 | | 2,13,50,000 | |
| | <u>Less: Expenditure for the Chair</u> | <u>10,50,000</u> | | <u>13,50,000</u> | |
| | TOTAL | | 9,31,20,515 | | 4,47,74,270 |


 (M PHANI)
 Finance Officer


 (K MISRA)
 Director


 (K MADHVARAO)
 President

Schedule D

**INSTITUTE OF PUBLIC ENTERPRISE
SCHEDULES FORMING PART OF BALANCE SHEET AS AT MARCH 31, 2018
FIXED ASSETS SCHEDULE**

| SI No | Particulars | Gross Block | | | Depreciation | | | Net Block | | | |
|-------|--|-----------------------|-------------------------|-------------------------|---------------------|------------------------|-------------------------|-----------------------------|---------------------------|-----------------------|-----------------------|
| | | Opening Amount Rs. | Additions Amount Rs. | Deletions Amount Rs. | Total Amount Rs. | Upto 31.03.2017 Rs. | Rates of Depreciation % | For the Year 2017-18 Rs. | Total Depreciation Rs. | Closing Amount Rs. | Opening Amount Rs. |
| A | LAND & PREMISES | | | | | | | | | | |
| A1 | Land at Shameerpur Campus | 137190400 | 0 | 0 | 137190400 | 0 | 0.00% | 0 | 0 | 137190400 | 137190400 |
| B | SHAMEERPUR CAMPUS | | | | | | | | | | |
| B1 | SC: Buildings | 765569550 | 43007950 | 0 | 808577500 | 46834957 | 2.50% | 19043564 | 65878521 | 742698979 | 718734593 |
| B2 | SC: Plant, Equipment & Machinery | 132218627 | 10697172 | 0 | 142915799 | 43694351 | 15.00% | 14883217 | 58577568 | 84338231 | 88524276 |
| B3 | SC: Office Equipment | 16608402 | 3607237 | 0 | 20215639 | 5039217 | 15.00% | 2276463 | 7315680 | 12899959 | 11569185 |
| B4 | SC: Furniture & Fixtures | 54954571 | 14519998 | 0 | 69474569 | 16611720 | 15.00% | 7929427 | 24541147 | 44933422 | 38342851 |
| C | OSMANIA UNIVERSITY CAMPUS | | | | | | | | | | |
| C1 | OU: Buildings | 28247077 | 0 | 0 | 28247077 | 16487976 | 6.25% | 734944 | 17222920 | 11024157 | 11759101 |
| C2 | OU: Equipment & Machinery | 5163102 | 0 | 0 | 5163102 | 4677471 | 20.00% | 97126 | 4774597 | 388505 | 485631 |
| C3 | OU: Office Equipment | 9069117 | 291605 | 0 | 9360722 | 8094183 | 20.00% | 253308 | 8347491 | 1013231 | 974934 |
| C4 | OU: Furniture & Fixtures | 6551805 | 0 | 0 | 6551805 | 5781590 | 20.00% | 154043 | 5935633 | 616172 | 770215 |
| | | 49031101 | 291605 | 0 | 49322706 | 35041220 | | 1239421 | 36280641 | 13042065 | 13989881 |
| D | COMPUTERS & ACCESSORIES (Combine) | | | | | | | | | | |
| | | 22940780 | 2286888 | 7987 | 25219681 | 22754039 | 50.00% | 1232821 | 23986860 | 1232821 | 186741 |
| | | 22940780 | 2286888 | 7987 | 25219681 | 22754039 | | 1232821 | 23986860 | 1232821 | 186741 |
| E | VEHICLES (Combined) | | | | | | | | | | |
| | | 2672033 | 1401182 | 41111 | 4032104 | 2341743 | 20.00% | 338072 | 2679815 | 1352289 | 330290 |
| | | 2672033 | 1401182 | 41111 | 4032104 | 2341743 | | 338072 | 2679815 | 1352289 | 330290 |
| | GRAND TOTAL (A+B+C+D+E) | 1181185464 | 75812032 | 49098 | 1256948398 | 172317247 | | 46942985 | 219260232 | 1037688166 | 1008688217 |

(M PHANI)

(M PHANI)
Finance Officer

R.K.

(R K MISHRA)
Director

K.M.R.

(K MADHAVA RAO)
President

INSTITUTE OF PUBLIC ENTERPRISE
SCHEDULES FORMING PART OF BALANCE SHEET AS AT MARCH 31, 2018
FIXED ASSETS SCHEDULE
DETAILED ASSET-WISE AND CAMPUS-WISE

| Sl No | Particulars | Gross Block | | | Depreciation | | | Net Block | | | |
|----------|---|-----------------------|-------------------------|-------------------------|---------------------|------------------------|-------------------------|-----------------------------|---------------------------|-----------------------|-----------------------|
| | | Opening Amount Rs. | Additions Amount Rs. | Deletions Amount Rs. | Total Amount Rs. | Upto 31.03.2017 Rs. | Rates of Depreciation % | For the Year 2017-18 Rs. | Total Depreciation Rs. | Closing Amount Rs. | Opening Amount Rs. |
| B | Shameerpet Campus : Buildings | | | | | | | | | | |
| B1 | SC: Buildings (Academic Block) | 323636808 | 39892408 | 0 | 363529216 | 19813249 | 2.50% | 8592899 | 28406148 | 335123068 | 303823559 |
| B1.1 | SC: Buildings (Boys Hostel) | 146527660 | 815400 | 0 | 147343060 | 8964121 | 2.50% | 3459473 | 12423594 | 134919466 | 137563639 |
| B1.2 | SC: Buildings (Girls Hostel) | 148375005 | 815400 | 0 | 149190405 | 9080918 | 2.50% | 3502737 | 12583855 | 136606750 | 139294087 |
| B1.3 | SC: Buildings (Food Court) | 43948201 | 0 | 0 | 43948201 | 2692171 | 2.50% | 1031401 | 3723572 | 40224629 | 41256030 |
| B1.4 | SC: Buildings (Security & Service Block) | 13107963 | 0 | 0 | 13107963 | 802966 | 2.50% | 307625 | 1110591 | 11997372 | 12304997 |
| B1.5 | SC: Buildings (STP) | 4971612 | 0 | 0 | 4971612 | 304550 | 2.50% | 116677 | 421227 | 4550385 | 4667062 |
| B1.6 | SC: Buildings (UGR) | 5066519 | 283023 | 0 | 5349542 | 310364 | 2.50% | 125979 | 436343 | 4913199 | 4756155 |
| B1.7 | SC: Buildings (Roads) | 59042168 | 0 | 0 | 59042168 | 3616794 | 2.50% | 1385634 | 5002428 | 54039740 | 55425374 |
| B1.8 | SC: Buildings (Compound Wall) | 19714232 | 0 | 0 | 19714232 | 1207651 | 2.50% | 462665 | 1670316 | 18043916 | 18506581 |
| B1.9 | SC: Buildings (MCC Room) | 349921 | 0 | 0 | 349921 | 21436 | 2.50% | 8212 | 29648 | 320273 | 328485 |
| B1.10 | SC: Buildings (Play Grounds) | 829461 | 1201719 | 0 | 2031180 | 20737 | 2.50% | 50261 | 70998 | 1960182 | 808724 |
| B1.11 | | 765569550 | 43007950 | 0 | 808577500 | 46834957 | | 19043564 | 65878521 | 742698979 | 718734593 |
| B | Shameerpet Campus : Plant & Equipment | | | | | | | | | | |
| B2 | SC: Air-Conditioners (Chilling Units) | 49933691 | 3906923 | 0 | 53740614 | 16529213 | 15.00% | 5581710 | 22110923 | 31629691 | 33300478 |
| B2.1 | SC: Electrical Equipment & Fittings | 30182717 | 6709454 | 0 | 36892171 | 9881155 | 15.00% | 4051652 | 13932807 | 22959364 | 20301562 |
| B2.2 | SC: Lifts & Elevators | 18923058 | 0 | 0 | 18923058 | 6276541 | 15.00% | 1896978 | 8173519 | 10749539 | 12646517 |
| B2.3 | SC: Sewerage Treatment Plant | 9742048 | 0 | 0 | 9742048 | 3231316 | 15.00% | 976610 | 4207926 | 5534122 | 6510732 |
| B2.4 | SC: Diesel Generators | 6048496 | 0 | 0 | 6048496 | 2006211 | 15.00% | 606343 | 2612554 | 3435942 | 4042285 |
| B2.5 | SC: Fire Hydrant & Alarm Systems | 6788639 | 0 | 0 | 6788639 | 2251707 | 15.00% | 680540 | 2932247 | 3856392 | 4536932 |
| B2.6 | SC: Borewell & Water Treatment Plant | 3265700 | 13160 | 0 | 3278860 | 1083192 | 15.00% | 329350 | 1412542 | 1866318 | 2182508 |
| B2.7 | SC: Food Court Equipment | 3493329 | 67635 | 0 | 3560964 | 1158694 | 15.00% | 360341 | 1519035 | 2041930 | 2334635 |
| B2.8 | SC: Solar Power Plant | 2165140 | 0 | 0 | 2165140 | 718150 | 15.00% | 217049 | 935199 | 1229942 | 1446990 |
| B2.9 | SC: Electrical Transformers | 1775809 | 0 | 0 | 1775809 | 558172 | 15.00% | 182646 | 740818 | 1034991 | 1217637 |
| B2.10 | | 132218627 | 10697172 | 0 | 142915799 | 43694351 | | 14883217 | 58577568 | 84338231 | 88524276 |
| B | Shameerpet Campus: Office Equipment | | | | | | | | | | |
| B3 | 1 B3.1 Telephones & Lan Facility | 5052572 | 201834 | 0 | 5254406 | 1657094 | 15.00% | 539597 | 2196691 | 3057715 | 3395478 |
| B3.2 | 2 B3.2 Audio Visual Aids | 3230920 | 3255943 | 0 | 6486863 | 1089032 | 15.00% | 818675 | 1907707 | 4639156 | 2201888 |
| B3.3 | 3 B3.3 Other Equipment (Aquaquads, Refrigerators, Ovens, Surgical, etc) | 3541138 | 149460 | 0 | 3690598 | 783926 | 15.00% | 436001 | 1219927 | 2470671 | 2757212 |
| B3.4 | 4 B3.4 GYM & Health Centre Equipment | 3331034 | 0 | 0 | 3331034 | 1047212 | 15.00% | 342573 | 1389785 | 1941249 | 2283822 |
| B3.5 | 5 B3.5 Laundry Equipment | 1392738 | 0 | 0 | 1392738 | 461953 | 15.00% | 139618 | 601571 | 791167 | 930785 |
| | | 16608402 | 3607237 | 0 | 20215639 | 5039217 | | 2276463 | 7315680 | 12899959 | 11569185 |
| B | Furniture & Fixtures | | | | | | | | | | |
| B4 | | 54954571 | 14519998 | 0 | 69474569 | 16611720 | 15.00% | 7929427 | 24541147 | 44933422 | 38342851 |
| | | 54954571 | 14519998 | 0 | 69474569 | 16611720 | | 7929427 | 24541147 | 44933422 | 38342851 |

| SI No | Particulars | Gross Block | | | | Depreciation | | | | Net Block | | |
|-----------|-------------------------------------|-----------------------|-------------------------|-------------------------|---------------------|------------------------|-------------------------|-----------------------------|---------------------------|-----------------------|-----------------------|--|
| | | Opening Amount Rs. | Additions Amount Rs. | Deletions Amount Rs. | Total Amount Rs. | Upto 31.03.2017 Rs. | Rates of Depreciation % | For the Year 2017-18 Rs. | Total Depreciation Rs. | Closing Amount Rs. | Opening Amount Rs. | |
| C | OSMANIA UNIVERSITY CAMPUS | | | | | | | | | | | |
| C1 | OU Buildings | | | | | | | | | | | |
| C1.1 | OU: Buildings (Main) | 15762097 | 0 | 0 | 15762097 | 8909040 | 6.25% | 428316 | 9337356 | 6424741 | 6853057 | |
| C1.2 | OU: Buildings (Library) | 2539116 | 0 | 0 | 2539116 | 2024702 | 6.25% | 32151 | 2056853 | 482263 | 514414 | |
| C1.3 | OU: Buildings (Hostel) | 9945864 | 0 | 0 | 9945864 | 5554234 | 6.25% | 274477 | 5828711 | 4117153 | 4391630 | |
| | | 28247077 | 0 | 0 | 28247077 | 16487976 | | 734944 | 17222920 | 11024157 | 11759101 | |
| C2 | OU Equipment & Machinery | | | | | | | | | | | |
| C2.1 | OU: Air Conditioners | 3774326 | 0 | 0 | 3774326 | 3393925 | 20.00% | 76080 | 3470005 | 304321 | 380401 | |
| C2.2 | OU: Generators | 1388776 | 0 | 0 | 1388776 | 1283546 | 20.00% | 21046 | 1304592 | 84184 | 105230 | |
| | | 5163102 | 0 | 0 | 5163102 | 4677471 | | 97126 | 4774597 | 388505 | 485631 | |
| C3 | OU: Office Equipment | | | | | | | | | | | |
| C3.1 | OU: LCD's & OHPs | 3164160 | 0 | 0 | 3164160 | 2822925 | 20.00% | 68247 | 2891172 | 272988 | 341235 | |
| C3.2 | OU: Audio Visuals Aids | 1436519 | 0 | 0 | 1436519 | 1147333 | 20.00% | 57837 | 1205170 | 231349 | 289186 | |
| C3.3 | OU: Telephone EPABX system | 742501 | 10325 | 0 | 752826 | 689787 | 20.00% | 12608 | 702395 | 50431 | 52714 | |
| C3.4 | OU: Fax Machines | 118100 | 0 | 0 | 118100 | 115251 | 20.00% | 570 | 115821 | 2279 | 2849 | |
| C3.5 | OU: Franking Machine | 234674 | 0 | 0 | 234674 | 201078 | 20.00% | 6719 | 207797 | 26877 | 33596 | |
| C3.6 | OU: Library Equipment | 192229 | 0 | 0 | 192229 | 171563 | 20.00% | 4133 | 175696 | 16533 | 20666 | |
| C3.7 | OU: Canteen Equipment | 438264 | 186880 | 0 | 625144 | 388430 | 20.00% | 47343 | 435773 | 189371 | 49834 | |
| C3.8 | OU: Other Office Equipment | 2742670 | 94400 | 0 | 2837070 | 2557816 | 20.00% | 55851 | 2613667 | 223403 | 184854 | |
| | | 9069117 | 291605 | 0 | 9360722 | 8094183 | | 253308 | 8347491 | 1013231 | 974934 | |
| C4 | OU: Furniture & Fixtures | | | | | | | | | | | |
| C4.1 | OU: Furniture & Fixtures (Main) | 6155222 | 0 | 0 | 6155222 | 5454873 | 20.00% | 140070 | 5594943 | 560279 | 700349 | |
| C4.2 | OU: Furniture and Fixtures (Hostel) | 396583 | 0 | 0 | 396583 | 326717 | 20.00% | 13973 | 340690 | 55893 | 69866 | |
| | | 6551805 | 0 | 0 | 6551805 | 5781590 | | 154043 | 5935633 | 616172 | 770215 | |
| | GRAND TOTAL (C) | 49031101 | 291605 | 0 | 49322706 | 35041220 | | 1239421 | 36280641 | 13042065 | 13989881 | |



Schedules forming part of Balance Sheet as at March 31, 2018

Schedule-E

CURRENT ASSETS

| Particulars | As at 31.03.2018 | As at 31.03.2017 |
|--|---------------------|--------------------|
| | Rs. | Rs. |
| 1 Deposits/Bank Guarantees with Banks | 9,94,13,541 | 2,86,47,488 |
| (a) State Bank of India, OU Br | 2,17,24,641 | 0 |
| (b) HDFC Limited | 2,00,00,000 | 0 |
| (c) State Bank of India, SME, Br | 2,50,000 | 2,50,000 |
| (d) Canara Bank, Mettuguda Br | 10,000 | 10,000 |
| (e) HDFC Lakdikapul Br | 5,74,28,900 | 2,83,87,488 |
| 2 Advances (Activities) | 15,62,723 | 9,98,659 |
| 3 Advances/Loans (Staff) | 10,68,288 | 25,82,068 |
| 4 Sundry Debtors | 80,394 | 78,220 |
| 5 Balances with Banks & Cash | 1,56,70,353 | 77,16,082 |
| (a) SBH, OU Br – SB A/c (52198-267621) | 33,75,128 | 25,76,135 |
| (b) SBH,OU Br – Current A/c (52198-261186) | 28,12,639 | 15,79,006 |
| (c) HDFC Bank - Current A/c | 90,94,755 | 5,73,647 |
| (d) HDFC Bank - Escrow A/c | 0 | 25,85,560 |
| (e) HDFC, Kanjurmarg | 4 | 2 |
| (f) Andhra Bank, Vidyanagar Br – SB A/c | 0 | 0 |
| (g) Canara Bank, Mettuguda Br – SB A/c | 3,53,790 | 3,53,790 |
| (h) SBI, Prashanth Nagar Br – Current A/c | 19,909 | 23,951 |
| (i) SBI, SME Br -Current A/c (31495576885) | 2,675 | 2,675 |
| (j) Cash on Hand | 11,453 | 21,316 |
| 6 Deposits with Government Departments & Others | 58,38,397 | 57,01,851 |
| 7 ICSSR Fellowships Receivable | 0 | 1,26,348 |
| 8 Income Receivables | 76,57,858 | 75,68,040 |
| (a) Grants from ICSSR & Govt of Telangana | 12,10,000 | 32,60,000 |
| (b) MDPs/Conferences/Seminars/Workshops | 10,42,850 | 3,81,555 |
| (c) Consultancy/Research Projects completed | 48,50,853 | 32,42,353 |
| (d) PGDM Education Programmes | 1,00,000 | 4,10,000 |
| (e) Interest and others | 4,54,155 | 2,74,132 |
| TOTAL | 13,12,91,554 | 5,34,18,756 |

(M PHANI)
Finance Officer

(R K MISHRA)
Director

(K MADHAVA RAO)
President



Schedules forming part of Balance Sheet as at March 31, 2018

Schedule-F

CURRENT LIABILITIES

| Particulars | As at 31.03.2018 | As at 31.03.2017 |
|---|---------------------|--------------------|
| | Rs. | Rs. |
| 1 Consultancy Projects/Assignments in Progress (Group-2) | 27,03,046 | 32,65,637 |
| 2 Research Projects/Assignments in Progress (Group 3) | 1,27,41,032 | 1,18,94,722 |
| 3 Xerox Deposit | 1,000 | 1,000 |
| 4 Stationery Deposit | 2,500 | 2,500 |
| 5 Canteen Deposit (OU & Shameerpet Campus) | 92,000 | 72,000 |
| 6 Caution Money Deposits (Refundable) | 1,30,79,400 | 76,45,000 |
| 7 ICSSR Fellowships | 31,79,208 | 0 |
| 8 Other Laibilities (Security Deposits, Statuitary Payments etc.) | 1,16,11,147 | 34,26,383 |
| 9 Pension Fund Schemes Liability | 11,63,335 | 9,31,288 |
| 10 Advance Fee Receipts (PGPs) | 5,96,99,800 | 3,58,50,000 |
| 11 Advance Fee Receipts (Hostels) | 1,94,58,440 | 35,78,000 |
| 12 Advance Fee Receipts (Transport) | 2,80,000 | 0 |
| 13 Outstanding Expenses | 1,04,66,374 | 66,42,104 |
| ⇒ MDPs/Conferences/Seminars/Workshops | 14,765 | 6,77,386 |
| ⇒ Consultancy Projects/Assignments | 3,67,487 | 20,000 |
| ⇒ Management Education Programmes | 15,87,605 | 3,94,936 |
| ⇒ Administrative & Establishment Expenses | 42,64,290 | 41,48,651 |
| ⇒ Shameerpet Campus Project Expenses | 42,32,227 | 14,01,131 |
| TOTAL | 13,44,77,282 | 7,33,08,634 |

(M PHANI)

Finance Officer

(R K MISHRA)

Director

(K MADHAVA RAO)

President



Schedules forming part of Balance Sheet as at March 31, 2018

Schedule-F

CURRENT LIABILITIES

| Particulars | As at 31.03.2018 | As at 31.03.2017 |
|---|---------------------|--------------------|
| | Rs. | Rs. |
| 1 Consultancy Projects/Assignments in Progress (Group-2) | 27,03,046 | 32,65,637 |
| 2 Research Projects/Assignments in Progress (Group 3) | 1,27,41,032 | 1,18,94,722 |
| 3 Xerox Deposit | 1,000 | 1,000 |
| 4 Stationery Deposit | 2,500 | 2,500 |
| 5 Canteen Deposit (OU & Shameerpet Campus) | 92,000 | 72,000 |
| 6 Caution Money Deposits (Refundable) | 1,30,79,400 | 76,45,000 |
| 7 ICSSR Fellowships | 31,79,208 | 0 |
| 8 Other Laibilities (Security Deposits, Statuitary Payments etc.) | 1,16,11,147 | 34,26,383 |
| 9 Pension Fund Schemes Liability | 11,63,335 | 9,31,288 |
| 10 Advance Fee Receipts (PGPs) | 5,96,99,800 | 3,58,50,000 |
| 11 Advance Fee Receipts (Hostels) | 1,94,58,440 | 35,78,000 |
| 12 Advance Fee Receipts (Transport) | 2,80,000 | 0 |
| 13 Outstanding Expenses | 1,04,66,374 | 66,42,104 |
| ⇒ MDPs/Conferences/Seminars/Workshops | 14,765 | 6,77,386 |
| ⇒ Consultancy Projects/Assignments | 3,67,487 | 20,000 |
| ⇒ Management Education Programmes | 15,87,605 | 3,94,936 |
| ⇒ Administrative & Establishment Expenses | 42,64,290 | 41,48,651 |
| ⇒ Shameerpet Campus Project Expenses | 42,32,227 | 14,01,131 |
| TOTAL | 13,44,77,282 | 7,33,08,634 |

(M PHANI)

Finance Officer

(R K MISHRA)

Director

(K MADHAVA RAO)

President



Notes to the Financial Statements
for the year ended March 31, 2017

NOTE 2: Significant Accounting Policies

(f) Retirement and Other Employee Benefits

• *Short term employee benefit*

All employee benefits payable wholly within twelve months of rendering the service are classified as short-term employee benefits. These benefits include short term compensated absences such as paid annual leave. The undiscounted amount of short-term employee benefits expected to be paid in exchange for the services rendered by employees is recognized as an expense during the period. Benefits such as salaries and wages, etc. and the expected cost of the bonus / ex-gratia are recognised in the period in which the employee renders the related service.

• *Defined benefits plans*

The Institute's gratuity benefit scheme is a defined benefit plan. The Institute's net obligation in respect of the gratuity benefit scheme is calculated by estimating the amount of future benefit that employees have earned in return for their service in the current and prior periods; that benefit is discounted to determine its present value, and the fair value of any plan assets is deducted.

The present value of the obligation under such defined benefit plan is determined based on actuarial valuation, carried out by an independent actuary at each Balance Sheet date, using the Projected Unit Credit Method, which recognizes each period of service as giving rise to an additional unit of employee benefit entitlement and measures each unit separately to build up the final obligation.

The obligation is measured at the present value of the estimated future cash flows. The discount rates used for determining the present value of the obligation under defined benefit plan are based on the market yields on Government Securities as at the Balance Sheet date.

Actuarial gains and losses are recognized immediately in the Statement of Income and Expenditure.

(g) Leases

Assets taken under leases, where the Institute assumes substantially all the risks and rewards of Ownership are classified as Finance Leases. Such assets are capitalized at the inception of the lease at the lower of fair value or the present value of minimum lease payments and a liability is created for an equivalent amount. Each lease rental paid is allocated between the liability and the interest cost, so as to obtain a constant periodic rate of interest on outstanding liability for each period.



Notes to the Financial Statements
for the year ended March 31, 2017

NOTE 2: Significant Accounting Policies

(d) Depreciation

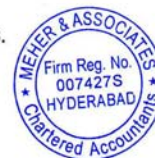
- Leasehold Improvements are amortized over the period of lease or estimated period of useful life of such improvement, whichever is lower.
- Depreciation on other fixed assets is provided on Written Down Value method on a pro-rata basis over its economic useful lives, estimated by the management.

| SNo | Fixed Assets | Rates adopted(WDV) |
|----------|------------------------------------|--------------------|
| B | Shameerpet Campus | |
| 1 | Buildings | 2.50% |
| 2 | Plant & Office Equipment | 15.00% |
| 3 | Furniture & Fixtures | 15.00% |
| C | Osmania University Campus | |
| 1 | Buildings | 6.25% |
| 2 | Plant & Office Equipment | 20.00% |
| 3 | Furniture & Fixtures | 20.00% |
| D | Computers & Accessories | 50.00% |
| E | Vehicles | 20.00% |

(e) Revenue Recognition

Revenue is recognized to the extent that it is probable that the economic benefits will flow to the Institute and the revenue can be reliably measured.

- *Revenue Grants :*
Revenue grants are recognized as income to the extent expenses are incurred and balance grant is treated as advance.
- *Revenue from Training Programs and Consultancy Services:*
The institute has accounted for the Training, Management, Consultancy, Research programs on receipt basis.
- *Interest income*
Interest income is recognized on time proportion basis.
- *Other Income*
Income from investment and other service income are accounted on accrual basis.





Notes to the Financial Statements
for the year ended March 31, 2017

Schedule H

1. Nature of Operations

The Institute of Public Enterprise, Hyderabad registered as a society under the Public Societies Registration Act in the year 1964. The Institute of Public Enterprises (IPE) is a Center of Excellence, supported by the Indian Council for Social Studies (ICSSR) and Government of Telangana for the study of issues and policies relating to public enterprise and public systems.

2. Significant Accounting Policies

(a) Basis of Preparation of Financial Statements

The financial statements are prepared and presented under the historical cost convention, on the accrual basis of accounting and in accordance with the provisions of the accounting principles generally accepted in India and comply with the accounting standards to the extent applicable.

(b) Use of Estimates

The preparation of financial statements in conformity with generally accepted accounting principles in India (Indian GAAP) requires management to make estimates and assumptions that affect the reported amount of assets, liabilities, revenues and expenses and disclosure of contingent liabilities on the date of the financial statements. The estimates and assumptions used in the financial statements are based upon management's evaluation of the relevant facts and circumstances as of the date of financial statements which in management's opinion are prudent and reasonable. Actual results may differ from the estimates used in preparing the financial statements. Any revision to accounting estimates is recognised prospectively in current and future periods.

(c) Fixed Assets / Intangible Assets

Fixed Assets are stated on cost less accumulated depreciation. The total cost of assets comprises its purchase price, freight, duties, taxes and any other incidental expenses directly attributable to bringing the asset to the working condition for its intended use.

Intangible assets are recognized if it is probable that the future economic benefits that are attributable to the assets will flow to the Institute and cost of the assets can be measured reliably.



Schedules forming part of Balance Sheet as at March 31, 2017



ADVANCES

| SNo | Particulars | As at 31.03.2017 | | As at 31.03.2016 | |
|----------|--|------------------|-----------|------------------|-----------|
| | | Rs. | Rs. | Rs. | Rs. |
| | | | 9,98,659 | | 3,33,200 |
| A | Advances (Activities) | | | | |
| 1 | My Campus Days | 350000 | | | |
| 2 | G Vidyanath | 13143 | | | |
| 3 | Anupama Dubey Mohanthy | 19363 | | | |
| 4 | CNG Gas for Food Court (BGL) | -103533 | | | |
| 5 | Eureka Forbes | 74000 | | | |
| 6 | Hotels / Guest Houses | 9000 | | 2,10,862 | |
| 7 | Bhaskar Chatterjee | 210862 | | 60,000 | |
| 8 | P S Janaki Krishna | 10365 | | 40,000 | |
| 9 | B Sai Sailaja | 350 | | 12,338 | |
| 10 | P Geeta | 12338 | | 10,000 | |
| 11 | M Chandrasekhar | 10000 | | 0 | |
| 12 | Kalyana Kumar A S | 154 | | 0 | |
| 13 | M Karthik | -552 | | 0 | |
| 14 | Meher Karuna M | 30000 | | | |
| 15 | M Vaman Reddy | 5225 | | 0 | |
| 16 | J Kiranmai | -30 | | | |
| 17 | Lakshmi Kumari Ch | -4623 | | | |
| 18 | P Mahesh | -7516 | | 0 | |
| 19 | K Narendranath | 17595 | | 0 | |
| 20 | Parabrahmaiah | 10000 | | 0 | |
| 21 | Prarthana Kumar | 27 | | 0 | |
| 22 | Rakesh Phanindra | 3700 | | 0 | |
| 23 | M L N Rao | 10000 | | 0 | |
| 24 | V Srikanth | 42916 | | 0 | |
| 25 | T Sudheer Kumar | 75000 | | 0 | |
| 26 | T Vikram | 40000 | | 0 | |
| 27 | Y V Sujana | 20000 | | 0 | |
| 28 | Petty cash | 10000 | | 0 | |
| 29 | IMS Learning Resources Pvt Ltd | 140875 | | 0 | |
| | | | 25,82,068 | | 50,25,528 |
| B | Advances (Staff) | | | | |
| (a) | Staff Advances (House Repairs/Renovations) | 2344378 | | 44,74,778 | |
| (b) | Staff Advances (Computer Loan) | 137000 | | 2,66,000 | |
| (c) | Staff Advances (Festival) | 2570 | | 3,830 | |
| (d) | Staff Advances (Salary) | 25020 | | 2,30,020 | |
| (e) | Staff Advances (Salary-Special) | 73100 | | 50,900 | |

(M PHANI)

Finance Officer

(R K MISHRA)

Director

(K MADHAVA RAO)

President

Schedules forming part of Income & Expenditure Account for the Year ending March 31, 2017

RESEARCH/CONSULTANCY ASSIGNMENTS COMPLETED

| SNo | Particulars | As on 31.03.2017 | | As on 31.03.2016 | |
|--------------|--|------------------|------------------|--------------------|--------------------|
| | | Receipts Rs. | Payments Rs. | Receipts Rs. | Payments Rs. |
| CA1 | Distribution Mgt of Milk Products (APDDCFL) | 3,50,000 | 41,598 | 0 | 0 |
| CA2 | Preparation of PBRs - AP Biodiversity Board (APBB) | 95,600 | 70,056 | 0 | 0 |
| CA3 | Impact Evaluation of CSR (TPCIL & NCCPPL) | 9,18,750 | 36,398 | 0 | 0 |
| CA4 | Providing Comprehensive Business Plan (TSIDCL) | 3,50,000 | 47,907 | 0 | 0 |
| CA5 | Market Survey for Iron Ore Sales (NMDC) | 4,98,000 | 87,364 | 0 | 0 |
| CA6 | Study on Variable Compensation in PE's (DPE) | 12,65,000 | 2,64,612 | 0 | 0 |
| CA7 | Performance Mgt of SLPEs - Ph-II (Govt of Assam) | 10,43,478 | 10,73,016 | | |
| RA1 | Study on Climate Change Impact (UGC) | 70,000 | 0 | 0 | 0 |
| RA2 | Rural Urban Migration in AP (ICSSR) | 4,81,041 | 2,00,500 | 0 | 0 |
| RA3 | A Study on Impact of FDP on Quality Teach (UGC) | 1,37,500 | 2,265 | 0 | 0 |
| RA4 | Duties of Directors International Comparision (NFCG) | 5,00,000 | 0 | 0 | 0 |
| CA1 | PM's Trophy (2013-14) | | | 6,93,000 | 82,243 |
| CA2 | Recruitment of Clerk-cum-Typist (MOIL) | | | 5,00,000 | 2,24,986 |
| CA3 | Recruitment of Electrical Supervisors (MOIL) | | | 3,50,000 | 28,855 |
| CA4 | Empanelment of CA's (TSBCL) | | | 50,000 | 6,332 |
| CA5 | Obama-Singh Mini Grant (IIMB) | | | 53,016 | 0 |
| CA6 | Recruitment of Executives E1-E4 (HCL) | | | 36,46,755 | 8,84,860 |
| CA7 | GOPEMPAL - COP (World Bank) Project (2nd Ph) | | | 1,79,58,000 | 1,53,63,782 |
| RP1 | Consumer Facilities in Rytu Bazars (IIPA) | | | 3,82,787 | 30,413 |
| TOTAL | | 57,09,369 | 18,23,716 | 2,36,33,558 | 1,66,21,471 |



(M PHANI)
Finance Officer



(R K MISHRA)
Director



(K MADHAVA RAO)
President

Schedules forming part of Income & Expenditure Account for the Year ending March 31, 2017



Schedule-4

STATEMENT OF ADMINISTRATIVE & ESTABLISHMENT EXPENSES

| SNo | Particulars | As on 31.03.2017 | As on 31.03.2016 |
|--------------|---|---------------------|---------------------|
| | | Rs. | Rs. |
| 1 | Salary and Allowances | 7,76,06,509 | 7,51,62,631 |
| 2 | Employer's PF Contribution | 61,28,916 | 64,97,466 |
| 3 | Employees Welfare Expenses | 29,32,785 | 22,14,034 |
| 4 | Employees Pension Fund Payments | 51,29,474 | 54,18,576 |
| 5 | Library (Books, Journals, Newspapers & Periodicals, | 7,77,672 | 5,55,914 |
| 6 | IPE Publications (Journals, Newsletters, etc) | -247,639 | -814,665 |
| 7 | Faculty & Staff Development Expenses | 9,52,088 | 3,47,073 |
| 8 | Communications (Telephones, Telex and Fax) | 7,26,739 | 8,95,618 |
| 9 | Printing, Xerox & Binding Charges | 7,16,172 | 9,19,014 |
| 10 | Stationery & Consumables | 4,77,294 | 4,27,763 |
| 11 | Postage & Courier Charges | 6,35,576 | 7,84,270 |
| 12 | Travelling and Conveyance | 8,72,399 | 6,07,101 |
| 13 | Maintenance of Buildings/Campus (OU) | 23,24,178 | 24,78,346 |
| 14 | Maintenance of Equipment & AMC Charges (OU) | 1,94,309 | 2,43,988 |
| 15 | Maintenance of Vehicles and Fuel | 6,19,212 | 6,90,293 |
| 16 | Internet Facility (Leased Line, Bandwidth, Network | 9,98,145 | 10,24,373 |
| 17 | Institutional Membership Subscription Charges | 8,44,034 | 2,81,773 |
| 18 | Sponsorships/Collaborations (Programmes, | 1,25,000 | 5,22,000 |
| 19 | Publications & Promotional Expenses | 4,81,615 | 14,04,000 |
| 20 | Ph.D. Research Centre-Recognition Fee | 82,940 | 68,100 |
| 21 | Distinguished Lectures/Visiting Professors Expenses | 4,68,688 | 23,449 |
| 22 | Minor Repairs (Building) | 1,55,822 | 4,97,127 |
| 23 | Audit Fee | 1,72,500 | 1,71,750 |
| 24 | Bank Charges | 64,413 | 1,03,000 |
| 25 | EC/BG/AG Meetings | 98,874 | 1,37,684 |
| 26 | Food and Beverages | 5,48,101 | 5,99,688 |
| 27 | Meetings, Selections, Seminars, Lectures, etc | 12,851 | 1,55,441 |
| 28 | Professional Fee & Honorarium | 9,06,620 | 14,12,325 |
| 29 | Press releases/coverage expenses | 3,07,675 | 3,54,540 |
| 30 | Advertisement Charges | 2,28,858 | 90,435 |
| 31 | Miscellaneous Expenses | 1,43,554 | 1,89,946 |
| 32 | CRISIL Surveillance Rating Fee | 1,84,000 | 1,83,200 |
| 33 | ONGC - Chair Workshop Expenses | 63,121 | 27,536 |
| 34 | Website & IT Maintenance | 42,12,300 | 16,50,993 |
| 35 | HDFC Loan Processing fee | 44,58,750 | 0 |
| 36 | Shameerpet Campus Maintenance Expenses | 3,41,59,179 | 3,41,98,896 |
| 37 | Land & Property Tax (SC) | 16,41,465 | 23,52,157 |
| TOTAL | | 15,02,04,189 | 14,18,75,835 |

(M PHANI)

Finance Officer

(R K MISHRA)

Director

(K MADHAVA RAO)

President



Schedules forming part of Income & Expenditure Account for the Year ending March 31, 2017

Schedule 3**OTHER RECEIPTS**

| SNo | Particulars | As on 31.03.2017 | | As on 31.03.2016 | |
|----------|---|------------------|--------------------|------------------|--------------------|
| | | Receipts Rs. | Receipts Rs. | Receipts Rs. | Receipts Rs. |
| 1 | Interest | | 33,76,615 | | 16,57,970 |
| | (a) Interest on Fixed Deposits | 33,83,400 | | 24,16,798 | |
| | <u>Less</u> : Transfer to: Subir Raha Chair on Corporate Governance (ONGC) | <u>6,50,000</u> | | <u>6,07,500</u> | |
| | | 27,33,400 | | 18,09,298 | |
| | <u>Less</u> : Transfer to: NLC Chair on CSR (NLC) | <u>13,50,000</u> | | <u>13,50,000</u> | |
| | | 13,83,400 | | 4,59,298 | |
| | (b) Interest on SB A/cs & Security Deposits | 15,60,745 | | 9,43,876 | |
| | (c) Interest on Staff Advances | <u>4,32,470</u> | | <u>2,54,796</u> | |
| 2 | Hostel Accommodation Fee (SC) | | 3,27,70,000 | | 2,54,00,000 |
| 3 | Transport Charges Fee | | 53,74,000 | | 53,32,200 |
| 4 | Library Annual Membership fee | | 7,000 | | 1,56,800 |
| 5 | Miscellaneous Receipts (incl. Hall Rentals) | | 5,10,653 | | 7,42,562 |
| | TOTAL | | 4,20,38,268 | | 3,32,89,532 |



(M PHANI)
Finance Officer



(R K MISHRA)
Director



(K MADHAVA RAO)
President

Schedules forming part of Income & Expenditure Account for the Year ending March 31, 2017



Schedule-1

MANAGEMENT DEVELOPMENT PROGRAMMES/SEMINARS COMPLETED

| SNo | Particulars | As on 31.03.2017 | | As on 31.03.2016 | |
|----------|--|--------------------|------------------|--------------------|------------------|
| | | Receipts | Payments | Receipts | Payments |
| | | Rs. | Rs. | Rs. | Rs. |
| A | Management Development Programmes | | | | |
| | (a) Open Training Programmes | 59,66,352 | 14,87,044 | 73,99,700 | 22,37,559 |
| | (b) In House Training Programmes | 39,08,268 | 9,39,320 | 45,55,858 | 11,10,171 |
| | Total A | 98,74,620 | 24,26,364 | 1,19,55,558 | 33,47,730 |
| B | Conferences/Seminars/Workshops (Sponsored) | | | | |
| | (c) AICTE/ICSSR Sponsored Programmes | 19,21,163 | 18,55,757 | 8,77,500 | 1,14,863 |
| | (d) Other Sponsored Programmes (Seminars/Conferences/Workshops) | 26,48,743 | 9,54,359 | 33,69,222 | 16,31,157 |
| | Total B | 45,69,906 | 28,10,116 | 42,46,722 | 17,46,020 |
| | TOTAL A+B | 1,44,44,526 | 52,36,480 | 1,62,02,280 | 50,93,750 |

Schedule-2

MANAGEMENT EDUCATION PROGRAMMES

| SNo | Particulars | As on 31.03.2017 | | As on 31.03.2016 | |
|-----|---|---------------------|--------------------|---------------------|--------------------|
| | | Receipts | Payments | Receipts | Payments |
| | | Rs. | Rs. | Rs. | Rs. |
| 1 | PGDM Programme | 130155000 | | 81330000 | |
| 2 | PGDM-RM Programme | 9310000 | | 9020000 | |
| 3 | PGDM-BIF Programme | 52955000 | | 50585000 | |
| 4 | PGDM-IB Programme | 38800000 | | 28615000 | |
| 5 | PGDM-Exe Programme | 600000 | | 1950000 | |
| 6 | PGDM-HRM Programme | 7430000 | | 7040000 | |
| 7 | Examinations Branch Receipts | 548046 | | 414030 | |
| 8 | Sale of Applications (PGDM Programmes) | 854564 | | 766770 | |
| 9 | Processing Fee (on Withdrawal) | 753000 | | 629000 | |
| 1 | PGDM Programmes | 24,14,05,610 | 6,36,97,952 | 18,03,49,800 | 3,95,68,122 |
| 2 | Master in Business Management (PE) (MBA-PE) | 58,166 | 99,914 | 81,610 | 1,03,010 |
| 3 | Certificate Courses (IICA, TEZ, etc) | 1,30,200 | 0 | 8,54,907 | 0 |
| | GRAND TOTAL | 24,15,93,976 | 6,37,97,866 | 18,12,86,317 | 3,96,71,132 |

(M PHANI)

Finance Officer

(R K MISHRA)

Director

(K MADHAVA RAO)

President

INSTITUTE OF PUBLIC ENTERPRISE, HYDERABAD
Income & Expenditure Account for the Year ending March 31, 2017



(Amounts in Rupees)

| Schedule | As on 31.03.2017 Rs. | As on 31.03.2016 Rs. |
|---|-------------------------|-------------------------|
| A. INCOME | | |
| Non-Plan Recurring Grant | | |
| (a) ICSSR | 82,00,000 | 75,00,000 |
| (b) Govt of Telangana | 0 | 0 |
| Plan Recurring Grant | | |
| (a) ICSSR | 56,00,000 | 40,00,000 |
| Completed Consultancy & Research Projects | 57,09,369 | 2,36,33,558 |
| Management Development Programmes | 1 98,74,620 | 1,19,55,558 |
| Conferences/Seminars/Workshops (Sponsored) | 1 45,69,906 | 42,46,722 |
| Management Education Programmes | 2 24,15,93,976 | 18,12,86,317 |
| Other Receipts | 3 4,20,38,268 | 3,32,89,532 |
| Total A | 31,75,86,139 | 26,59,11,687 |
| B. EXPENDITURE | | |
| Completed Consultancy & Research Projects | 18,23,716 | 1,66,21,471 |
| Management Development Programmes | 1 24,26,364 | 33,47,730 |
| Conferences/Seminars/Workshops (Sponsored) | 1 28,10,116 | 17,46,020 |
| Management Education Programmes | 2 6,37,97,866 | 3,96,71,132 |
| Establishment & Administrative Expenditure | 4 15,02,04,189 | 14,18,75,835 |
| Interest on HDFC Secured Loan | 5,67,25,997 | 0 |
| Interest on SBI, SME Br Secured Loan | 56,11,564 | 3,73,84,330 |
| Interest on SBI, SME Br Corporate Loan | 31,17,434 | 2,16,62,245 |
| Depreciation on Assets | D 4,44,69,978 | 4,74,27,186 |
| MBA Programme Fund | 0 | 0 |
| Corpus Fund | 0 | 0 |
| Development/Infrastructure Fund | 0 | 0 |
| Scholarship Fund | 0 | 0 |
| Other Funds (Emp. Gratuity, EL, Welfare & Alumni) | 0 | 0 |
| Total B | 33,09,87,224 | 30,97,35,949 |
| C. EXCESS OF EXPENDITURE OVER INCOME (A-B) | | |
| | -1,34,01,085 | -4,38,24,262 |

As per our report attached.

For MEHER & ASSOCIATES
Chartered Accountants

P. Rajendra Meher
 (P RAJENDRA MEHER)
 Partner

M. P. Rani
 MEHER & ASSOCIATES
 Firm Reg. No. 007427S
 HYDERABAD
 Chartered Accountants
 (M P RANI)
 Finance Officer

R K Mishra
 (R K MISHRA)
 Director

K Madhava Rao
 (K MADHAVA RAO)
 President

Place: Hyderabad

Date: 7th October 2017



Schedules forming part of Balance Sheet as at March 31, 2017

Group 3

RESEARCH PROJECTS/ASSIGNMENTS IN PROGRESS

| SNo | Particulars | As at 31.3.2017 | | As at 31.3.2016 | |
|----------------|--|--------------------|------------------|------------------|------------------|
| | | Receipts | Payments | Receipts | Payments |
| | | Rs. | Rs. | Rs. | Rs. |
| RP1 | Entrepreneurship Skill Development (AICTE) | 8,75,000 | 1,28,080 | 8,75,000 | 1,28,080 |
| RP2 | Study on Green Human Resource Mgt (UGC) | 87,000 | 0 | 87,000 | 0 |
| RP3 | Board Diversity in India (AICTE) | 3,73,334 | 0 | 3,73,334 | 0 |
| RP4 | Relationship between GDP Growth...AP (TIFAC) | 28,00,000 | 10,78,955 | 28,00,000 | 10,78,955 |
| RP5 | Impact of Agrarian Crisis on Migration in AP (ICSSR) | 8,00,000 | 2,01,327 | 8,00,000 | 1,50,000 |
| RP6 | Effects of Public Exps. On Growth in India (UGC) | 1,60,000 | 0 | 1,60,000 | 0 |
| RP7 | Micro Finance Institutions.... Orissa (UGC) | 1,65,000 | 15,060 | 1,65,000 | 15,060 |
| RP8 | Rural Urban Migration in AP..... Farmers (UGC) | 1,62,500 | 0 | 1,62,500 | 0 |
| RP9 | Women in Indian Corporate Boards (ICSSR) | 6,00,000 | 0 | 6,00,000 | 0 |
| RP10 | CSR in Hazardous Sector (ICSSR) | 10,00,000 | 32,500 | 10,00,000 | 10,000 |
| RP11 | Engendering Gender Diversity Workplace (ICSSR) | 4,00,000 | 10,000 | 4,00,000 | 0 |
| RP12 | Sources of Funding for SSR (ICSSR-IDRC) | 8,00,000 | 3,05,321 | 4,00,000 | 3,02,403 |
| RP13 | Effective CG & CSR . Sustainable Busi (ICSSR) | 4,00,000 | 32,780 | 4,00,000 | 16,780 |
| RP14 | Social Marginali..Women Textile Workers (ICSSR) | 3,80,000 | 1,13,028 | 3,80,000 | 0 |
| RP15 | Water Resource Mgt...Rural AP & TS (ICSSR) | 3,60,000 | 3,39,119 | 3,60,000 | 0 |
| RP16 | Effective E-Governance..Social Media (ICSSR) | 4,00,000 | 77,412 | 4,00,000 | 0 |
| RP17 | Advancing Health Equity.... Health Care (ICMR) | 23,08,960 | 0 | 0 | 0 |
| RP18 | Environmental ...PE's A Case Study NTPC (ICSSR) | 24,000 | 0 | 0 | 0 |
| RP19 | Industrial Research Develop & Innv in PSE's(DST) | 21,32,510 | 0 | 0 | 0 |
| RP1 | Study on Climate Change Impact (UGC) | 0 | 0 | 70,000 | 0 |
| RP2 | Rural Urban Migration in AP (ICSSR) | 0 | 0 | 4,00,000 | 2,00,500 |
| RP3 | A Study on Impact of FDP on Quality Teach (UGC) | 0 | 0 | 1,37,500 | 2,265 |
| TOTAL | | 1,42,28,304 | 23,33,582 | 99,70,334 | 19,04,043 |
| Balance | | 1,18,94,722 | | 80,66,291 | |

(M PHANI)

Finance Officer

(R K MISHRA)

Director

(K MADHAVA RAO)

President



Schedules forming part of Balance Sheet as at March 31, 2017

Group 2

CONSULTANCY PROJECTS/ASSIGNMENTS IN PROGRESS

| SNo | Particulars | As at 31.3.2017 | | As at 31.3.2016 | |
|------|---|------------------|------------------|------------------|------------------|
| | | Receipts | Payments | Receipts | Payments |
| | | Rs. | Rs. | Rs. | Rs. |
| CA1 | Aadhar Authentication... (Planning Commission, Gol) | 12,60,000 | 3,91,242 | 12,60,000 | 3,91,242 |
| CA2 | Recruitment of Staff for APDDCFL | 2,17,875 | 33,425 | 2,17,875 | 33,425 |
| CA3 | National Food Security Mission (KEA-GOK) | 12,39,652 | 3,85,366 | 0 | 3,57,221 |
| CA4 | Motivation of MIDHANI Employees (MIDHANI) | 1,65,000 | 25,000 | 1,65,000 | 25,000 |
| CA5 | Preparation of Corporate Plan (NRDC) | 3,00,000 | 0 | 3,00,000 | 1,00,925 |
| CA6 | Performance Evaluation of GOK PEs | 2,77,565 | 3,13,126 | 0 | 2,48,787 |
| CA7 | Evaluation Report on CSR (NLC) | 1,93,675 | 0 | 0 | 0 |
| CA8 | IVS of Watershed Projects in TS | 2,08,122 | 13,992 | 0 | 0 |
| CA9 | Preparation of Manual for Prohibition & Excise | 2,47,500 | 37,626 | 0 | 0 |
| CA10 | T S Industrial Project Approval (TSDPS) | 8,00,000 | 2,29,984 | 0 | 0 |
| CA11 | Corporate Plan & L R Plan (NRDC) | 0 | 1,79,093 | 0 | 0 |
| CA12 | Empanelment of CA's (T S Beverages Corporation) | 0 | 8,540 | 0 | 0 |
| CA13 | Project on Stakeholders Engagement (NLC) | 0 | 26,358 | 0 | 0 |
| CA1 | Performance Mgt of SLPEs - Ph-II (Govt of Assam) | 0 | 0 | 0 | 10,73,016 |
| CA2 | Distribution Mgt of Milk Products (APDDCFL) | 0 | 0 | 1,75,000 | 40,723 |
| CA3 | Preparation of PBRs - AP Biodiversity Board (APBB) | 0 | 0 | 65,600 | 55,143 |
| CA4 | Impact Evaluation of CSR (TPCIL & NCCPPL) | 0 | 0 | 1,83,750 | 28,849 |
| CA5 | Providing Comprehensive Business Plan (TSIDCL) | 0 | 0 | 1,75,000 | 3,882 |
| CA6 | Market Survey for Iron Ore Sales (NMDC) | 0 | 0 | 0 | 87,364 |
| | TOTAL | 49,09,389 | 16,43,752 | 25,42,225 | 24,45,577 |
| | Balance | 32,65,637 | | 96,648 | |




(M PHANI)

Finance Officer



(R K MISHRA)

Director



(K MADHAVA RAO)

President

Schedules forming part of Balance Sheet as at March 31, 2017



Group 1

DEPOSITS WITH GOVT DEPARTMENTS & OTHERS

| SNo | Particulars | As at 31.03.2017 | As at 31.03.2016 |
|-----|--|------------------|------------------|
| | | Rs. | Rs. |
| 1 | Tax Deducted at Source (Other Organisations) | 28,76,107 | 65,04,416 |
| 2 | TSSPDCL (OU + Shameerpet) | 21,69,295 | 21,69,295 |
| 3 | Bhagyanagar Gas Limited (BGL) | 3,01,000 | 3,01,000 |
| 4 | Karnataka Evaluation Authority-GOK (EMD) | 82,000 | 82,000 |
| 5 | Dept of PEs, Govt of Karnataka (EMD) | 70,000 | 70,000 |
| 6 | Telephone Deposits | 31,354 | 31,354 |
| 7 | Indian School of Business | 25,000 | 25,000 |
| 8 | IMS Learning Pvt Ltd | 25,000 | 25,000 |
| 9 | Central Warehousing Coproration (EMD) | 10,000 | 10,000 |
| 10 | DPE, Govt of Assam (EMD) | 10,000 | 10,000 |
| 11 | Neyveli Lignite Corporation (EMD) | 49,273 | 27,000 |
| 12 | AP Biodiversity Board (EMD) | 0 | 10,000 |
| 13 | Indane Gas | 8,150 | 8,150 |
| 14 | SPMCIL, Hyderabad (EMD) | 8,000 | 8,000 |
| 15 | Dept of Posts (Trg. Prog—Softskills) | 6,000 | 6,000 |
| 16 | L S Publications | 4,172 | 4,172 |
| 17 | NMDC (EMD) | 0 | 66,772 |
| 18 | MIDHANI (EMD) | 16,500 | 16,500 |
| 19 | AP Beverages Corpn Ltd (EMD) | 10,000 | 10,000 |
| | TOTAL | 57,01,851 | 93,84,659 |


(M PHANI)
Finance Officer

(R K MISHRA)
Director

(K MADHAVA RAO)
President


Schedules forming part of Balance Sheet as at March 31, 2017



Schedule-F

CURRENT LIABILITIES

| Particulars | As at 31.03.2017 | As at 31.03.2016 |
|--|--------------------|--------------------|
| | Rs. | Rs. |
| 1 Consultancy Projects/Assignments in Progress (Group-2) | 32,65,637 | 96,648 |
| 2 Research Projects/Assignments in Progress (Group 3) | 1,18,94,722 | 80,66,291 |
| 3 Xerox Deposit | 1,000 | 1,000 |
| 4 Stationery Deposit | 2,500 | 2,500 |
| 5 Canteen Deposit (OU & Shameerpet Campus) | 72,000 | 5,61,000 |
| 6 Caution Money Deposits (Refundable) | 76,45,000 | 30,10,000 |
| 7 Library Temporary Deposits (1991-2008) | 0 | 0 |
| 8 Security Deposits-Shameerpet Campus & Sundry Creditors | 34,26,383 | 2,29,00,250 |
| 9 Pension Fund Schemes Liability | 9,31,288 | 6,33,889 |
| 10 Advance Fee Receipts (PGPs) | 3,58,50,000 | 2,32,32,500 |
| 11 Advance Fee Receipts (Hostels-SC) | 35,78,000 | 4,30,000 |
| 12 Outstanding Expenses | 66,42,104 | 84,39,557 |
| ⇒ MDPs/Conferences/Seminars/Workshops | 6,77,386 | 1,30,602 |
| ⇒ Consultancy Projects/Assignments | 20,000 | 3,385 |
| ⇒ Management Education Programmes | 3,94,936 | 18,75,194 |
| ⇒ Administrative & Establishment Expenses | 41,48,651 | 47,83,863 |
| ⇒ Shameerpet Campus Project Expenses | 14,01,131 | 16,46,513 |
| TOTAL | 7,33,08,634 | 6,73,73,635 |



(M PHANI)
Finance Officer



(R K MISHRA)
Director



(K MADHAVA RAO)
President

Schedules forming part of Balance Sheet as at March 31, 2017



Schedule-E

CURRENT ASSETS

| Particulars | As at 31.03.2017 | As at 31.03.2016 |
|--|--------------------|--------------------|
| | Rs. | Rs. |
| 1 Deposits/Bank Guarantees with Banks | 2,86,47,488 | 4,70,000 |
| (a) State Bank of Hyd, OU Br | 0 | 0 |
| (b) State Bank of India, Prasanthnagar Br | 0 | 0 |
| (c) State Bank of India, SME, Br | 2,50,000 | 2,50,000 |
| (d) Canara Bank, Mettuguda Br | 10,000 | 2,20,000 |
| (e) HDFC Lakdikapul Br | 2,83,87,488 | 0 |
| 2 Advances (Activities) | 9,98,659 | 3,33,200 |
| 3 Advances/Loans (Staff) | 25,82,068 | 50,25,528 |
| 4 Sundry Debtors | 78,220 | 7,802 |
| 5 Balances with Banks & Cash | 77,16,082 | 86,80,886 |
| (a) SBH, OU Br – SB A/c (52198-267621) | 25,76,135 | 30,43,051 |
| (b) SBH,OU Br – Current A/c (52198-261186) | 15,79,006 | 7,75,164 |
| (c) HDFC Bank - Current A/c | 5,73,647 | |
| (d) HDFC Bank - Escrow A/c | 25,85,560 | |
| (e) HDFC, Kanjurmarg | 2 | |
| (f) Andhra Bank, Vidyanagar Br – SB A/c | 0 | 16,692 |
| (g) Canara Bank, Mettuguda Br – SB A/c | 3,53,790 | 13,792 |
| (h) SBI, Prashanth Nagar Br – Current A/c | 23,951 | 32,736 |
| (i) SBI, SME Br -Current A/c (31495576885) | 2,675 | 47,92,279 |
| (j) Cash on Hand | 21,316 | 7,172 |
| 6 Deposits with Government Departments & Others | 57,01,851 | 93,84,659 |
| 7 ICSSR Fellowships Receivable | 1,26,348 | 16,74,961 |
| 8 Receivable from LIC Grauity & EL Funds | 0 | 0 |
| 9 Income Receivables | 75,68,040 | 64,82,583 |
| (a) Grants from ICSSR & Govt of Telangana | 32,60,000 | 2,10,000 |
| (b) MDPs/Conferences/Seminars/Workshops | 3,81,555 | 19,62,498 |
| (c) Consultancy/Research Projects completed | 32,42,353 | 36,62,340 |
| (d) Management Education Programmes | 4,10,000 | 3,32,000 |
| (e) Others | 2,74,132 | 3,15,745 |
| TOTAL | 5,34,18,756 | 3,20,59,619 |

(M PHANI)

Finance Officer

(R K MISHRA)

Director

(K MADHAVA RAO)

President

| SI No | Particulars | Gross Block | | | | Depreciation | | | | Net Block | |
|-----------|-------------------------------------|-----------------------|-------------------------|-------------------------|---------------------|------------------------|-------------------------|-----------------------------|---------------------------|-----------------------|-----------------------|
| | | Opening Amount Rs. | Additions Amount Rs. | Deletions Amount Rs. | Total Amount Rs. | Upto 31.03.2016 Rs. | Rates of Depreciation % | For the Year 2016-17 Rs. | Total Depreciation Rs. | Closing Amount Rs. | Opening Amount Rs. |
| C | OSMANIA UNIVERSITY CAMPUS | | | | | | | | | | |
| C1 | OU Buildings | | | | | | | | | | |
| C1.1 | OU: Buildings (Main) | 15762097 | 0 | 0 | 15762097 | 8452170 | 6.25% | 456870 | 8909040 | 6853057 | 8317073 |
| C1.2 | OU: Buildings (Library) | 2539116 | 0 | 0 | 2539116 | 1990408 | 6.25% | 34294 | 2024702 | 514414 | 624307 |
| C1.3 | OU: Buildings (Hostel) | 9945864 | 0 | 0 | 9945864 | 5261459 | 6.25% | 292775 | 5554234 | 4391630 | 5329812 |
| | | 28247077 | 0 | 0 | 28247077 | 15704037 | | 783940 | 16487977 | 11759100 | 14271192 |
| C2 | OU Equipment & Machinery | | | | | | | | | | |
| C2.1 | OU: Air Conditioners | 3774326 | 0 | 0 | 3774326 | 3298825 | 20.00% | 95100 | 3393925 | 380401 | 742970 |
| C2.2 | OU: Generators | 1388776 | 0 | 0 | 1388776 | 1257238 | 20.00% | 26308 | 1283546 | 105230 | 415528 |
| | | 5163102 | 0 | 0 | 5163102 | 4556063 | | 121408 | 4677471 | 485631 | 1158498 |
| C3 | OU: Office Equipment | | | | | | | | | | |
| C3.1 | OU: LCD's & OHPs | 3164160 | 0 | 0 | 3164160 | 2737616 | 20.00% | 85309 | 2822925 | 341235 | 666475 |
| C3.2 | OU: Audio Visuals Aids | 1436519 | 0 | 0 | 1436519 | 1075036 | 20.00% | 72297 | 1147333 | 289186 | 564818 |
| C3.3 | OU: Telephone EPABX system | 742501 | 0 | 0 | 742501 | 676608 | 20.00% | 13179 | 689787 | 52714 | 102958 |
| C3.4 | OU: Fax Machines | 118100 | 0 | 0 | 118100 | 114539 | 20.00% | 712 | 115251 | 2849 | 5564 |
| C3.5 | OU: Franking Machine | 234674 | 0 | 0 | 234674 | 192579 | 20.00% | 8399 | 201078 | 33596 | 65617 |
| C3.6 | OU: Library Equipment | 192229 | 0 | 0 | 192229 | 166397 | 20.00% | 5166 | 171563 | 20666 | 40362 |
| C3.7 | OU: Canteen Equipment | 438264 | 0 | 0 | 438264 | 375972 | 20.00% | 12458 | 388430 | 49834 | 97331 |
| C3.8 | OU: Other Office Equipment | 2742670 | 0 | 0 | 2742670 | 2511603 | 20.00% | 46213 | 2557816 | 184854 | 337903 |
| | | 9069117 | 0 | 0 | 9069117 | 7850450 | | 243733 | 8094183 | 974934 | 1881028 |
| C4 | OU: Furniture & Fixtures | | | | | | | | | | |
| C4.1 | OU: Furniture & Fixtures (Main) | 6155222 | 0 | 0 | 6155222 | 5279786 | 20.00% | 175087 | 5454873 | 700349 | 1367870 |
| C4.2 | OU: Furniture and Fixtures (Hostel) | 341305 | 55278 | 0 | 396583 | 309250 | 20.00% | 17467 | 326717 | 69866 | 50086 |
| | | 6496527 | 55278 | 0 | 6551805 | 5589036 | | 192554 | 5781590 | 770215 | 1417956 |
| | GRAND TOTAL (C) | 48975823 | 55278 | 0 | 49031101 | 33699866 | | 1341635 | 35041221 | 13989880 | 18728674 |

INSTITUTE OF PUBLIC ENTERPRISE
SCHEDULES FORMING PART OF BALANCE SHEET AS AT MARCH 31, 2017
FIXED ASSETS SCHEDULE

DETAILED ASSET-WISE AND CAMPUS-WISE

| SI No | Particulars | Gross Block | | | Depreciation | | | Net Block | | | |
|----------|--|------------------|------------------|------------------|------------------|-----------------|-------------------------|----------------------|--------------------|------------------|------------------|
| | | Opening Amount | Additions Amount | Deletions Amount | Total Amount | Upto 31.03.2016 | Rates of Depreciation % | For the Year 2016-17 | Total Depreciation | Closing Amount | Opening Amount |
| | | Rs. | Rs. | Rs. | Rs. | Rs. | % | Rs. | Rs. | Rs. | Rs. |
| B | Shameerpet Campus : Buildings | | | | | | | | | | |
| B1 | SC: Buildings (Academic Block) | 323913689 | 0 | 276881 | 323636808 | 12022901 | 2.50% | 7790348 | 19813249 | 303823559 | 311890788 |
| B1.1 | SC: Buildings (Boys Hostel) | 146201052 | 0 | 0 | 146227680 | 5438851 | 2.50% | 3527270 | 8964121 | 137563539 | 140764201 |
| B1.2 | SC: Buildings (Girls Hostel) | 148148559 | 226446 | 0 | 148375005 | 5509275 | 2.50% | 3571643 | 9080918 | 139294087 | 142639284 |
| B1.3 | SC: Buildings (Food Court) | 43948201 | 0 | 0 | 43948201 | 1634324 | 2.50% | 1057847 | 2692171 | 41256030 | 42313877 |
| B1.4 | SC: Buildings (Security & Service Block) | 13107963 | 0 | 0 | 13107963 | 487453 | 2.50% | 315513 | 802966 | 12304997 | 12620510 |
| B1.5 | SC: Buildings (STP) | 4971612 | 0 | 0 | 4971612 | 184882 | 2.50% | 119668 | 304550 | 4667062 | 4786730 |
| B1.6 | SC: Buildings (UGR) | 5066519 | 0 | 0 | 5066519 | 188411 | 2.50% | 121953 | 310364 | 4756155 | 4878108 |
| B1.7 | SC: Buildings (Roads) | 59042168 | 0 | 0 | 59042168 | 2195631 | 2.50% | 1421163 | 3616794 | 55425374 | 56846537 |
| B1.8 | SC: Buildings (Compound Wall) | 19714232 | 0 | 0 | 19714232 | 733123 | 2.50% | 474528 | 1207651 | 18506581 | 18981109 |
| B1.9 | SC: Buildings (MCC Room) | 349921 | 0 | 0 | 349921 | 13013 | 2.50% | 8423 | 21436 | 328485 | 336908 |
| B1.10 | SC: Buildings (Play Grounds) | 0 | 829461 | 0 | 829461 | 0 | 2.50% | 20737 | 20737 | 808724 | 0 |
| | | 764463916 | 1392515 | 276881 | 765569550 | 28405864 | | 18429092 | 46834956 | 718734594 | 736058052 |
| B | Shameerpet Campus : Plant & Equipment | | | | | | | | | | |
| B2 | SC: Air-Conditioners (Chilling Units) | 49833691 | 0 | 0 | 49833691 | 10651952 | 15.00% | 5877261 | 16529213 | 33304478 | 39181739 |
| B2.1 | SC: Electrical Equipment & Filtrings | 29466790 | 715927 | 0 | 30182717 | 6298526 | 15.00% | 3582629 | 9881155 | 20301562 | 23168264 |
| B2.2 | SC: Lifts & Elevators | 18923058 | 0 | 0 | 18923058 | 4044803 | 15.00% | 2231738 | 6276541 | 12646517 | 14878255 |
| B2.3 | SC: Sewerage Treatment Plant | 9742048 | 0 | 0 | 9742048 | 2082363 | 15.00% | 1148953 | 3231316 | 6510732 | 7659685 |
| B2.4 | SC: Diesel Generators | 6048496 | 0 | 0 | 6048496 | 1292866 | 15.00% | 713345 | 2006211 | 4042286 | 4755630 |
| B2.5 | SC: Fire Hydrant & Alarm Systems | 6788639 | 0 | 0 | 6788639 | 1451072 | 15.00% | 800635 | 2251707 | 4536932 | 5337567 |
| B2.6 | SC: Borewell & Water Treatment Plant | 3265700 | 0 | 0 | 3265700 | 698044 | 15.00% | 385148 | 1083192 | 2182508 | 2567656 |
| B2.7 | SC: Food Court Equipment | 3493329 | 0 | 0 | 3493329 | 746699 | 15.00% | 411995 | 1158694 | 2334636 | 2748630 |
| B2.8 | SC: Solar Power Plant | 2165140 | 0 | 0 | 2165140 | 462799 | 15.00% | 255351 | 718150 | 1446990 | 1702341 |
| B2.9 | SC: Electrical Transformers | 1606059 | 169750 | 0 | 1775809 | 343295 | 15.00% | 214877 | 558172 | 1217637 | 1262764 |
| B2.10 | | 131332950 | 885677 | 0 | 132218627 | 28072419 | | 15621931 | 43694350 | 88524277 | 103260531 |
| B | Shameerpet Campus: Office Equipment | | | | | | | | | | |
| B3 | Telephones & Lan Facility | 4949202 | 103370 | 0 | 5052572 | 1057892 | 15.00% | 599202 | 1657094 | 3395478 | 3891310 |
| B3.1 | Audio Visual Aids | 3277020 | 13900 | 0 | 3290920 | 700463 | 15.00% | 388569 | 1089032 | 2201888 | 2576557 |
| B3.2 | Other Equipment (Aquariums, Refrigerators, Ovens, Surgical, etc) | 1667074 | 1874064 | 0 | 3541138 | 297359 | 15.00% | 486567 | 783926 | 2757212 | 1369715 |
| B3.3 | GYM & Health Centre Equipment | 3013731 | 317303 | 0 | 3331034 | 644185 | 15.00% | 403027 | 1047212 | 2283822 | 2369546 |
| B3.4 | Laundry Equipment | 1392738 | 0 | 0 | 1392738 | 297697 | 15.00% | 164256 | 461953 | 930785 | 1095041 |
| B3.5 | | 14299765 | 2308637 | 0 | 16608402 | 2997596 | | 2041621 | 5039217 | 11569185 | 11302169 |
| B | Furniture & Fixtures | | | | | | | | | | |
| B4 | | 46062691 | 8891880 | 0 | 54954571 | 9845334 | 15.00% | 6766386 | 16611720 | 38342851 | 36217357 |
| | | 46062691 | 8891880 | 0 | 54954571 | 9845334 | | 6766386 | 16611720 | 38342851 | 36217357 |

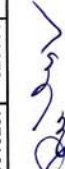
Schedule D

INSTITUTE OF PUBLIC ENTERPRISE
SCHEDULES FORMING PART OF BALANCE SHEET AS AT MARCH 31, 2017
FIXED ASSETS SCHEDULE

| SI No | Particulars | Gross Block | | | Depreciation | | | Net Block | | | |
|-------|--|--|---|-------------------------|--|--|-------------------------------------|--|---|---|--|
| | | Opening Amount Rs. | Additions Amount Rs. | Deletions Amount Rs. | Total Amount Rs. | Upto 31.03.2016 Rs. | Rates of Depreciation % | For the Year 2016-17 Rs. | Total Depreciation Rs. | Closing Amount Rs. | Opening Amount Rs. |
| A | LAND & PREMISES Land at Shameerpet Campus | 137190400 | 0 | 0 | 137190400 | 0 | 0.00% | 0 | 0 | 137190400 | 137190400 |
| B | SHAMEERPET CAMPUS SC: Buildings SC: Plant, Equipment & Machinery SC: Office Equipment SC: Furniture & Fixtures | 764463916 131332950 14299765 46062691 | 1382515 885677 2308637 8991880 | 276881 0 0 0 | 765569550 132218627 16608402 54954571 | 28405864 28072419 2997596 9845334 | 2.50% 15.00% 15.00% 15.00% | 18429092 15621931 2041621 6766386 | 46834956 43694350 5039217 16611720 | 718734594 88524277 11569185 38342851 | 736058052 103260531 11302169 36217357 |
| C | OSMANIA UNIVERSITY CAMPUS OU: Buildings OU: Equipment & Machinery OU: Office Equipment OU: Furniture & Fixtures | 28247077 5163102 9069117 6496527 | 0 0 0 55278 | 0 0 0 0 | 28247077 5163102 9069117 6551805 | 15704037 4556063 7850450 5589036 | 6.25% 20.00% 20.00% 20.00% | 783940 121408 243733 192554 | 16487977 4677471 8094183 5781590 | 11759100 485631 974934 770215 | 12543040 607039 1218667 907491 |
| D | COMPUTERS & ACCESSORIES (Combined) | 22890237 | 94300 | 43757 | 22940780 | 22567298 | 50.00% | 186741 | 22754039 | 186741 | 322939 |
| E | VEHICLES (Combined) | 2672033 | 0 | 0 | 2672033 | 2259170 | 20.00% | 82573 | 2341743 | 330290 | 412863 |
| | GRAND TOTAL (A+B+C+D+E) | 1167887815 | 13618287 | 320638 | 1181185464 | 127847267 | | 44469978 | 172317245 | 1008668219 | 1040040548 |



(M PHANI)
Finance Officer



(R K MISHRA)
Director



(K MADHAVA RAO)
President

| | | | | |
|--|------------------|--------------------|------------------|--------------------|
| 8 IPE Alumni Fund | | 5,79,136 | | 6,07,136 |
| -- Opening Balance | 6,07,136 | | 6,87,442 | |
| -- Contribution/Expendiure for the year | -28,000 | | -80,306 | |
| 9 Subir Raha Chair on Corporate Governance (ONGC) | | 90,00,000 | | 90,00,000 |
| -- Opening Balance/Receipts | 90,00,000 | | 90,00,000 | |
| -- Interest Acrued during the Year | 6,50,000 | | 6,07,500 | |
| | 96,50,000 | | 96,07,500 | |
| <u>Less: Expenditure for the Chair</u> | <u>6,50,000</u> | | <u>6,07,500</u> | |
| 10 NLC Chair on CSR (Neyveli Lignite Corpn) | | 2,00,00,000 | | 2,00,00,000 |
| -- Opening Balance/Receipts | 2,00,00,000 | | 2,00,00,000 | |
| -- Interest Acrued during the Year | 13,50,000 | | 13,50,000 | |
| | 2,13,50,000 | | 2,13,50,000 | |
| <u>Less: Expenditure for the Chair</u> | <u>13,50,000</u> | | <u>13,50,000</u> | |
| TOTAL | | 4,47,78,220 | | 4,48,56,220 |



(M PHANI)
Finance Officer



(R K MISHRA)
Director



(K MADHAVA RAO)
President



Schedules forming part of Balance Sheet as at March 31, 2017

Schedule-C**OTHER FUNDS**

| Particulars | As at 31.03.2017 | | As at 31.03.2016 | |
|--|--------------------|-----------|--------------------|-----------|
| | | Rs. | | Rs. |
| 1 Employees' Gratuity Fund: | | 0 | | 0 |
| -- Closing Balance (Liability) | 1,74,68,953 | | 2,02,79,956 | |
| <u>Less: Investment with LIC:GGCA Fund</u> | <u>1,74,68,953</u> | | <u>2,02,79,956</u> | |
| 2 Employees' EL Fund: | | 0 | | 0 |
| -- Closing Balance (Liability) | 82,22,473 | | 1,02,02,089 | |
| <u>Less: Investment with LIC:GLES Fund</u> | <u>82,22,473</u> | | <u>1,02,02,089</u> | |
| 3 Employees' Welfare Fund: | | 43,14,193 | | 43,64,193 |
| -- Opening Balance | 43,64,193 | | 44,14,193 | |
| -- Contribution for the year | 0 | | 0 | |
| | <u>43,64,193</u> | | <u>44,14,193</u> | |
| <u>Less: Payments made during the year</u> | <u>50,000</u> | | <u>50,000</u> | |
| 4 Gold Medal Installation | | 27,000 | | 27,000 |
| 5 IPE Award in Honour-of Sri T L Sankar | | 35,000 | | 35,000 |
| 6 MBA(PE) Programme Fund | | 41,01,091 | | 41,01,091 |
| <i>(a) Govt of Andhra Pradesh</i> | | | | |
| -- Opening Balance | 68,96,000 | | 68,96,000 | |
| -- Contribution for the Year | 0 | | 0 | |
| | <u>68,96,000</u> | | <u>68,96,000</u> | |
| <i>(b) IPE's contribution</i> | | | | |
| -- Opening Balance | 1,75,25,000 | | 1,75,25,000 | |
| -- Contribution for the year | 0 | | 0 | |
| | <u>1,75,25,000</u> | | <u>1,75,25,000</u> | |
| Total (a) + (b) | 2,44,21,000 | | 2,44,21,000 | |
| <u>Less: Expenditure upto 2014-15</u> | <u>2,03,19,909</u> | | <u>2,03,19,909</u> | |
| | <u>41,01,091</u> | | <u>41,01,091</u> | |
| 7 Scholarship Fund | | 67,21,800 | | 67,21,800 |
| -- Opening Balance | 67,21,800 | | 71,71,800 | |
| -- Contribution for the year | 0 | | 0 | |
| | <u>67,21,800</u> | | <u>71,71,800</u> | |
| <u>Less: Scholarships released</u> | <u>0</u> | | <u>4,50,000</u> | |

Schedules forming part of Balance Sheet as at March 31, 2017



Schedule-B

CORPUS AND DEVELOPMENT FUND

| Particulars | As at 31.03.2017 | | As at 31.03.2016 | |
|---|------------------|---------------------|------------------|---------------------|
| | Rs. | Rs. | Rs. | Rs. |
| 1 Corpus Fund: | | 0 | | 0 |
| -- Opening Balance | 0 | | 2,38,22,363 | |
| -- Contribution for the year | 0 | | 0 | |
| | 0 | | 2,38,22,363 | |
| Less: Excess of Expenditure over Income during the Year | 0 | | -4,38,24,262 | |
| Balance Transferred to Schedule G | 0 | | 2,00,01,899 | |
| 2 Infrastructure/Development Fund | | 40,86,44,044 | | 40,66,44,044 |
| -- Opening Balance | 40,66,44,044 | | 39,96,44,044 | |
| -- Grants from ONGC for Building & Equipment | 20,00,000 | | 70,00,000 | |
| -- Contribution for the year | 0 | | 0 | |
| TOTAL | | 40,86,44,044 | | 40,66,44,044 |


(M PHANI)
Finance Officer

(R K MISHRA)
Director

(K MADHAVA RAO)
President



Schedules forming part of Balance Sheet as at March 31, 2017

Schedule-A**CAPITAL FUND**

| Particulars | As at 31.03.2017 | | As at 31.03.2016 | |
|--|------------------|--------------------|------------------|--------------------|
| | | Rs. | | Rs. |
| 1 Capital Account | | 2,87,780 | | 2,87,780 |
| 2 Silver/Golden Jubilee Funds | | 61,37,284 | | 61,37,284 |
| -- Opening Balance | 61,37,284 | | 61,37,284 | |
| -- Contribution for the year | 0 | | 0 | |
| | 61,37,284 | | 61,37,284 | |
| <u>Less: Payments made during the year</u> | 0 | | 0 | |
| 3 Corporate Life Memberships | | 53,33,997 | | 53,33,997 |
| -- Opening Balance | 53,33,997 | | 43,00,000 | |
| -- Contribution for the year | 0 | | 10,33,997 | |
| 4 Patron Memberships | | 1,72,00,000 | | 1,72,00,000 |
| -- Opening Balance | 1,72,00,000 | | 1,62,00,000 | |
| -- Contribution for the year | 0 | | 10,00,000 | |
| TOTAL | | 2,89,59,061 | | 2,89,59,061 |



(M PHANI)
Finance Officer



(R K MISHRA)
Director



(K MADHAVARAO)
President

INSTITUTE OF PUBLIC ENTERPRISE
 Hyderabad

BALANCE SHEET AS AT MARCH 31, 2017

(Amounts in Rupees)

| | Schedule | As at 31.03.2017 Rs. | As at 31.03.2016 Rs. |
|--|----------|-------------------------|-------------------------|
| SOURCES OF FUNDS | | | |
| Capital Fund | A | 2,89,59,061 | 2,89,59,061 |
| Corpus & Development Fund | B | 40,86,44,044 | 40,66,44,044 |
| Other Funds | C | 4,47,78,220 | 4,48,56,220 |
| Secured Loan | | 54,00,00,000 | 35,76,34,481 |
| Corporate Loan | | 0 | 16,16,34,630 |
| Unsecured Loan | | 0 | 2,50,00,000 |
| | | <u>102,23,81,325</u> | <u>102,47,28,436</u> |
| UTILISATION OF FUNDS | | | |
| Fixed Assets | D | 100,88,68,219 | 104,00,40,553 |
| -- Gross Block (at Cost) | | 118,11,85,464 | 116,78,87,815 |
| <u>Less: Depreciation to date</u> | | <u>17,23,17,245</u> | <u>12,78,47,262</u> |
| Current Assets | E | 5,34,18,756 | 3,20,59,619 |
| <u>Less: Current Liabilities</u> | F | <u>7,33,08,634</u> | <u>6,73,73,635</u> |
| | | -1,98,89,878 | -3,53,14,016 |
| <i>Excess of Expenditure Over Income</i> | G | 2,00,01,899 | |
| Add:- during the year | | <u>1,34,01,085</u> | <u>2,00,01,899</u> |
| | | <u>3,34,02,984</u> | <u>102,47,28,436</u> |
| Notes on Accounts | H | | |

As per our report attached.

 For MEHER & ASSOCIATES
 Chartered Accountants


 (P RAJENDRA MEHER)
 Partner


 (M PHANI)
 Finance Officer


 (R K MISHRA)
 Director


 (K MADHAVIA RAO)
 President

Place: Hyderabad

Date: 7th October 2017



MEHER & ASSOCIATES
CHARTERED ACCOUNTANTS

The Board of Governors
Institute of Public Enterprise
Osmania University Campus
Hyderabad-500 007.

AUDIT REPORT

We have audited the attached Balance Sheet of INSTITUTE OF PUBLIC ENTERPRISE, Hyderabad as at 31.3.2017 and also the Income and Expenditure Accounts of the period ending on that date annexed thereto and report as under:

These financial statements are the responsibility of the Institute's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in India. Those Standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

- 1 We have obtained all the information and explanation which to the best of our knowledge and belief were necessary for the purpose of the audit.
2. In our opinion proper books of accounts as required have been kept by the Institute so far, as appears from our examination of the books.
- 3 The Balance Sheet as at 31.3.2017 and the Income and Expenditure account for the year ending 31.3.2017 dealt with by this report are in agreement with the books of accounts.
- 4 In our opinion and to the best of our information and according to the explanation given to us, and read with the Notes on Accounts give a true and fair view.
 - (a) In the case of Balance Sheet of the State of Affairs of the Institute as at 31.3.2017.
 - (b) In the case of Income and Expenditure account, excess of expenditure over income for the year ended on that date.

For MEHER & ASSOCIATES
Chartered Accountants
Firm Reg No : 007427S


(P RAJENDRA MEHER)
PARTNER
M No : 026603



Place : Hyderabad
Date : 7th October 2017



Notes to the Financial Statements
for the year ended March 31, 2017

NOTE 2: Significant Accounting Policies

Assets taken under leases, where the lessor effectively retains substantially all the risks and benefits of ownership of the leased term, are classified as operating leases. Operating lease payments are recognized as an expense in the Statement of Income and Expenditure on a straight-line basis over the lease term.

(h) Borrowing Cost

As per the applicable Accounting Standards, Borrowing costs to the extent related/attribution to the acquisition/construction of assets that takes substantial period of time to get ready for their intended use are to be capitalized along with the respective fixed asset up to the date such asset is ready for use. Other borrowing costs are charged to the Statement of Income and Expenditure.

(i) Provisions and Contingencies

A provision is recognised when an enterprise has a present obligation as a result of past event and it is probable that an outflow of resources will be required to settle the obligation, in respect of which a reliable estimate can be made. Provisions are not discounted to their present values and are determined based on management estimate required to settle the obligation at the Balance Sheet date. These are reviewed at each Balance Sheet date and adjusted to reflect the current management estimates.

Contingent liabilities are disclosed in respect of possible obligations that have arisen from past events and the existence of which will be confirmed only by the occurrence or non-occurrence of future events not wholly within the control of the Institute.

When there is an obligation in respect of which the likelihood of outflow of resources is remote, no provision or disclosure is made.

No provision has been provided towards expenditure on enhanced DA.

For MEHER & ASSOCIATES

Chartered Accountants


Firm Reg No : 0074276


(P RAJENDRA MEHER)
Partner
M No : 026603




(M PHANI)
Finance Officer


(R K MISHRA)
Director


(K MADHAVARAO)
President

Date : 7th October 2017
Place : Hyderabad

20. Best Practices adopted, if any

The Institute provides opportunities to faculty to excel in all the four areas namely Teaching, training, research and consultancy. The faculty follow the best practices in the teaching pedagogy which include lectures, case studies, presentations, computer based exercises, simulations, management games, articles review presentations, etc. The faculty bring their consultancy experiences to the class room in the form of case studies. The institute provides special emphasis on research through its research centres such as Centre for Corporate Governance, Centre for Corporate Social Responsibility, Centre for Sustainable Development, Centre for Regulatory Studies etc. These research centres organize research conference, undertake training and consultancy to disseminate the best practices in their respective areas to all the stakeholders.

Institute has a vibrant group of students joining from all parts of India. Several Academic and Cultural events organized by various students clubs of IPE. Viz., HRCLUB, OPERATIONS CLUB, MARKETING CLUB, FINANCE CLUB, CULTURAL CLUB, PHOTOGRAPHY CLUB, BOOKAHOLICS CLUB, SOCIAL CLUB, SPORTS CLUB, SOCIAL MEDIA AND COMMUNICATIONS CLUB help in bringing out the hidden talents of the students and Improving their knowledge and skills.

Institute in collaboration with M/s. Talent Sprint provides special training to students in the areas of communication skills, Personality Development, Business Aptitude, MOCK Versant Test, MOCK GD, MOCK Interviews etc., The Institute through an external agencies provides finishing school for students imparting training in Business etiquette, dress sense, communication skills, dining etiquette, etc.,

The Institute also has a system of mentoring in which a faculty is assigned for a group of 12 students to guide and nurture in various curricular, co-curricular, extracurricular activities, attendance, guidance for Summer Internship Project, long term project etc., which has resulted in significant improvement in academic and placement performance of students.

The Annual startupedia event of IPE motivates the students in becoming entrepreneurs by training them in preparation of business plans, mentoring etc., The outcome of Startupedia is incubation of innovative business ideas and investment by interested parties, resulting into startups. The 37 hour fully mentored B-Plan Pitch encourages a huge participation from startup enthusiasts (Graduates, Post Graduates and working professionals), investors, venture capitalists and incubation centers across the country. It provides a platform and enables young minds to visualize their journey with specific innovative initiatives supported by rationale and justification, covering areas like New Products, New markets, New Structure & New Functional strategies and Social Enterprise.