

AICTE MANDATORY DISCLOSURE

Academic Year: 2020 -21
as Per APH 2020-21
Annexure 10.0



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. S.Sreenivasa Murthy

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

Ravindra Nagar Colony, Hansiguda

Secunderabad, Hyderabad

Mobile: 9849253521

E-Mail: ssmurthy@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 Pramod Agrawal, IAS**
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

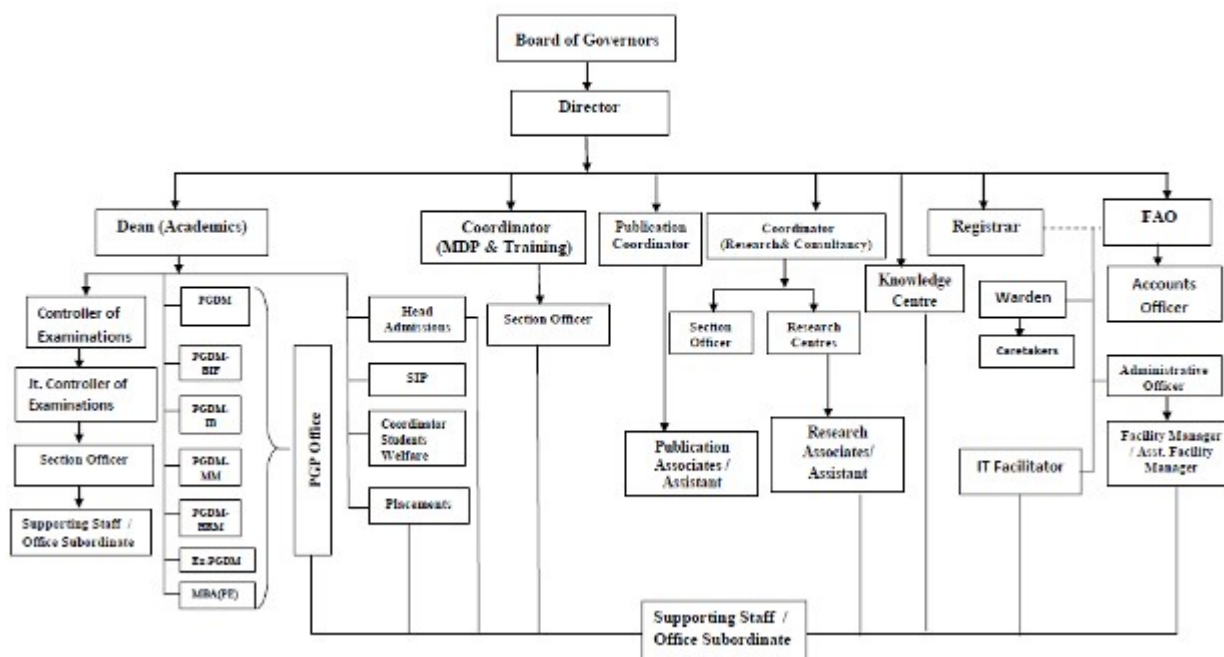
• **Members of Academic Advisory Body**

S. No	Name & Designation of the Expert
1.	Dr A.K.Rath, Former Secretary Education, Govt. of India
2.	Dr S K Mathur Advisor, Ex-PGDM, IPE, Hyderabad
3.	Mr. Younus Kabir Co-founder and Managing partner, Barakah Finserve
4.	Mr. Ajay Kumar Gupta Director (Research) Incharge, Publication and Research Surveys, ICSSR, New Delhi
5.	Mr. Narayana Karanam Partner, Keyush Consulting Ltd. (KCL)
6.	Dr Prabhat Kumar Pankaj Director, Jaipuria Institute of Management
7.	Prof G M Bhat Head, Dept of Economics and Dean, School of Soc. Scs, CUK
8.	Ms Sai Lakshmi Management Trainee HR, TCS
9.	Dr Chandra Sekhar Mishra Vinod Gupta School of Management, IIT Kharagpur
10.	Dr G S Saun Director (Research) Research Institutes & Regional Centres, ICSSR, New Delhi
11.	Dr V Venkata Ramana Vice-Chairman, Telangana State Council of Higher Education, Hyderabad
12.	Dr Nageshwar Rao Vice Chancellor, IGNOU, New Delhi
13.	Dr Shakeel Ahmad Joint Secretary, UGC, New Delhi
14.	Dr K Srinivasa Rao Director, National Institute of Banking Studies & Corporate Mgmt
15.	Dr Kedarnath Mukherjee Assistant Professor, National Institute of Bank Management
16.	Prof Naresh Kumar Sharma Professor & Dean, School of Economics, UoH
17.	Mr. Nageswara Rao former Chief General Manager, Andhra Bank
18.	Dr M Thenmozhi Professor, Indian Institute of Technology Madras
19.	Prof V Usha Kiran Honorary Director, ICSSR–SRC
20.	Dr Pawan Kumar Sharma Kota Open University
21.	Mr. N M Vialeswara Rao

	Business Associate, Ram Group
22.	Prof Jai Prakash Sharma Chairman, Global Research Foundation for CG
23.	Dr S K Acharya former CMD, NLC India Limited
24.	Mr Rajeev Gupta Director, Metric4Analytics Pvt. Ltd.
25.	Mr D V Shastry Executive Director (Training, R&D & Start-up), GAIL(India) Limited
26.	Dr Sudarsanam Padam Advisor & former Dean of Studies, ASCI
27.	Dr A K Singh Vice Chancellor, Sri Sri University, Cuttack
28.	Ms Veena Swarup former Director HR, EIL
29.	Dr. Shulagna Sarkar, DCM - HR (T&SD), NLC India Ltd.
30.	Dr R Nandagopal Director, Kochi
31.	Prof Badar Alam Iqbal Emeritus Professor and Chairman to the Institute FBIAR & IUBAT
32.	Mr. M P Madhukar Deputy Director (Research) Incharge, International Collaboration and National, ICSSR, New Delhi
33.	Dr P K Biswas IMT Ghaziabad
34.	Dr D V Ramana XIMB, Bhubaneswar
35.	Prof J K Tandon former Professor, Jaipur National University
36.	Mr. Abhishek Assistant System Analyst, Tata Consultancy Services
37.	Mr. Sandeep Technical Team Lead, IBM
38.	Dr Devendranath G Jha Prof & Area Chairperson-IT, KJ Somaiya Insti. of Mgmt Studies & Research
39.	Dr G Somayajulu Distinguished Adjunct Professor, Jaipuria Institute of Management
40.	Prof Som Deo former Director ICSSR
41.	Dr S Teki Registrar, Adikavi Nannaya University
42.	Dr Vidyadhar Reddy Aileni Professor & Director, NALSAR University of Law, Hyderabad
43.	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**

Organization Chart of IPE



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

Nature and extent of involvement of faculty:

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

Preparation of course curriculum

Deciding the teaching pedagogy, preparation of course outline and course material, deciding the text book, the reference books, cases, exercises, games etc.

Doing the internal, continuous and end term evaluation of students.

Doing mentoring for all the students (12 students per faculty).

Guiding the summer internship projects of students (12 students per faculty).

Guiding the long term research projects of the students (12 students per faculty).

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.

Accompanying student teams to industrial tours (Local, National and International).

Arranging guest lectures for students.

Guiding students in Entrepreneurship / Startup activities.

Nature and extent of involvement of students:

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

Involvement of students in Board of Studies meetings.

Involvement of students in research seminars, arrangement of guest lectures etc.

Providing students' feedback on faculty performance in classroom.

Involvement of students in identifying new electives.

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.

Student teams are formed to help in organizing placements, internships and related activities.

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.

Students are encouraged to participate in competitions conducted in other B-Schools in Hyderabad and other parts of the country.

Students are provided specially designed inputs in the areas of personality development, business communication, business aptitude, versant tests, group discussions, personal interviews etc.

Students are provided with free supply of Business News papers.

• Mechanism/ Norms and Procedure for democratic/ Good Governance

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.

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 resignation or otherwise, the Board shall elect a President, who shall hold office for the remaining period of three years.

Faculty

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

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.

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.

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.

Other facilities to faculty and staff

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

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:

- Long term Education Programmes
- Management Development Programmes
- Seminars and Conferences
- Research and Consultancy Assignments
- Other income – Hostel Fee and Interest on Investments

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

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:

- Reduced energy consumption without sacrificing the comfort levels
- Reduced destruction of natural areas, habitats, and biodiversity, and reduced soil loss from erosion etc.

- Reduced air and water pollution (with direct health benefits)
- Reduced water consumption
- 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	Ms. Madabhushi Sai Mounika	Senior Student	Member	7093879987	1908046@ipeindia.org
6	Mr.Karthik Balaji V	Junior Student	Member	7397419128	2008043@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:
- Maintain transparency, non-bias opinion and confidentiality.
- Conduct awareness among students about the roles and responsibilities of the Committee
- Review and finalize all meeting minutes for circulation and documentation purpose
- 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. MeherKaruna	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.	Ms. Ramya Chavalli	Senior Student	Member	8297109988	1903063@ipeindia.org
7.	Mr. Shravan Dharmavarapu	Junior Student	Member	8333854519	2003019@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 Sexual Harassment Grievance 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 the following:

- Implementation of the policy in letter and spirit through proper reporting of the complaints and their follow-up procedures.
- Providing an environment free of gender-based discrimination.
- Ensuring equal access of all facilities and participation in activities of the college.
- Creating a secure physical and social environment which will deter acts of sexual harassment.
- Promoting 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

S. No	Name	Designation	Position	Phone No.	Email
1	Dr. M Meher Karuna	Coordinator – Placements	Chairperson	9440344468	meherkaruna@ipeindia.org
2	Dr. S Sreenivasa Murthy	Dean & Chairman – Placements	Member	9392430874	ssmurthy@ipeindia.org
3	Ms. G Goverdhani	Chief, IndraPriyaDarsini Women's Welfare Association, Door No. 18-317/8, Prashanth Nagar, Near TS Housing Board Jadcherla – 509301 Mahabubnagar	Member Representative from NGO	9885013699	ipwwal1998@yahoo.com, ipwwa.ngo@gmail.com, 1998ipwwa@gmail.com
4	Dr. Anand Akundy	Assistant Professor	Member	9908233302	anand@ipeindia.org
5	Mr. M Phani	FAO	Member	9246176535	mphani@ipeindia.org
6	Mr. Ch Pranav Srivastav	Senior Student	Member	7036409210	1804026@ipeindia.org
7	Ms. Basapuram Aparna	Senior Student	Member	9705802516	1808008@ipeindia.org
8	Dr. Deepti Chandra	Chief Warden	Member Convener	9874726154	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	Ms. Ramya Chavalli	Senior Student	Member	8297109988	1903063@ipeindia.org
6	Mr. Abhijeet Hari	Senior Student	Member	9652871409	1904017@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:

- Any act of Indiscipline, Teasing or Handling with Rudeness.
- Any act that Prevents, Disrupts the Regular Academic Activity.
- Any activity which is likely to cause Annoyance, hardship, Psychological Harm or creates Fear or Apprehension.
- Any Act of Financial Extortion or Forceful Expenditure.
- Any Act of Physical Abuse causing Assault, Harm or danger to Health.
- Any Act of abuse by spoken words, emails, SMS or public insult etc.
- Any Act of injury or infringement of the fundamental right to the human dignity.
- Any Act of Wrongful Confinement, Kidnapping, molesting or committing unnatural offences, use of criminal forces, trespass or intimidation.
- 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
- Debarring from appearing in any sessional test / University Examination
- Suspension from attending classes and academic privileges
- Withdrawing scholarships and other benefits
- 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 AnanthKumar	Coordinator Student Affairs	Chairman	9491159906	ananth@ipeindia.org
2	Dr. MLN Rao	Professor	Member	9440766966	mlnrao@ipeindia.org
3	Dr. Ch Lakshmi Kumari	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,

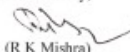
Sub: Appointment as Ombudsman – Reg.

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
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Telephone No. 0891-2551282
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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.

SI NO	Name	Designation	Position	Phone
1	Dr. P.S.Janaki Krishna, Associate Professor	Professor	Chairman	9989297305
2	Ms. J Kiranmai	Registrar	Member Convenor	9177005520
3	Dr. KV Ananth Kumar	Coordinator Student Affairs	Member	9491159906
4	Dr. Meher Karuna	Associate Professor	Member	9440344468
5	Mr. M Phani	Finance & Administrative Officer	Member	9246176535
6	Dr. Deepti Chandra	Associate Professor	Member	9014448487

• 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, Chairman– 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.

SI No	Name of the Person	Position	Designation	E-mail 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 Hari G	Senior Student	Member	1903022@ipeindia.org
8	Ms Siliveru Harshita	Junior Student	Member	2001213@ipeindia.org
9	Prof K.Trivikram	Associate Professor	Coordinator	trivikramk@ipeindia.org

6. Programmes

• Name of Programmes approved by AICTE :

1. Post Graduate Diploma in Management (PGDM)
2. PGDM – Marketing
3. PGDM – Banking Insurance and Financial Services
4. PGDM – International Business
5. PGDM – Human Resource Management
6. Executive – PGDM

- **Name of Programmes Accredited by AICTE:**
- **Status of Accreditation of the Courses: -**
- **Total number of Courses: 5**
- **No. of Courses for which applied for Accreditation: 5**
- **Status of Accreditation – Applied for SAR and results awaited**
- **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	2017-18			2018-19			2019-20		
	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)
PGDM	3.5	14	5.5	3.5	18	5.58	4	20.84	6.36

Name: **PGDM – Marketing**

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	2017-18			2018-19			2019-20		
	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	11.9	5.5	3.5	7.1	5.58	4	10.2	6.24

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	2017-18			2018-19			2019-20		
	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	12.1	5.5	3.5	9.7	5.58	4	20.84	5.80

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

Cours e	2017-18			2018-19			2019-20		
	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	12.1	5.5	3.5	9.7	5.58	4	10	5.70

Name: **PGDM – Human Resource 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

Cours e	2017-18			2018-19			2019-20		
	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	6.33	5.5	3.5	16.5	5.58	4	20.84	6.18

Name: **Executive – PGDM**

Number of seats:15

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 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 Acharya	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	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 Mechancal ,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 Intelligence
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 Governannce
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 KARTHIK
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</p> <p>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, conducting evaluations, conducting</p>


		<p>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,</p>


		<p>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> <p>• Training Coordinator for Central India Management Services, Nagpur (19th Feb - 30th Oct, 04)</p> <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 Managment
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 KIJUR
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 RAMAN
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 MOU 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)
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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

		<p>India and the World, Routedledge, New Delhi</p> <p>d) Ed Health System Strengthening in India, Academic Foundation, New Delhi</p>
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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
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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 CAT/XAT/GMAT	IN	PERCENTILE IN MAT	PERCENTILE CMAT/ATMA	IN	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 2020-21

Program	Intake
PGDM	240
PGDM-Banking Insurance and Financial Services	120

PGDM-International Business	60
PGDM-Marketing	60
PGDM-Human Resource Management	60
Executive PGDM	30

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

2020-2022							
Test Name	PGDM	MM	BIF	IB	HRM	Ex	Total
CAT	45	10	20	14	11	1	101
XAT	10		3	2	1	1	17
MAT	96	37	70	27	25	1	256
CMAT	21	7	9	9	8		54
GMAT	2					1	3
ATMA	33	6	4	4	3	1	50
No Score	35		14	4	10	3	62
Total	242	60	120	60	59	9	550

- 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 – 1st Aug, 2020
 - Last date of submission of applications – 30th Aug, 2020
 - Dates for announcing final results – 5th Sep, 2020
 - Release of admission list (main list and waiting list shall be announced on the same day)
 - Date for acceptance by the candidate (time given shall in no case be less than 15 days)
 - Last date for closing of admission, (Please See academic calender)
 - Starting of the Academic session – 24th August, 2020
 - The waiting list shall be activated only on the expiry of date of main list
 - The policy of refund of the Fee, in case of withdrawal, shall be clearly notified

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
- 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

	2017	2018	2019
Test			
MAT	450	500	500
CAT	50%	50%	50%
ATMA	500	600	600
CMAT	130	160	160
XAT	40%	50%	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

Average of Academics Considered

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

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 – NA

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
- List of candidate who have been offered admission

2020-2022							
Test Name	PGDM	MM	BIF	IB	HRM	Ex	Total
CAT	45	10	20	14	11	1	101
XAT	10		3	2	1	1	17
MAT	96	37	70	27	25	1	256
CMAT	21	7	9	9	8		54
GMAT	2					1	3
ATMA	33	6	4	4	3	1	50
No Score	35		14	4	10	3	62
Total	242	60	120	60	59	9	550

S.No.	Roll No	IPE Reg No	Name	MAX	Total	Course
1	2001001	201338	Ms Koel Chakraborty	70.59	193.9233	PGDM
2	2001002	201570	Mr Ravi Kanth V	71.4975	241.4975	PGDM
3	2001003	200256	Ms Naisha Mishra	55.125	206.7917	PGDM
4	2001004	200934	Mr Indranil Banerjee	70.44	230.44	PGDM
5	2001005	201469	Ms Shukla Sai Shivani	74.37	199.37	PGDM
6	2001006	200559	Ms Siramdas Sushma	43.86	178.0267	PGDM
7	2001007	200486	Mr Harshit Singh	77.967	219.6337	PGDM
8	2001008	200466	Ms V V R Nandaswini	51.0225	194.6892	PGDM
9	2001009	201311	Ms Aparna Ghosh	50.8275	152.1608	PGDM
10	2001010	200190	Mr Vijay Kumar R	35.37	184.5367	PGDM
11	2001011	200465	Mr Talluri Subhash	66.204	218.704	PGDM
12	2001012	200534	Ms Gone Spandana	56.445	231.445	PGDM
13	2001013	200901	Mr T Arun Kishore	64.584	202.2507	PGDM
14	2001014	201642	Mr Kalidindi Akhil Varma	59.1975	200.8642	PGDM
15	2001015	200087	Mr Andiboyina Rajesh	73.431	248.431	PGDM
16	2001016	200027	Mr Mothey Dheeraj	45.975	201.1417	PGDM
17	2001017	200298	Mr Amit Kumar Behera	62.655	199.3217	PGDM
18	2001018	200329	Mr M Goutham Kumar	46.335	184.5017	PGDM
19	2001019	200899	Mr Saurabh R Kshirsagar	79.236	234.236	PGDM
20	2001020	200206	Mr B B V R Rohith	48.2925	151.6258	PGDM
21	2001021	200977	Mr Aitharaju Pruthvi Kashyap	55.1775	196.8442	PGDM
22	2001022	201475	Ms M Gayathri	71.34	211.34	PGDM
23	2001023	200966	Mr Syed Adil Zaki	50.715	200.715	PGDM
24	2001024	200967	Mr Syed Fazil Zaid	70.866	212.5327	PGDM
25	2001025	201634	Mr John Bobit	46.782	193.4487	PGDM
26	2001026	200036	Ms K Sahiti	60	196.6667	PGDM
27	2001027	200365	Mr Gudivada Krishna Aditya	51.8325	135.1658	PGDM
28	2001028	200516	Mr Naganaboina Sai Durga Abhishek	60.0525	231.5525	PGDM
29	2001029	200944	Mr Parcha Sai Srinivasa Teja	64.53	251.03	PGDM
30	2001030	201325	Mr Temmanaboyina Atchuth	56.1525	182.8192	PGDM
31	2001031	201389	Ms Rohan P	19.899	113.2323	PGDM

S.No.	Roll No	IPE Reg No	Name	MAX	Total	Course
32	2001032	201505	Ms Nama Yashaswini	27.7275	159.3942	PGDM
33	2001033	200225	Ms Chinmayi Velivela	58.5018	245.5018	PGDM
34	2001034	200304	Mr R Mohith Chowdary	60.2175	205.3842	PGDM
35	2001035	201569	Mr Raju Jogu	45.7875	172.4542	PGDM
36	2001036	201003	Ms Kollati Sreedevi	66.987	241.987	PGDM
37	2001037	200059	Mr Malyala Raghu	40.125	170.7917	PGDM
38	2001038	200322	Mr Y S R Venkata Mohan	52.65	174.3167	PGDM
39	2001039	200323	Mr Abhilash	54.1575	197.3242	PGDM
40	2001040	200418	Ms Talluri Siri Chandana	42.165	177.165	PGDM
41	2001041	200531	Ms Garima Sharma	33.417	185.0837	PGDM
42	2001042	200629	Mr R Nithin Harshaa	30.1125	161.7792	PGDM
43	2001043	200661	Mr Pochampally Kaushik	68.265	189.9317	PGDM
44	2001044	201876	Mr Kankanala Sitaram	54	120.6667	PGDM
45	2001045	200693	Mr Gogulapati Rohith Krishna	63.675	200.3417	PGDM
46	2001046	200853	Ms Zakkam Mary Nikitha	61.38	236.38	PGDM
47	2001047	201162	Mr Sistla Krishna Sai Vinay	66	210.1667	PGDM
48	2001048	201185	Mr Kodali Dheeraj Chandra	78.219	230.719	PGDM
49	2001049	201378	Mr Kotaru Venkata Sai Krishna	20.628	149.628	PGDM
50	2001050	201415	Mr Athota Santosh Sagar	52.5675	199.2342	PGDM
51	2001051	201467	Mr Kesireddy Suraj	71.685	261.685	PGDM
52	2001052	201503	Mr Vaishnav Matte	60.8025	217.4692	PGDM
53	2001053	201281	Mr Suraj Yadav Alluri	36.27	154.6033	PGDM
54	2001054	201345	Ms Pokala Sai Pranavi	73.485	215.1517	PGDM
55	2001055	201906	Mr Ambati Akhil	50.481	177.1477	PGDM
56	2001056	200113	Mr Maddur Thirupathi Reddy	42.3975	145.7308	PGDM
57	2001057	200128	Ms Baitinti Thriveni	30	159.1667	PGDM
58	2001058	201657	Mr Adlagatta Arun	62.475	189.1417	PGDM
59	2001059	200952	Ms Vattipally Sridivya	27.0825	161.2492	PGDM
60	2001060	201090	Mr Kasireddy Ravi Teja	34.857	183.5237	PGDM
61	2001061	201791	Ms Kailash Pravalika	0	134.1667	PGDM
62	2001062	201316	Ms Vaishnavi Koppula	5.2125	146.3792	PGDM

S.No.	Roll No	IPE Reg No	Name	MAX	Total	Course
63	2001063	201652	Ms Bandari Sunayana	54.0675	200.7342	PGDM
64	2001064	201111	Mr Rohan Raj	66.75	180.0833	PGDM
65	2001065	201676	Ms K Sai Keerthi	71.5725	261.5725	PGDM
66	2001066	200160	Mr Kiranbhargav Kalari	38.439	175.1057	PGDM
67	2001067	200275	Mr Silasagar Rakesh Reddy	54.795	181.9617	PGDM
68	2001068	201608	Mr B Yashwanth	35.9625	170.1292	PGDM
69	2001069	201901	Mr Singireddy Sai Kiran Reddy	126.9	220.2333	PGDM
70	2001070	200810	Mr M Prema Sai	32.5575	167.5575	PGDM
71	2001071	200092	Mr MVPS Akhil	29.4975	156.1642	PGDM
72	2001072	200195	Ms Peetambaram Aiswarya	70.5	242.5	PGDM
73	2001073	200289	Mr Putta Sri Harsha	25.956	198.456	PGDM
74	2001074	200713	Mr Prudhvi Raj Karne	58.05	174.7167	PGDM
75	2001075	201459	Ms Jupudi Shivani	73.9425	227.6092	PGDM
76	2001076	201465	Mr Rohith Pawar	44.8725	214.8725	PGDM
77	2001077	201369	Ms Mahima Raaj Pothula	59.9775	181.9775	PGDM
78	2001078	200902	Ms Thallapally Vikasini	33.8025	158.8025	PGDM
79	2001079	201777	Ms Nishta Bhatia	0	109.3333	PGDM
80	2001080	201457	Mr Kanadibhotla Siva Sujith	25.065	174.7317	PGDM
81	2001081	200274	Ms Prachi Jadhav	28.0575	136.3908	PGDM
82	2001082	201045	Ms Goli Lakshmi Sravani	29.04	142.3733	PGDM
83	2001083	201251	Ms Bodapati Sravani Reddy	54.6375	165.4708	PGDM
84	2001084	200460	Ms Arunima Jena	57.1725	208.6725	PGDM
85	2001085	201754	Ms Engle Meghana	0	170	PGDM
86	2001086	201730	Ms Swacchatha Jangili	0	146.6667	PGDM
87	2001087	201734	Mr Aditya Garabadu	0	170	PGDM
88	2001088	200226	Ms Shraddha Darak	65.7375	233.2375	PGDM
89	2001089	200630	Mr Venkata Naveen Machavarapu	72.504	197.6707	PGDM
90	2001090	200843	Ms Keerthi Rathod Pathlawath	49.935	211.935	PGDM
91	2001091	200844	Mr Vishal Kumar	63.9975	179.1642	PGDM
92	2001092	201006	Mr Aditya Vikram Bung	72.0525	191.8858	PGDM
93	2001093	200803	Ms Nivedita Roy	54.792	223.792	PGDM

S.No.	Roll No	IPE Reg No	Name	MAX	Total	Course
94	2001094	200433	Mr M Surya Vamsi	51.5775	209.5775	PGDM
95	2001095	201528	Ms Haripriya Kompella	33.4725	185.1392	PGDM
96	2001096	201066	Mr Satyam Bhardwaj	72	197.3333	PGDM
97	2001097	200261	Ms Anumula Shivani	51.768	194.268	PGDM
98	2001098	200073	Ms Shirisha	53.85	231.35	PGDM
99	2001099	200075	Ms Pooja Mudari	29.145	176.645	PGDM
100	2001100	200085	Ms B Varsha	69.585	252.085	PGDM
101	2001101	200097	Mr Rudrangi Sairam	59.2875	180.9542	PGDM
102	2001102	200098	Mr Gayaru Saikiran	37.4025	166.5692	PGDM
103	2001103	200101	Ms Tejasvi Kesava Reddy	67.9575	252.9575	PGDM
104	2001104	200105	Mr Sai Pranay Mondreti	61.1325	171.4658	PGDM
105	2001105	200183	Mr Gandikota Shashank Vardhan	45.0525	115.8858	PGDM
106	2001106	200294	Ms Kollu Neha Chowdhary	47.5125	185.0125	PGDM
107	2001107	200297	Mr G Rahul Reddy	37.323	191.323	PGDM
108	2001108	200327	Mr Ganapathi Hemanth Somayajulu Kvs	24.135	121.4683	PGDM
109	2001109	200369	Ms Dyagala Ramya	46.68	224.18	PGDM
110	2001110	200424	Ms Nanditha Raju	45.675	198.175	PGDM
111	2001111	200472	Mr Siddharth Mukherjee	27.9225	177.0892	PGDM
112	2001112	200504	Ms Aakanksha Nethi	49.9575	219.9575	PGDM
113	2001113	200388	Ms Korrapati Laxmi Pravallika Yadav	5.19	131.8567	PGDM
114	2001114	200608	Ms Vellanki Akhila	29.673	204.673	PGDM
115	2001115	200639	Mr G Akhileshwar	67.035	232.035	PGDM
116	2001116	200673	Ms Surikuchi Lakshmi Saroja	59.319	177.6523	PGDM
117	2001117	200710	Ms Vangapalli Rishika	54.2025	244.2025	PGDM
118	2001118	200718	Ms Tadepalli Lakshmi Sujaya	68.3865	202.5532	PGDM
119	2001119	200727	Mr Kodari Manikanta	38.31	211.81	PGDM
120	2001120	200845	Mr Dubba Purushotham Reddy	53.22	202.3867	PGDM
121	2001121	200753	Ms Ulasi Aishwarya	26.811	166.811	PGDM
122	2001122	200856	Mr Mohit Pandey	65.2575	195.4242	PGDM
123	2001123	200884	Ms P Prerana Naidu	67.3575	214.0242	PGDM
124	2001124	200925	Ms Niharika Basetty	74.2275	209.8942	PGDM

S.No.	Roll No	IPE Reg No	Name	MAX	Total	Course
125	2001125	200940	Mr Khusheek Rao	64.8375	163.1708	PGDM
126	2001126	200941	Ms Puspanjali Swain	31.401	124.7343	PGDM
127	2001127	200951	Ms Pichika Akshara	48.9375	180.6042	PGDM
128	2001128	200954	Mr Aditya Vinod Abraham	52.29	212.29	PGDM
129	2001129	200965	Mr Kavuri Venkatesh	48.1575	223.1575	PGDM
130	2001130	201054	Mr Padigala Prasanna Vamsi Krishna	59.64	242.14	PGDM
131	2001131	201083	Mr M Shyam Sunder	66.465	203.1317	PGDM
132	2001132	201120	Mr Revanth Manchi	40.14	217.64	PGDM
133	2001133	201137	Mr Ayush Behl	66.75	220.9167	PGDM
134	2001134	201145	Ms Nethi Sai Sreelekha	70.545	246.545	PGDM
135	2001135	201149	Ms Barkha Gurung	38.985	188.1517	PGDM
136	2001136	201164	Mr Vuyyuru Madhu Santhosh Reddy	60.27	222.27	PGDM
137	2001137	201794	Ms Teddu Jayashree	0	131.6667	PGDM
138	2001138	201187	Ms Batchu Bala Sai Vaishnavi	68.67	251.17	PGDM
139	2001139	201203	Ms T Meghana Reddy	51.3375	228.3375	PGDM
140	2001140	201314	Mr Bhogadi Nagakrishna Mallikharjun	14.913	111.7463	PGDM
141	2001141	201594	Mr Rohit Vangari	47.5125	194.1792	PGDM
142	2001142	201643	Mr Alladi Saichander	74.7525	239.7525	PGDM
143	2001143	201472	Mr Shaik Mohammed Samrith	16.26	125.9267	PGDM
144	2001144	201507	Mr Kotra Tejeshwar Reddy	36.765	223.765	PGDM
145	2001145	201762	Ms Jeedigunta Sreevalli Bala Tripura Sundari	0	170	PGDM
146	2001146	201682	Mr Rohit Badri	35.307	171.9737	PGDM
147	2001147	200192	Ms Nikhita L Nallam	42.66	182.66	PGDM
148	2001148	200218	Ms Ekta Choudhary	62.0925	222.0925	PGDM
149	2001149	200247	Ms Abighna Reddy B	45.555	218.055	PGDM
150	2001150	200249	Ms Samana Kammari	37.0875	184.7542	PGDM
151	2001151	200328	Mr Mallavolu Venkata Sai Naga Aditya	58.875	164.7083	PGDM
152	2001152	200404	Ms G Shalini	66.51	213.1767	PGDM
153	2001153	200413	Mr Mohammad Mehdi	35.028	200.028	PGDM
154	2001154	200481	Mr Viraj Bhatnagar	48.3225	203.3225	PGDM

S.No.	Roll No	IPE Reg No	Name	MAX	Total	Course
155	2001155	200482	Mr Sai Sharan Teja S	63.279	213.279	PGDM
156	2001156	200548	Ms Falguni Lohar	32.235	130.5683	PGDM
157	2001157	200582	Ms Chunmai Maheswari Madasu	52.1175	150.4508	PGDM
158	2001158	200748	Ms Nikhat Sultana	45.18	184.3467	PGDM
159	2001159	200828	Ms Vuppu Soumika	41.922	219.422	PGDM
160	2001160	200872	Mr Atik Lodha	60.885	192.5517	PGDM
161	2001161	200937	Mr Hari Kumar Reddy Donthireddy	69.1275	221.6275	PGDM
162	2001162	200974	Ms Deepika Bengani	51.714	231.714	PGDM
163	2001163	201027	Mr Prudhvi T	27.4725	164.1392	PGDM
164	2001164	201784	Ms Deblina Mandal	0	136.6667	PGDM
165	2001165	201103	Mr Sagnik Bhattacharjee	44.8575	174.1908	PGDM
166	2001166	201662	Mr Ganesh Ch	43.98	195.6467	PGDM
167	2001167	201221	Ms Nuguri Rishitha	29.895	194.895	PGDM
168	2001168	201354	Ms Ankita Pattanaik	53.055	204.7217	PGDM
169	2001169	201382	Ms Kalidindi Aishwarya Sai	26.16	151.16	PGDM
170	2001170	200094	Mr Chinthamani Peta Amba Aravind Sai	0	145	PGDM
171	2001171	201424	Ms Shreeyaditya Pati	33.2925	179.9592	PGDM
172	2001172	201432	Ms Tahseen Ahmed	69.9975	211.9975	PGDM
173	2001173	201453	Mr Pradip Sugriv Jadhav	42.849	181.5157	PGDM
174	2001174	201780	Ms Vyshnavi Devi Gorantla	0	170	PGDM
175	2001175	201532	Ms Mukkamala Bhanu Nikhita	33.03	159.6967	PGDM
176	2001176	201908	Ms Marikanti Sai Kavya	33.543	173.543	PGDM
177	2001177	201606	Ms Jagriti Talukdar	54.1425	190.8092	PGDM
178	2001178	201626	Ms Veeravelli Aishwarya	50.43	215.43	PGDM
179	2001179	201693	Mr Syed Fasiuzzama	67.4625	199.1292	PGDM
180	2001180	201152	Mr Nikhilesh	4.29	107.6233	PGDM
181	2001181	200893	Ms Natasha Emmanuel Nune	68.73	244.23	PGDM
182	2001182	201721	Mr Navinshri Bhandari	0	98.33333	PGDM
183	2001183	201684	Ms Samanthi Rajitha	20.055	165.055	PGDM
184	2001184	201677	Mr Punith Vadla	71.8425	241.8425	PGDM
185	2001185	201732	Ms Kandagatla Harshitha	0	136.6667	PGDM

S.No.	Roll No	IPE Reg No	Name	MAX	Total	Course
186	2001186	201592	Mr Pasnooti Devender	63.225	203.225	PGDM
187	2001187	200495	Ms Akshaja A Shastri	31.248	175.4147	PGDM
188	2001188	201455	Ms Angaluru Mahathi Srisowmya	15.5925	116.4258	PGDM
189	2001189	201745	Mr Pradeep Naik S	0	133.6667	PGDM
190	2001190	201751	Mr Debankan Mondal	0	181	PGDM
191	2001191	201714	Mr Vineeth Narayan Pandatt	0	103.3333	PGDM
192	2001192	201750	Ms S Sreesha	0	151.6667	PGDM
193	2001193	200942	Mr Sheetal Janagam	32.4975	138.3308	PGDM
194	2001194	200204	Ms Vuppala Roshini Sai	23.805	191.305	PGDM
195	2001195	201448	Mr Hemant Harwani	79.182	235.8487	PGDM
196	2001196	201756	Ms Mogulla Divya Reddy	0	165	PGDM
197	2001197	201786	Ms Peesara Cherishmayee	0	180	PGDM
198	2001198	201785	Mr Girish Kumar Agnihothram	0	150	PGDM
199	2001199	201782	Ms Mandala Sindhuja	0	180	PGDM
200	2001200	201770	Ms Mulpuru Supriya	0	155	PGDM
201	2001201	201367	Mr J Jeet	26.4375	114.7708	PGDM
202	2001202	201729	Mr P Anil Kumar Reddy	0	165	PGDM
203	2001203	201772	Ms Srutakeerthi Bhagwath	0	160	PGDM
204	2001204	201722	Ms Lekha Suresh	0	170	PGDM
205	2001205	201774	Ms Lella Greeshma	0	185	PGDM
206	2001206	201760	Ms Pannala Viineela Reddy	0	167.5	PGDM
207	2001207	201790	Ms Janagama Sneha	0	105.8333	PGDM
208	2001208	201520	Ms Lakshmi Ravali Arumilli	0	161.6667	PGDM
209	2001209	201576	Ms K Harshitha	0	141.6667	PGDM
210	2001210	201793	Ms Tharlapally Nidhi	0	172.5	PGDM
211	2001211	201800	Ms Tarini Roy	0	136.6667	PGDM
212	2001212	201877	Ms Mounika Kalvakunta	0	136.6667	PGDM
213	2001213	201805	Ms Siliveru Harshitha	0	170	PGDM
214	2001214	201803	Mr P Mahesh Reddy	0	103.3333	PGDM
215	2001215	201789	Ms Madhura Rukmini Rakendu Kowlini	0	131.6667	PGDM
216	2001216	201801	Mr Sai Siva Naga Vivek Laccaraju	0	146.6667	PGDM

S.No.	Roll No	IPE Reg No	Name	MAX	Total	Course
217	2001217	201813	Mr Mb Emmanuel Swaroop	0	93.33333	PGDM
218	2001218	201753	Mr Sunil Kachawa	0	142.5	PGDM
219	2001219	201474	Mr Kachawa Sai Krishna	52.182	192.182	PGDM
220	2001220	201796	Mr G Dikshith Laxmi Kumar	0	126.6667	PGDM
221	2001221	201810	Ms Mahima Nukala	0	103.3333	PGDM
222	2001222	201809	Mr Mudigonda Sai Karthik	52.299	232.299	PGDM
223	2001223	200324	Ms Pabba Rajeshwari	32.745	183.4117	PGDM
224	2001224	201554	Ms Tanya Singh	60.945	207.6117	PGDM
225	2001225	201821	Ms Samineni Srihari	35.658	148.9913	PGDM
226	2001226	201836	Mr Parthasarathy N L	0	141.6667	PGDM
227	2001227	201831	Mr Ch Kalyan	0	139.1667	PGDM
228	2001228	201843	Mr K Sai Prudhvi	0	136.6667	PGDM
229	2001229	201263	Mr B Seena Amar Simha	53.4825	218.4825	PGDM
230	2001230	201849	Mr Kundeti V S S K Bala Ratnakar	16.2	176.2	PGDM
231	2001231	201852	Mr Penneti Manikanta	0	150	PGDM
232	2001232	201840	Mr Vivek Srivastava	0	146.6667	PGDM
233	2001233	201866	Ms K Nikitha Jadhav	20.7	203.7	PGDM
234	2001234	201867	Ms Likhita Mallapureddy	0	136.6667	PGDM
235	2001235	201869	Ms Upadrasta Sai Sree Priya	0	141.6667	PGDM
236	2001236	201878	Mr G Meru Kiran	0	126.6667	PGDM
237	2001237	201678	Mr Raula Abhishek	0	93.33333	PGDM
238	2001238	201894	Ms Kunta Priyansha	0	126.6667	PGDM
239	2001239	201897	Mr Tummala Vinay Kanth Reddy	0	140	PGDM
240	2001240	201907	Ms Kalvakunta Meghana	0	160	PGDM
241	2001241	201496	Ms Chinmay Srivani Alahari	68.2725	233.2725	PGDM
242	2001242	201909	Ms Jutur Naga Srihitha	0	126.6667	PGDM
243	2002001	200038	Ms Pooja Gopalakrishna	67.62	214.2867	PGDM-MM
244	2002002	200102	Ms Rashika Bharadwas	62.3775	242.3775	PGDM-MM
245	2002003	200239	Ms Nikita Gupta	71.0175	186.8508	PGDM-MM
246	2002004	200280	Ms Shivani Gupta	68.2425	209.9092	PGDM-MM
247	2002005	200295	Mr Muttala Ahmed Basha	42.525	148.3583	PGDM-MM

S.No.	Roll No	IPE Reg No	Name	MAX	Total	Course
248	2002006	200394	Mr Avhishek Gupta Choudhury	58.3725	171.7058	PGDM-MM
249	2002007	200415	Mr Bayyavarapu Uma Mahesh	57.21	232.21	PGDM-MM
250	2002008	200449	Mr Adarsh Pramod Naik	39.525	145.3583	PGDM-MM
251	2002009	200470	Mr Ubaid Ur Rehman	51.84	209.34	PGDM-MM
252	2002010	200593	Mr Punyala Alana Sai Simha Reddy	48.402	151.7353	PGDM-MM
253	2002011	200632	Ms K Manasa Veena Reddy	67.8	251.8	PGDM-MM
254	2002012	200723	Mr Korlapati Sri Harsha	52.902	227.902	PGDM-MM
255	2002013	200888	Mr Sayimpu Sraavan Kumar	42.7575	177.7575	PGDM-MM
256	2002014	200904	Mr Kishan Saraf	35.0775	171.7442	PGDM-MM
257	2002015	200907	Mr Moksh Jain	63.009	248.509	PGDM-MM
258	2002016	200998	Mr Lokesh Jain	61.305	234.305	PGDM-MM
259	2002017	201012	Mr Prayag Das	58.2	204.8667	PGDM-MM
260	2002018	201016	Mr Sreenivas Ganesh Malapaka	69.5025	175.3358	PGDM-MM
261	2002019	201024	Mr Subhrajit Das	48.75	180.4167	PGDM-MM
262	2002020	201049	Ms Tadela Likhita	63.5175	207.6842	PGDM-MM
263	2002021	201070	Mr Harsha Vardhan Panakalu Naralasetty	63.105	163.9383	PGDM-MM
264	2002022	201091	Ms Kirandeep Kaur	47.79	225.29	PGDM-MM
265	2002023	201108	Mr Samrat Bhowmick	66	228.5	PGDM-MM
266	2002024	201255	Ms Amrita Pattnaik	46.5	198.1667	PGDM-MM
267	2002025	201275	Mr Nuli Ganesh	26.97	160.1367	PGDM-MM
268	2002026	201375	Ms Alphi Annie Mathew	46.3425	188.0092	PGDM-MM
269	2002027	201410	Mr B Vinesh	27.72	126.0533	PGDM-MM
270	2002028	201434	Mr Devesh Kumar Singh	69.72	239.72	PGDM-MM
271	2002029	201442	Mr Tolety Srinivas	49.3875	196.0542	PGDM-MM
272	2002030	201494	Mr Srikan A	49.914	227.914	PGDM-MM
273	2002031	201508	Mr Maruthi Nandan Prasad Tiwari	70.9725	229.6392	PGDM-MM
274	2002032	201583	Ms Lankala Rashmika	48.585	223.585	PGDM-MM
275	2002033	201064	Mr Shishir Sahay	70.3125	220.3125	PGDM-MM
276	2002034	200164	Ms Devarakonda Saina Priyanka	69.8025	222.3025	PGDM-MM
277	2002035	200908	Ms Shakra Shoaib	62.6475	200.8142	PGDM-MM

S.No.	Roll No	IPE Reg No	Name	MAX	Total	Course
278	2002036	201128	Mr Deepesh Kumar Nishad	64.725	168.0583	PGDM-MM
279	2002037	201130	Ms Egala Roopasree	38.6475	198.6475	PGDM-MM
280	2002038	201358	Mr Aniketh	43.8	175.4667	PGDM-MM
281	2002039	201406	Mr Akula Shashank	41.835	145.1683	PGDM-MM
282	2002040	201654	Mr Muccheli Ramchandra	58.785	205.4517	PGDM-MM
283	2002041	201701	Mr R Karthik	60.5925	173.9258	PGDM-MM
284	2002042	200264	Ms Peddibhotla Architha Subrahmanyam	45.375	197.0417	PGDM-MM
285	2002043	200524	Mr Somgari Adarsh Reddy	30.24	202.74	PGDM-MM
286	2002044	200801	Ms Sai Nandini	72.1875	218.8542	PGDM-MM
287	2002045	201065	Mr Sukesh Kumar Gyanmote	31.1175	131.9508	PGDM-MM
288	2002046	201610	Mr Nakul Sanjeev Menon	60.4275	235.4275	PGDM-MM
289	2002047	201628	Ms Paushali Ghose	67.965	204.6317	PGDM-MM
290	2002048	200570	Ms Vanshita Agarwal	56.5575	238.5575	PGDM-MM
291	2002049	201270	Mr Malle Srikanth	35.1375	123.4708	PGDM-MM
292	2002050	201139	Mr T Avinash	42.669	171.8357	PGDM-MM
293	2002051	201085	Mr Uppala Saiteja	29.9325	141.5992	PGDM-MM
294	2002052	200833	Mr Nitin Khuntiya	61.2075	185.3742	PGDM-MM
295	2002053	200876	Ms Zubeena Taiseen	26.3925	153.0592	PGDM-MM
296	2002054	201061	Mr Kalaparthi Ramakrishna Harsha Kashyap	60.4725	197.1392	PGDM-MM
297	2002055	201490	Ms Sandhya Rani	38.565	182.2317	PGDM-MM
298	2002056	201857	Mr Mohammed Ashraf	0	106.6667	PGDM-MM
299	2002057	201525	Ms Korla Mahima	65.7	250.7	PGDM-MM
300	2002058	201529	Mr Veeravalli Bharath	21.2175	94.55083	PGDM-MM
301	2002059	201609	Mr Deshaboina Anvesh	47.7975	167.7975	PGDM-MM
302	2002060	201635	Mr P Chaitanya Krishna	57.1725	213.8392	PGDM-MM
303	2003001	200022	Ms Raagni Digumarty	42.6672	217.1672	PGDM-BIF
304	2003002	200031	Ms Garima Sharma	68.31	243.31	PGDM-BIF
305	2003003	200048	Ms Vaishali Aparna Yeleswarapu	56.4525	244.9525	PGDM-BIF
306	2003004	200072	Ms V Nagamadhurya	69.8325	234.8325	PGDM-BIF
307	2003005	200095	Mr Jajapuram Jithender Reddy	24.6375	169.6375	PGDM-BIF

S.No.	Roll No	IPE Reg No	Name	MAX	Total	Course
308	2003006	200109	Ms S Pranavi	73.59	256.09	PGDM-BIF
309	2003007	200119	Mr Khandhi Saikumar	42.225	199.725	PGDM-BIF
310	2003008	200124	Ms Puram Madan Sai Divya	57.0675	226.5675	PGDM-BIF
311	2003009	200138	Ms Mohammed Firdous Amreen	45.255	223.755	PGDM-BIF
312	2003010	200165	Ms Konda Gyanasri	58.905	241.405	PGDM-BIF
313	2003011	200203	Ms Dharmana Maneesha	45.756	219.256	PGDM-BIF
314	2003012	200232	Mr Srihariswaran S	20.6298	142.2965	PGDM-BIF
315	2003013	200241	Ms Prachi Agarwal	62.343	214.843	PGDM-BIF
316	2003014	200283	Mr Dooba Venkatesh Vardhan	33.0525	185.5525	PGDM-BIF
317	2003015	200317	Ms S Pranitha	49.05	159.8833	PGDM-BIF
318	2003016	200320	Mr Shiva A	34.68	138.0133	PGDM-BIF
319	2003017	200326	Ms Beeraka Aashritha	48.312	212.812	PGDM-BIF
320	2003018	200334	Ms Patharla Nisha	62.085	206.2517	PGDM-BIF
321	2003019	200353	Mr Shravan Dharmavarapu	34.98	171.6467	PGDM-BIF
322	2003020	200389	Ms Shreya Rai	55.875	202.5417	PGDM-BIF
323	2003021	200442	Mr Rishabh Ramawat	45.0375	217.5375	PGDM-BIF
324	2003022	200445	Ms Molugu Snigdha	63.171	233.171	PGDM-BIF
325	2003023	200471	Mr Chandaluri Siva Prakash Gupta	28.3125	164.9792	PGDM-BIF
326	2003024	200488	Mr Akhil Battarusetty	44.6925	155.5258	PGDM-BIF
327	2003025	201692	Ms Janla Veena Sai Prasanna	21.87	163.5367	PGDM-BIF
328	2003026	200497	Mr A Venkatesh	72.828	221.9947	PGDM-BIF
329	2003027	200515	Ms Archana Priya Gandikota	45.5925	174.7592	PGDM-BIF
330	2003028	200545	Ms Mogaligidha Keerthana	42.465	209.965	PGDM-BIF
331	2003029	200560	Ms Sunayana Surapaneni	71.73	180.0633	PGDM-BIF
332	2003030	200568	Mr Ch Nikhil Chary	51.345	223.845	PGDM-BIF
333	2003031	200600	Ms Janyavula Deepthi	71.082	245.582	PGDM-BIF
334	2003032	200614	Ms B Sudheshna	61.533	210.6997	PGDM-BIF
335	2003033	200638	Ms Patnala Jayasree	62.298	252.298	PGDM-BIF
336	2003034	200643	Mr Venkatesan Lalith Vamsi	48.75	211.25	PGDM-BIF
337	2003035	200696	Ms Gattu Monika	48.4425	197.6092	PGDM-BIF
338	2003036	200766	Mr Mukiri Jayasheel Kumar	49.395	225.395	PGDM-BIF

S.No.	Roll No	IPE Reg No	Name	MAX	Total	Course
339	2003037	200783	Ms Sailekha Bhimavaram	68.835	246.335	PGDM-BIF
340	2003038	200790	Ms Chennagouni Sai Prathyusha	58.5825	187.7492	PGDM-BIF
341	2003039	200791	Ms Tania Maria Joseph	68.5275	241.0275	PGDM-BIF
342	2003040	200814	Mr P Manoj Kumar	45.57	210.57	PGDM-BIF
343	2003041	200824	Mr Aayush Kavliga	52.5675	197.5675	PGDM-BIF
344	2003042	200835	Mr Sainath Reddy Naguru	43.365	187.5317	PGDM-BIF
345	2003043	200847	Ms Gurujala Ananya Reddy	69.105	234.105	PGDM-BIF
346	2003044	200849	Mr Voruganti Sainadh	31.0725	161.0725	PGDM-BIF
347	2003045	200881	Mr Mucchu Sri Sai Ram	69.4275	175.2608	PGDM-BIF
348	2003046	200896	Mr Tippani Vinay Kumar	61.6575	219.1575	PGDM-BIF
349	2003047	200926	Mr Abhranil Sinha	43.7325	185.3992	PGDM-BIF
350	2003048	200930	Ms Santhoshini Mishra	38.4225	172.5892	PGDM-BIF
351	2003049	200933	Mr Anmol Agnihotri	69.375	216.5417	PGDM-BIF
352	2003050	200953	Mr Saketh Ram M	20.907	205.907	PGDM-BIF
353	2003051	200955	Mr Ashish Kumar Yadav	37.2225	179.8892	PGDM-BIF
354	2003052	200963	Mr Shubham Patel	59.4975	216.9975	PGDM-BIF
355	2003053	200970	Mr Vucha Sai Teja	42.552	212.552	PGDM-BIF
356	2003054	200971	Mr Darshan Sharma	37.3875	207.3875	PGDM-BIF
357	2003055	200978	Ms Roshny J	67.965	242.965	PGDM-BIF
358	2003056	200983	Mr Thadi Sriteja	65.9475	202.6142	PGDM-BIF
359	2003057	200987	Ms B Sai Mythili	48.3075	228.3075	PGDM-BIF
360	2003058	201047	Ms Arvapalli Navya	68.2575	250.7575	PGDM-BIF
361	2003059	201063	Mr Kanala Sandeep Srinivas Reddy	57.99	214.6567	PGDM-BIF
362	2003060	201079	Ms Aishwarya Namu	45.99	223.49	PGDM-BIF
363	2003061	201095	Ms Tummala Sai Bhavya	70.455	240.455	PGDM-BIF
364	2003062	201121	Mr Bhimanadula Chandra Sekhar Reddy	39	219	PGDM-BIF
365	2003063	201127	Mr Jyotirmaya Meher	71.79	175.1233	PGDM-BIF
366	2003064	201215	Mr Kunaparaju Shanmukha Varma	55.836	215.836	PGDM-BIF
367	2003065	201264	Ms Kuralla Jyothi Sravani	64.3275	224.3275	PGDM-BIF
368	2003066	201305	Mr Abhisek Sarkar	54.795	177.4617	PGDM-BIF
369	2003067	201312	Ms Palagati Rishita Reddy	66.25	213.75	PGDM-BIF

S.No.	Roll No	IPE Reg No	Name	MAX	Total	Course
370	2003068	201329	Ms Muddasani Likitha	65.9475	250.9475	PGDM-BIF
371	2003069	201330	Ms Nandini Harinarthini	48.4725	195.1392	PGDM-BIF
372	2003070	201388	Ms Pittala Namratha	18.2175	153.2175	PGDM-BIF
373	2003071	201403	Mr Vansh Chhabra	46.9425	183.6092	PGDM-BIF
374	2003072	201493	Mr P Alan Israel	34.44	176.1067	PGDM-BIF
375	2003073	201504	Mr Dinesh Naini	71.4525	234.4525	PGDM-BIF
376	2003074	201510	Ms M Sai Pravallika	40.9725	227.9725	PGDM-BIF
377	2003075	201530	Ms Sree Jayasurya	35.0625	210.0625	PGDM-BIF
378	2003076	201542	Ms Susree Das	67.5	204.1667	PGDM-BIF
379	2003077	201172	Mr Yedavally Sai Revanth	46.152	218.652	PGDM-BIF
380	2003078	201605	Ms Aswini Swaminathan	56.9625	203.6292	PGDM-BIF
381	2003079	201622	Mr Sandeep Kumar Singhdeo	59.3775	201.0442	PGDM-BIF
382	2003080	201661	Ms Kamakshi Thakur	64.9575	201.6242	PGDM-BIF
383	2003081	200171	Ms Pelluru Bhuvaneshwari	45.525	211.525	PGDM-BIF
384	2003082	200200	Ms Priyanka Brahmaraoothu	26.385	216.385	PGDM-BIF
385	2003083	200248	Mr Samudrala Sai Teja	39.312	199.312	PGDM-BIF
386	2003084	200355	Ms Lakshmi Sanjnanaa Bhavaraju	57.855	225.355	PGDM-BIF
387	2003085	200502	Mr Srikar Jonnalagadda	19.75	148.9167	PGDM-BIF
388	2003086	200508	Mr Kura Dinesh	48.375	228.375	PGDM-BIF
389	2003087	200653	Ms Chowtakuri Sreeja	59.9475	220.4475	PGDM-BIF
390	2003088	200682	Mr Ashutosh Sharma	60.165	230.165	PGDM-BIF
391	2003089	200731	Mr Aakula Akshit	26.325	117.1583	PGDM-BIF
392	2003090	200956	Mr P Saiteja	53.2575	213.2575	PGDM-BIF
393	2003091	201073	Ms P Rithika Sharon	27.435	164.1017	PGDM-BIF
394	2003092	201318	Mr A E Dinesh	67.485	204.1517	PGDM-BIF
395	2003093	201911	Ms Pooja Panchariya	66.663	206.663	PGDM-BIF
396	2003094	201364	Ms Keerthi Jangiti	73.59	213.59	PGDM-BIF
397	2003095	201366	Ms Jangiti Shruthi	69.8925	194.8925	PGDM-BIF
398	2003096	201421	Ms Dimple	39.5325	194.5325	PGDM-BIF
399	2003097	201422	Ms Jyothi Muleva	27.96	197.96	PGDM-BIF
400	2003098	201462	Ms Murki Akankasha	57.405	232.405	PGDM-BIF

S.No.	Roll No	IPE Reg No	Name	MAX	Total	Course
401	2003099	201483	Mr Vantipalli Satvik	49.977	161.6437	PGDM-BIF
402	2003100	201486	Ms K Naga Siva Sai Manoja	64.6425	244.6425	PGDM-BIF
403	2003101	201488	Ms Gandhamala Sowmya	34.4175	196.4175	PGDM-BIF
404	2003102	201557	Ms Katukuri Harika	63.8775	233.8775	PGDM-BIF
405	2003103	201558	Ms Panniru Bindu	52.005	183.6717	PGDM-BIF
406	2003104	201603	Mr M Akhil	69.2175	220.8842	PGDM-BIF
407	2003105	201644	Mr Rajendre Virendar Choudhary	67.5	255.5	PGDM-BIF
408	2003106	200523	Ms U Bhavana	66.9375	239.4375	PGDM-BIF
409	2003107	200078	Ms Priyanka Raparthi	29.82	197.82	PGDM-BIF
410	2003108	200625	Ms Sreepada Devarakonda	44.01	185.6767	PGDM-BIF
411	2003109	201637	Mr Biswajit Sahoo	62.595	214.2617	PGDM-BIF
412	2003110	200260	Mr Kalva Dinesh Kumar Guptha	59.13	214.13	PGDM-BIF
413	2003111	201207	Mr Tunk Kiran	0	157.5	PGDM-BIF
414	2003112	200598	Mr Malakonda Reddy Devarapalli	49.2075	226.2075	PGDM-BIF
415	2003113	201850	Ms Akansha Jaikul	0	150	PGDM-BIF
416	2003114	201842	Mr Bhrugubanda Yaswanth Sai	16.758	176.758	PGDM-BIF
417	2003115	200921	Mr Gone Sai Kumar	36.6225	207.6225	PGDM-BIF
418	2003116	201498	Mr Pothina Guru Manikanta	51.2175	234.2175	PGDM-BIF
419	2003117	201487	Ms Madhuri K	20.82	169.4867	PGDM-BIF
420	2003118	201272	Mr Yendedi Vamshi	49.2375	204.2375	PGDM-BIF
421	2003119	201556	Ms Nittala Lalitha Sharanya	32.5125	130.8458	PGDM-BIF
422	2003120	201199	Mr Datta Kiran Burra	57.885	212.885	PGDM-BIF
423	2004001	200130	Ms Ramesh Denuka	70.272	206.9387	PGDM-IB
424	2004002	200178	Ms Rukhsar Haidry	48.537	232.037	PGDM-IB
425	2004003	200189	Mr Pulin Bihari Satapathy	53.3079	204.9746	PGDM-IB
426	2004004	200194	Mr Ronak Lunawat	27.792	200.292	PGDM-IB
427	2004005	200208	Ms G Gayatri	51.6825	209.1825	PGDM-IB
428	2004006	200215	Mr Sameer Bharadwaj Nangli	42.6375	179.3042	PGDM-IB
429	2004007	200287	Mr Shashank M	45.12	174.2867	PGDM-IB
430	2004008	200302	Ms Rayana Vaishnavi Sindhura	48.285	184.9517	PGDM-IB
431	2004009	200303	Mr Sistla Sathya Vihari	53.19	197.3567	PGDM-IB

S.No.	Roll No	IPE Reg No	Name	MAX	Total	Course
432	2004010	200339	Ms Shaik Ruksar	66.5175	216.5175	PGDM-IB
433	2004011	200356	Ms G Shreya	74.205	254.205	PGDM-IB
434	2004012	200357	Mr Saikoushal Gorige	51.39	238.89	PGDM-IB
435	2004013	200375	Mr Ramgiri Rahul	45.45	205.45	PGDM-IB
436	2004014	200376	Ms Koushika Dusari	38.898	221.398	PGDM-IB
437	2004015	200412	Ms Ruchika Toshniwal	73.548	258.548	PGDM-IB
438	2004016	200499	Ms Pochampalli Kruthika	72.6525	255.1525	PGDM-IB
439	2004017	200529	Ms Rashmi Sindhe	60.375	245.375	PGDM-IB
440	2004018	200555	Ms Sneha	45.075	202.575	PGDM-IB
441	2004019	200646	Ms Sripathi Sathya Sai Bhargavi	28.467	175.1337	PGDM-IB
442	2004020	200687	Ms Syeda Aeliya Fatima Naqvi	57.1725	233.6725	PGDM-IB
443	2004021	200699	Mr Pasaram Sai Abhishek	60.57	163.9033	PGDM-IB
444	2004022	200781	Ms Nidamarthy Akhila	58.77	231.27	PGDM-IB
445	2004023	200808	Ms Shreya K	36.018	175.1847	PGDM-IB
446	2004024	200850	Ms Gujjula Preethi Reddy	47.5125	226.5125	PGDM-IB
447	2004025	200920	Ms Addu Kirthi	23.025	170.525	PGDM-IB
448	2004026	200969	Mr Chavva Yashwanth	29.1525	176.6525	PGDM-IB
449	2004027	201057	Ms Harshita Soni	72.981	252.981	PGDM-IB
450	2004028	201210	Mr Annamraju Sundar	74.1525	232.1525	PGDM-IB
451	2004029	201286	Ms Vutukuru Jahnavi	71.1075	227.7742	PGDM-IB
452	2004030	201304	Mr Neela Akhil	48.357	185.0237	PGDM-IB
453	2004031	201308	Mr Kandalam Yoga Seshadri Pavan	45.261	182.761	PGDM-IB
454	2004032	201334	Ms Anupama Malhotra	26.775	191.775	PGDM-IB
455	2004033	201411	Mr Akhilesh M	31.215	134.5483	PGDM-IB
456	2004034	201425	Ms Aneesha Sai Lingam	54.435	201.1017	PGDM-IB
457	2004035	201458	Ms Arani Deepika	27.645	145.9783	PGDM-IB
458	2004036	201481	Mr Janaswamy Revanth	39.18	175.8467	PGDM-IB
459	2004037	201485	Ms Shreya Gir	66.33	215.9967	PGDM-IB
460	2004038	201573	Mr Karthik Ravipati	59.955	221.6217	PGDM-IB
461	2004039	201587	Mr Karmarkar Shantanu	60.4875	192.1542	PGDM-IB
462	2004040	201619	Mr Joel S John	57.3975	184.0642	PGDM-IB

S.No.	Roll No	IPE Reg No	Name	MAX	Total	Course
463	2004041	201660	Mr Chermala Harshith	33.645	160.3117	PGDM-IB
464	2004042	200142	Mr Susheel Kumar Katkar	66.1725	238.6725	PGDM-IB
465	2004043	200474	Mr Baddipadiga Praneeth Reddy	80.703	245.203	PGDM-IB
466	2004044	200650	Ms Bheemidi Pranitha	52.755	187.4217	PGDM-IB
467	2004045	200690	Ms Sneha Kumari	50.43	212.0967	PGDM-IB
468	2004046	200793	Mr Arja Chandan	50.4	156.2333	PGDM-IB
469	2004047	200897	Ms Bandari Vrithika Moses	48.3675	223.3675	PGDM-IB
470	2004048	201398	Mr Ande Sai Chandra	19.494	146.1607	PGDM-IB
471	2004049	201473	Mr M Anirudh Goud	37.3725	144.0392	PGDM-IB
472	2004050	201476	Mr Thumkunta Sai Charan Reddy	18.18	125.8467	PGDM-IB
473	2004051	201519	Mr B Sai Tarun Singh	19.2975	184.2975	PGDM-IB
474	2004052	201616	Mr C S V S Pavan Kumar	47.1375	155.4708	PGDM-IB
475	2004053	201621	Ms Peruboina Divya Sree	46.7775	186.7775	PGDM-IB
476	2004054	201649	Ms P Samyuktha	74.0325	230.6992	PGDM-IB
477	2004055	201650	Ms Shivani Cutta	71.94	195.2733	PGDM-IB
478	2004056	201671	Mr Sai Rohith S	71.55	198.2167	PGDM-IB
479	2004057	201446	Ms Tatavarthi Akhila	62.745	209.4117	PGDM-IB
480	2004058	200133	Mr Hari Narayan	41.9025	178.5692	PGDM-IB
481	2004059	201115	Mr Tarun Kalani	48.345	185.0117	PGDM-IB
482	2004060	201244	Mr Nikhil Kumar N	71.9175	170.2508	PGDM-IB
483	2006001	200605	Mr B Nikhil	33.597	172.2637	Ex-PGDM
484	2006002	200916	Mr Harish Bokam	69.39	244.39	Ex-PGDM
485	2006003	201242	Mr B Shanker	22.14	125.4733	Ex-PGDM
486	2006004	201737	Mr Ganji Manikanta	0	126.6667	Ex-PGDM
487	2006005	201663	Ms Versha Jain	67.86	224.5267	Ex-PGDM
488	2006006	201818	Mr Uday Kumar Satrasala	0	103.3333	Ex-PGDM
489	2006007	201820	Mr Ashok Dongari	0	103.3333	Ex-PGDM
490	2006008	201900	Mr Nikhil Santosh	0	126.6667	Ex-PGDM
491	2008001	200034	Mr Tumuluri Jaswanth	62.64	199.3067	PGDM-HRM
492	2008002	200046	Ms Kumanduri Kasturi Supriya	44.208	150.0413	PGDM-HRM
493	2008003	200054	Mr Saichandra Reddy	61.995	231.495	PGDM-HRM

S.No.	Roll No	IPE Reg No	Name	MAX	Total	Course
494	2008004	200086	Ms Ashrita Kosgi	69.36	241.86	PGDM-HRM
495	2008005	200129	Ms Sruthi Ayyalasomayajula	30.315	161.9817	PGDM-HRM
496	2008006	200310	Ms Kommineni Vyshnavi	71.175	216.175	PGDM-HRM
497	2008007	200315	Mr Ankala Harsha Vardhan	70.2525	216.9192	PGDM-HRM
498	2008008	200351	Ms Kanithi Hema Praharsha	24.435	166.935	PGDM-HRM
499	2008009	200380	Mr Surineni Hari Krishna Rao	56.304	228.804	PGDM-HRM
500	2008010	200509	Ms Charu Shrivastava	57.474	240.974	PGDM-HRM
501	2008011	200511	Mr Nayebrahman Hemanth	53.6925	234.1925	PGDM-HRM
502	2008012	200640	Ms Anjly Bijaya Kerketta	25.05	143.3833	PGDM-HRM
503	2008013	200641	Ms Nazneen Fatima	37.9656	182.6323	PGDM-HRM
504	2008014	200647	Ms P Mahitha Priyadarshini	41.418	203.918	PGDM-HRM
505	2008015	200680	Mr Saudagar Sameer	35.361	179.5277	PGDM-HRM
506	2008016	200685	Ms M Lipsa Rani	48.2175	200.7175	PGDM-HRM
507	2008018	200900	Ms Pratima Chaudhary	47.3925	145.2258	PGDM-HRM
508	2008019	200961	Ms Vidya Annapurna Putrevu	48.7875	195.4542	PGDM-HRM
509	2008020	200994	Ms Shaily Prakash	33.12	169.7867	PGDM-HRM
510	2008021	201175	Ms Chadalavada Rachana	29.484	135.3173	PGDM-HRM
511	2008022	201177	Ms A V Sai Spandana	65.685	248.185	PGDM-HRM
512	2008023	201186	Ms Tadikonda Sree Jyothi Anusha	66.7275	251.7275	PGDM-HRM
513	2008024	201231	Ms Rayapeddi Sravya Geethika	46.854	243.854	PGDM-HRM
514	2008025	201278	Ms Rhea Ann Eapen Kottil	37.635	145.9683	PGDM-HRM
515	2008026	201436	Ms Nemalikonda Pavani	22.9275	96.26083	PGDM-HRM
516	2008027	201480	Ms Pooja T	53.703	179.703	PGDM-HRM
517	2008029	201526	Ms N Samyuktha	26.5725	163.2392	PGDM-HRM
518	2008030	201533	Ms Muppidi Dinusha	42.0075	188.6742	PGDM-HRM
519	2008031	201591	Ms Donthi Reddy Divya Reddy	29.01	184.01	PGDM-HRM
520	2008032	201595	Ms Trigulla Divya Jyotsna	60.96	225.96	PGDM-HRM
521	2008033	201669	Ms S Srujana Reddy	33.5175	203.5175	PGDM-HRM
522	2008034	200246	Ms Padalavittala Shruthi	42.48	217.48	PGDM-HRM
523	2008035	200520	Ms Siddi Jayasree	55.9575	238.9575	PGDM-HRM
524	2008036	200666	Ms Raveena Firdaus	39.9525	166.6192	PGDM-HRM

S.No.	Roll No	IPE Reg No	Name	MAX	Total	Course
525	2008037	200852	Mr Dammalapati Balaji	50.436	215.436	PGDM-HRM
526	2008038	201004	Ms Angela D	70.9725	215.9725	PGDM-HRM
527	2008039	201588	Ms Kurmagadda Akanksha	52.1925	198.8592	PGDM-HRM
528	2008040	201604	Mr Rishidhar Mahankali	64.3725	234.3725	PGDM-HRM
529	2008041	201607	Ms Thatikonda Suma Varshini	33.795	183.795	PGDM-HRM
530	2008042	201658	Ms Sushmitha Reddy	15.15	165.15	PGDM-HRM
531	2008043	201699	Mr Kartick Balaji V	66.255	216.255	PGDM-HRM
532	2008044	201781	Ms Aishwarya Kanduri	0	146.6667	PGDM-HRM
533	2008045	201905	Ms Billa Alekya Bhavani	0	140	PGDM-HRM
534	2008046	201611	Ms Salimeda Vaishnavi	43.4925	208.4925	PGDM-HRM
535	2008047	201315	Ms Vanjarapu Parinaya	35.6475	215.6475	PGDM-HRM
536	2008048	200251	Mr Akshay Chandrasekaran	46.8	198.9667	PGDM-HRM
537	2008049	200962	Mr Sai Saurav Golla	35.4975	182.1642	PGDM-HRM
538	2008050	201863	Mr Dharmana Sankar Rao	0	93.33333	PGDM-HRM
539	2008051	201466	Mr Chintamani Srikar	33.9825	109.3158	PGDM-HRM
540	2008052	201884	Mr Chennaderu Vamshi	62.25	213.9167	PGDM-HRM
541	2008053	201709	Ms Vaishnavi Pariti	22.491	197.491	PGDM-HRM
542	2008054	201716	Mr Akula Rajakedarnath	55.1625	181.8292	PGDM-HRM
543	2008055	201168	Ms Shivangi Sharma	49.4625	157.7958	PGDM-HRM
544	2008056	201720	Ms Harini Kalluri	42.435	169.1017	PGDM-HRM
545	2008057	201759	Ms Kuchibhotla Sai Phaniya	0	165	PGDM-HRM
546	2008058	201769	Ms Y K Archita	0	144.6667	PGDM-HRM
547	2008059	200263	Ms T Sudeepthi	60.57	233.07	PGDM-HRM
548	2008060	201698	Mr R Harsha Vardhan	0	165	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 NA
- 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:

<u>No of Class Rooms (including Seminar Halls)</u>			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



సత్యమేవ జయతే

గ్రామము : శామిర్‌పేట్, మండలము : శామిర్‌పేట్, 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
గ్రామపంచాయతి కార్యదర్శి
Grampanchayat Shamirpet

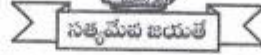
To
M/s Institute of Public Enterprise
R/by it's Director
Sri Prof. R K Mishra
Shamirpet (Vill. & Mdl)


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



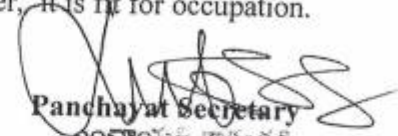
గ్రామము : శామిర్‌పేట్, మండలము : శామిర్‌పేట్, జిల్లా : రంగారెడ్డి

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
గ్రామపంచాయతీ కార్యదర్శి
Grampanchayat, Shamirpet
గ్రా.పంచ. శామిర్‌పేట్


To

M/s Institute of Public Enterprise

R/by it's Director

Sri Prof. R K Mishra

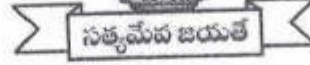
Shamirpet (Vill. & Mdl)


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 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/ completed vide HMDA sanction under Permission No.82/P4/Plg/HMDA/201 dated: 12-1-2015 and G.P.S. permission No. GPS/98/14-15 dated: 05/01/201 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 the requirements of the building regulations contained in Hyderabad Municip 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



సత్యమేవ జయతే

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 పంచాయతీ కార్యాలయము



గ్రామము : శామిర్‌పేట్, మండలము : శామిర్‌పేట్, జిల్లా : రంగారెడ్డి

తేది :

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
G.P. Shameerpet
గ్రా.పం. శామిర్‌పేట్

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 : శామీర్‌పేట్, మండలము : శామీర్‌పేట్, 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. 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



సత్యమేవ జయతే

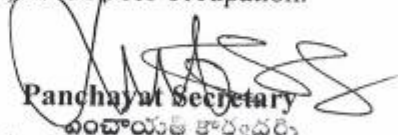
గ్రామము : శామీర్పేట్, మండలము : శామీర్పేట్, జిల్లా : రంగారెడ్డి

Lr.No.GPSP/OC/2015

తేదీ : 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
గ్రామపంచాయతీ కార్యదర్శి
Grampanchayat, Shamirpet
గ్రా.పంచ. 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.

- 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: 2-3-2013.

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


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

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: 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

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Dist. 504 101 Hyderabad.

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	Extinguishers 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,

[Signature] 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.

[Signature]
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 (volumes) :34311
- List of online National/ International Journal Subscribed

Number of Library Titles :20377

Number of Print Journals :184

Online National Journals :124

Online International Journals :1655

- E- Library facilities

Online Public Access Catalogue (OPAC), Institutional repository: DSpace Journals, eBooks N-List @ INFLIBNET, Swayam- NPTEL, DELNET, National Digital Library of India (NDLI)

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:** Compiled
- **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



A Football Ground



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

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.

Book Club

Book club was formed in the year 2017. It was initiated by Dr Rajesh G, later on joined by Dr Shulagna 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.

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 com-petitions. The club members regularly meet and prepare.

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.

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

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

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.

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



INSTITUTE OF PUBLIC ENTERPRISE

Post Graduate Programmes

(2020 – 2022)

Course Curriculum

Vision of the Institute:

To become an institute of choice for social science research and management education and contribute to the excellence of organizations and society

Mission of the Institute:

To anticipate and respond to the needs of social science and management research of the government, corporate and social sectors through its multidisciplinary competency in social science research and management education.

- **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 Educational Objectives:

To provide society a cohort of young post graduate students equipped with basic managerial skills.

To prepare students to have the ability to solve problems and take decisions amid complexity and uncertainty of business environment.

To promote social awareness, sustainable development and team orientation amongst students.

To produce ethically responsible and technically competent management graduates for absorption by industry.

Programme Outcomes:

Graduates would exhibit clarity of thought in expressing their views.

Graduates will have the ability to communicate effectively across diverse channels.

Graduates will be able to flesh out key decision points when confronted with a business problem.

Graduates will have the capacity to formulate strategies in the functional areas of management.

Graduates would be able to analyse the health of an organization by perusing its MIS reports/ financial statements.

Graduates would demonstrate a hunger for challenging assignments.

Graduates would display an empathetic attitude to alleviate societal problems

Post Graduate Diploma in Management (PGDM)

Course Curriculum

First Year

Trimester I		
Course Code	Course 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		
Course Code	Course 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
Total Credits		21

Trimester III		
Course Code	Course 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	Leadership and Change Management	2
308	Design Thinking	NC
	Contemporary Issues/ Seminars	1
	Comprehensive Viva	1
Total Credits		21

Summer Internship Project (SIP – 8 weeks)

Second Year

Trimester IV		
Course Code	Course 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		
Course Code	Course Name	Credits
501	Corporate Governance, Business Ethics and Corporate Social Responsibility	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		
Course Code	Course Name	Credits
601	International Business	3
602	Infrastructure Management	3
603	Negotiations	2
	Long Term Research Project	3
	Comprehensive Viva	2
Total Credits		13

Term	Credits
1	21
2	21
3	21
4	21
5	18
6	13
Total No. of Credits	115

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	<ul style="list-style-type: none">Risk ManagementFinancial Analysis and Credit ManagementDerivatives and Structured FinanceFinancial ModellingFinancial Planning and Wealth ManagementSecurity Analysis and Portfolio MgmtTax Planning and ManagementCorporate Restructuring, Mergers and AcquisitionsEntrepreneurial FinanceStrategic Financial ManagementStrategic Cost ManagementFinancial AnalyticsForeign Exchange ArithmeticPrivate EquityFixed Income SecuritiesFinancial Econometrics	
Marketing	<ul style="list-style-type: none">Product and Brand ManagementIntegrated Marketing CommunicationsConsumer BehaviourServices MarketingCustomer Relationship ManagementB2B MarketingStrategic MarketingDigital MarketingRural MarketingAgri-Business MarketingSales and Distribution ManagementRetail ManagementGlobal Marketing ManagementSocial Marketing	

	Media Management Marketing Analytics	
Human Resource	Learning and Development Contemporary HRM Industrial Relations I Industrial Relations II Talent Management Organization Development Cross Cultural Management Leadership and Change Management Balanced Scorecard Strategic Human Resource Management HR Auditing HR Analytics	
Operations	Supply Chain Management Management of Service Operations Total Quality Management Lean Management Optimization Models for Industry Operations Strategy Strategic Sourcing Warehouse Management Technology and Innovations Management Advanced Inventory Modelling Operations Analytics	
Systems	Cloud Computing for Business Enterprise Resource Planning Relational Database Management system e-Commerce Data Mining and Business Intelligence Data Modelling with R and Python Data Visualising using Advanced Excel Data Visualising using Tableau	

	<p>Digital Governance</p> <p>Cyber Security and Cyber Laws</p> <p>IT Infrastructure</p>	
Economics	<p>Industrial Economics</p> <p>Public Finance</p> <p>Urban Economics</p> <p>Digital Economy</p> <p>Natural Resource Management</p> <p>Energy Economics</p> <p>Environmental Economics</p> <p>Econometrics</p> <p>Contemporary Government Policies & Business</p> <p>Monetary Economics</p> <p>Economics of Infrastructure</p> <p>Agricultural Economics</p> <p>Mathematical Economics</p> <p>International Economics</p>	
Entrepreneurship	<p>Creating a New Venture from Idea to launch</p> <p>Entrepreneurial Finance</p> <p>Creativity, Innovation and Entrepreneurship</p> <p>Digital Marketing for Startups and SMEs</p> <p>Social Entrepreneurship and Social Innovation</p> <p>Family Business Management</p> <p>Corporate Entrepreneurship</p> <p>Business Model for Sustainable Growth</p> <p>Aligning Startups with their Market</p> <p>Detailed Project Report (DPR)</p>	
Business Analytics	<p>R Studio for Data Science and Machine Learning (ver.1.2.1335)</p> <p>Python for Data Science and Machine Learning (ver.3.7.3)</p> <p>Data Visualising using Tableau</p> <p>Web and Social Media Analytics</p> <p>Deep Learning and Artificial Intelligence using R Studio (ver.1.2.1335)</p> <p>Deep Learning and Artificial Intelligence using Advanced Python (ver.3.7.3)</p>	

	Big Data Analytics	
	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

Course Code	Course Name
101	Management and Organizational Behaviour
102	Statistics for Management
103	Economics for Managers
104	Financial Accounting
105	Personality Development and Business Communication
106	Marketing Management - I
107	Foreign Language - French

MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR

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

Interpret the management theories and relate it to industry situations.

Analyze individual and group behaviour, and understand the implications of organizational behaviour on the process of management.

Practice decision making in dynamic organizational settings.

Describe and assess the basic design elements of organizational structure and evaluate their impact.

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

Aswathappa K., (2014) Organizational Behavior, Himalaya Publishing House, Mumbai.

Fred Luthans, (2015) Organizational Behavior, McGraw Hill Education, New York.

Robbins, Judge and Sanghi, (2018) Organizational Behavior, Pearson Education Inc.

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 in turn help in better decision making

Course Outcome(s):

Students will be able to explain key terminology used in business statistical analysis.

Students would be able to explain important issues surrounding sampling.

Students would have the capacity to calculate and infer the results of Bivariate and Multivariate Regression and Correlation Analysis for the purpose of forecasting

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

Amir D. Aczel, and Jayvee Sounderpandian (2008), “Complete Business Statistics”, Seventh Edition New Delhi: McGraw-Hill Education.

Barry Render, Ralph M. Stair, Jr., Michael E. Hanna, and Badri R.N. (2017). “Quantitative Analysis for Management”, Thirteenth Edition New Delhi: Pearson

David P. Doane and Lori E. Seward (2012), “Applied Statistics in Business and Economics”, Fourth Edition New Delhi: McGraw-Hill Education.

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.

Douglas A. Lind, William G. Marchal, and Samuel A. Wathen (2017), “Statistical Techniques in Business and Economics”, Seventeenth Edition New Delhi: McGraw-Hill Education.

Glyn Davis and Branko Pecar, “Business Statistics using Excel”. (2014). Second Edition. Faridabad: Oxford University Press.

Gupta S. C (2011), “Fundamentals of Statistics”, New Delhi: Himalaya Publishing House.

Hooda R. P. (2013), “Statistics for Business and Economics”, Fifth Edition. Noida: Vikas Publishing House Private Limited.

Richard I. Levin, David S. Rubin, Sanjay Rastogi, Masood H. Siddiqui, (2018), “Statistics for Management”. Eighth Edition. New Delhi: Pearson Education.

Srivastava T.N., and Shailaja Rego (2016), “Statistics for Management”, Third Edition New Delhi: McGraw-Hill Education.

Vimala Veeraraghavan and Suhas Shetgovekar, “Textbook of Parametric and Nonparametric Statistics” (2019). First Edition. New Delhi: Sage Publications India Private Limited.

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):

Students would be able to distinguish different economic systems.

Students would understand the principles associated with supply and demand in determining market equilibrium.

Students would be able to articulate the role of behavioral economics approach to decision making.

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

Keat Paul G., Young, Philip K.Y., and Banerjee, Sreejata (2017), Managerial Economics: Economic Tools for today's Decision Makers, Sixth Edition, Pearson India.

Michael R. Baye, (2016), Managerial Economics and Business Strategy, McGraw HD Ed

Robert Pindyck and Daniel Rubinfeld, Microeconomics (2017), Eight edition, Pearson Education Asia.

S Charles Maurice, Christopher R Thomas (2019), Managerial Economics, 13th Ed, McGraw HD Ed

William D. Nordhaus, Paul A. Samuelson (2017), Micro Economics, 19th Ed, Indian Edition, McGraw Hill

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):

Students would be able demonstrate the need for financial accounting.

Students would be able to prepare primary financial statements of a company

Students would have the ability to interpret financial statements of a company

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

Ambrish Gupta (2012), “Financial Accounting for Management an Analytical Perspective”, Fourth Edition, by Pearson Publishers.

Charles T. Horngren, Gort L.Sundem, John A.Elloitt (2017), “Introduction to Financial Accounting”, 11th Edition, Pearson Publishers.

Dolphy D’Souza, Vishal Bansal (2017), “Indian Accounting Standards, Interpretations, Issues & Practical Application”, Snow White Publications.

Godwin, Alderman, Sanyal, (2016), “Financial Accounting, Cengage Learning.

Maheshwari S N, Maheshwari S K and Maheswari S K (2017), A Text book of Accounting for Management, Vikash Publishing House Pvt Ltd, New Delhi

Paresh Shah (2013), Financial Accounting for Management”, Oxford University Press Second Edition.

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.

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):

Students' comprehension capabilities are elevated

Students' presentation skills are heightened

Students' performance at diverse interviews and managerial interactions would improve.

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

B.N.Gosh (2012), Managing Soft Skills for Personality Development, Tata McGraw-Hill.

Barun K Mitra (2011), "Personality Development & Soft Skills", Oxford.

Hory Shankar Mukerjee (2013), Business Communication.

How to Talk to Anyone- Leil Lowndes

Lesikar, Raymond V., & Flatley, Marie E., (2005) "Basic Business Communication – Skills for Empowering the Internet Generation", Tenth Edition, Tata McGraw Hill, New Delhi

Locker, Kitty O., Kaczmarek, Stephen Kyo, (2007), “Business Communication – Building Critical Skills”, Tata McGraw Hill, New Delhi

Murphy, Herta A., Hildebrandt, Herbert W., & Thomas, Jane P., (2008) “Effective Business Communication”, Seventh Edition, Tata McGraw Hill, New Delhi

Raman M., & Singh, P., (2006) “Business Communication”, Oxford University Press, New Delhi.

Talk Like Ted- 9 Public Speaking Secrets by Carmine Gallo

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: 106

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

Etzel, M.J., Walker, B.J., Stanton, W.J., & Pandit, A. (2017), “Marketing – Concepts and Cases”, Tata McGraw Hill, New Delhi.

Kotler, P., Keller, K.L., Koshy, A., and Jha, M. (2017), “Marketing Management – A South Asian Perspective”, Pearson, New Delhi.

Lamb, C.W., Hair, J.F., Mc Daniel c. (2017), "Marketing", Thomson Asia Pte Ltd, Bangalore.

Lamb, C.W., Hair, J.F., Sharma, D., Mc Daniel, C. (2017), “MKTG: A South Asian Perspective”, Cengage Learning, New Delhi.

Panda, T.K. (2016), "Marketing Management – Text and Cases' Excel Books, New Delhi.

Ramaswamy, V.S. & Namakumari, S. (2017), "Marketing Management: Planning, Implementation and Control" Macmillan India Ltd., New Delhi.

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

FOREIGN LANGUAGE - FRENCH

Code: 107

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):

Students would have an elementary capability to engage in greetings and small talk.

Students would demonstrate the capacity to provide a self -introduction.

Students would be able to construct simple sentences in past, present and future tense

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

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

Trimester II

Course Code	Course Name
201	Human Resource Management
202	Operations Research
203	Financial Management
204	Macro Economics
205	IT Applications for Management
206	Marketing Management - II
207	Public Sector Policy and Issues in Management

HUMAN RESOURCE MANAGEMENT

Code: 201

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, a student would come to know about the theory and application of human resource management.

Students will get acquainted with performance assessment methods, improvements and resultant in terms of employee service condition reviews.

Students would acquire a brief idea about employee's compensation and their participation in 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

Denisi, Griffin and Sarkar (2014) Human Resource Management, Cengage New Delhi.

Dessler and Varkkey. (2017) Human Resource Management, Pearson New Delhi.
Durai, Pravin (2010) Human Resource Management Pearson, Delhi
Jyothi P and Venkatesh (2014) Human Resource Management, Oxford, New Delhi.
Khanka, Dr SS (2011) Human Resource Management, S Chand, New Delhi
Mathis and Jackson, (2016) Human Resource Management, Pearson, Delhi
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

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):

Students would be able to describe quantitative methods used in decision making.

Students will be able to use software to model a real world problem

Students will be able to propose optimal strategy using decision making methods under uncertainty and game theory.

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 $(2 \times n)$ and $(m \times 2)$ games, Linear Programming Model for $m \times n$ games.

Suggested Readings

Anderson Sweeney Williams Martin, “An Introduction to Management Science Quantitative Approaches to Decision Making “, Thirteenth Edition, Cengage Learning.

Barry Render, Ralph M. Stair, JR., Michael E. Hanna (2007), “Quantitative Analysis for Management”, New Delhi, Pearson Education.

Hamdy A. Taha, (2008), “Operations Research: An Introduction”, Eighth Edition, Pearson Education.

Panneerselvam R, (2008), “Operations Research”, New Delhi, Prentice Hall of India Pct. Ltd.

Srinivasan G, (2008), “Operations Research”, New Delhi, PHI Learning Pvt. Ltd.

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):

Students would be able to explain the key functions of a finance manager.

Students would be able to prepare a working capital requirement.

Students would have the capacity to determine when a company should issue debt instruments and when to offer equity, or a combination of both, when making capital structure decisions.

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

I M Pandey (2016), Financial Management, 11th Edition, Vikas Publishing House.

I.M. Pandey & Ramesh Bhat (2017), Cases in Financial Management, 3rd Edition, Tata McGraw Hill Publishers.

Jonathan Berk, Peter DeMarzo and Ashok Thampy (2010), Financial Management, First Edition, Pearson Publishers.

Khan, MY and Jain P K (2017), Financial Management: Text, Problems and Cases, Mc Graw Hill Education (India) Pvt Ltd.

Prasanna Chandra (2017), Financial Management: Theory and Practice Ninth Edition, Tata McGraw Hill Publishers.

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: 204

Credits: 3

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):

Students would be able to describe the main theories in macro economics.

Students would be able to apply the concepts of aggregated demand and supply to analyse economic situations.

Students would be able to explain the impact of various macro economic policies.

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

Agarwal, Vanita (2010). Macroeconomics: Theory and Policy, 1st Ed., Pearson Education, South Asia.

D'Souza, Erol. (2012). Macroeconomics, 2nd Ed., Pearson Education, South Asia.

Dornbusch, Rudiger, Fischer, Stanley, and Startz, Richard (2015). Macroeconomics, 11th Ed., Mac Graw Hill.

Goyal, Ashima (2016). Macroeconomics and Markets in Developing and Emerging Economies, 1st Ed., Routledge India, Oxon and New York.

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: 205

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):

Students will be conversant with the Basic and Essential Concepts of MS-Excel

Students will be able to analyze and resolve basic information technology problems

Students would be able to describe the fundamental elements of information technology

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

Beginning Microsoft Excel 2010 by Abbott Katz

Microsoft Excel 2016 Step by Step – Curtis Frye

Microsoft Office Professional 2013: Step by Step by Melton B

Rajaraman. V. (2013). Introduction to Information Technology. 2nd Ed. PHI Learning.

Schwartz (2011). Microsoft Office 2010 for Windows. 1st Ed. Pearson Education India.

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

MARKETING MANAGEMENT - II

Code: 206

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

Etzel, M.J., Walker, B.J., Stanton, W.J., & Pandit, A. (2016), "Marketing – Concepts and Cases", Tata McGraw Hill, New Delhi.

Kotler, P., Keller, K.L., Koshy, A., and Jha, M. (2017) "Marketing Management – A South Asian Perspective", Pearson, New Delhi.

Lamb, C.W., Hair, J.F., Mc Daniel C., (2017), "Marketing", Thomson Asia Pte Ltd, Bangalore.

Lamb, C.W., Hair, J.F., Sharma, D., Mc Daniel, C., (2017) "MKTG: A South Asian Perspective", Cengage Learning, New Delhi.

Panda, T.K., “Marketing Management – Text and Cases”, Excel Books, New Delhi,

Ramaswamy, V.S. & Namakumari, S., (2017), “Marketing Management: Planning, Implementation and Control”, Macmillan India Ltd., New Delhi.

Saxena Rajan, (2016), "Marketing Management", Tata McGraw Hill Publishing Company Ltd., New Delhi.

Case Studies

P&G

ITC

Journals/Magazines

afaqs Reporter

Harvard Business Review

Journal of Marketing Research

Pitch

Vikalpa

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):

Students would be in a position to trace the evolution of public sector in India.

Students would be able to explain the factors leading to the restructuring of public sector in India.

Students would develop critical thinking about public policy issues.

Unit I Public Sector Policy: Directive Principles of State Policy - Rationale-Origin, Objectives - Growth of PSEs - Commercial and Social Obligations - Contribution of PSEs - New Industrial Policy 1991 and PSEs - Policy on Disinvestment and its impact.

Unit II Governance Framework of PSEs: Departmental Undertakings - Statutory Corporations - Government Company - Characteristics - Merits - Demerits - Department of Public Enterprises-Interface between Government and PSEs, Corporate Governance and PSEs - Delegation of Enhanced Powers to Public Enterprises - Eligibility Criteria - Maharatna - Navratnas and Miniratnas I & II - Issues and Implications.

Unit III Performance and Future Ready of PSEs: Competitive Neutrality – Level -Playing Field - Balancing autonomy and accountability, MoU Systems - Process and Principles - PSEs Changes and Challenges.

Suggested Readings

Government of India (2019). Economic Survey, Ministry of Finance, Economic Division, New Delhi.

Gupta, K. R. (2011). Public Enterprises: Economics and Management, Atlantic, India.

Laxmi Narain (2014). Public Enterprise Management and Privatisation, 6th Edition, S Chand, New Delhi.

Mishra R. K. et.al (2002). Public Enterprise Management – Issues and Perspective, Anmol Publications, New Delhi.

OECD (2016). Broadening the Ownership of State-Owned Enterprises. A Comparison of Governance Practices, OECD Publishing, Paris.

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

Trimester III

Course Code	Course Name
301	Production and Operations Management
302	Cost and Management Accounting
303	Business Analytics for Managers
304	Marketing Research
305	Priming for Placements (Business Aptitude)
306	Start Ups and Entrepreneurship
307	Leadership and Change Management
308	Design Thinking
	Contemporary Issues
	Comprehensive Viva

PRODUCTION AND OPERATIONS MANAGEMENT

Code: 301

Credits: 3

Course Objective:

To emphasize importance of Operations function.

To present contemporary view of Production and Operations Management

Course Outcome:

Students would be in a position to explain the planning, design and operations of a manufacturing firm.

Students would be able to provide quantitative techniques to assist in decision making of operations management.

Students would be able to highlight quality control measures in the sphere of operations management.

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

B Mahadevan, "Operations Management", Pearson Education.

Chary S.N. (2006), "Production & Operation Management", Fourth Edition, New Delhi, Tata McGraw Hill.

J B Venkataratnam, Production and Operations Management: e-Learning Portal, IPE website

Krajewski and Srivastava, 'Operations Management' Eleventh Edition (2015), Pearson Education.

R Panneer Selvam, Production and Operations Management (2012) PHI.

Richard B. Chase, F. Robert Jacobs & Nicholas J. Aquilano, (2005), “Operations Management for competitive Advantage”, Eleventh Edition, McGraw Hill.

William J Stevenson, “Production / Operation Management”, Ninth Edition, New Delhi, Tata McGraw Hill.

Case Studies

Capacity Planning Case Study (1998 to 2012 sales data)

Sphinx Steel Company- Process Flow Chart

Ginger Hotels Case Study

Waiting Times at Post offices

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):

Students would be able to distinguish between basic concepts of cost.

Students would be capable of preparing a Cost sheet.

Students would have the ability to utilize cost volume profit analysis for decision making

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

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.

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.

Horngren, Datar & Foster, Rajan (2017), “Cost Accounting, A Managerial Emphasis”, Pearson Edition, 16th edition.

Robert Anthony, Hawkins, and Merchant (2017), Accounting Text & Cases: 13th Edition by TATA McGraw Hill Publishers.

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/Magazines

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):

Students would be able to identify, model and solve decision problems in different settings.

Students would be capable of interpreting data findings effectively.

Students would be able to analyse and interpret data using an ethically responsible approach.

Unit I Introduction to Business Analytics and Data

Types of Digital Data: Structured Data, Unstructured Data, and Semi-Structured Data; Overview of Business Analytics; Functional Applications of Business Analytics in Management.

Unit II Business Analytics using R

Introduction to R Programming; Installing R and R Studio; Data Structures in R: Vectors, Dataframes, Lists, Matrices and Array Operations; Summarizing Data: Numerical and Graphical Summaries; Data Visualization in R: Histogram, Bar Chart, Scatter Plot, Box Plot, Corrgram, Corrplot, ggplot2; Data Manipulation in R: Built-in Functions, Apply Functions, Date and Time Functions, Dplyr Functions, Pipe Operator; Data Transformation: Filtering, Dropping, Merging, Sorting, Reshaping of Data, Detecting Missing Values in the Data, Imputation; Data Import and Export Techniques in R; Statements: Conditional Statements and Control Statements.

Statistical Applications: Parametric One and Two Sample Tests: Z-test, t-test, Chi-square test, and ANOVA; Non-parametric Test: Mann Whitney U test, Wilcoxon test, Kruskal Wallis test; Correlation Analysis; Simple and Multiple Linear Regression.

Unit III Business Analytics using Python

Introduction to Python Programming; Installing Python, Pycharm and Anaconda; Data Structures in Python: Variables, Files, Lists, Dictionaries, Tuples, and Sets; Functions: In-built, User-defined and Lambda Functions; Statements: Conditional Statements and Control Statements; Exception Handling.

Data Import and Export Techniques in Python; Summarizing Data: Numerical and Graphical Summaries; Data Visualization in Python: Matplotlib and Seaborn libraries; Data Analysis: Numpy, Pandas and Sklearn Libraries; Model building for Simple and Multiple Linear Regression.

Suggested Readings

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.

Arnab K.Laha (2015), “**How to Make The Right Decision**”, Random House Publishers India Pvt. Ltd., Gurgaon, Haryana, India.

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.

Dr. Umesh R. Hodeghatta and Umesha 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.

Glyn Davis and Branko Pecar (2013), “**Business Statistics using Excel**”, Oxford University Press, New Delhi.

Halady Rao Purba (2013), “**Business Analytics an Application Focus**”, PHI Learning Private Limited, New Delhi.

Jank Wolfgang (2011), “**Business Analytics for Managers**”, Springer Science + Business Media, ISBN 978-1-4614-0405-7.

Jared P. Lander (2013), “**R for Everyone: Advanced Analytics and Graphics**”, Pearson Education Inc., New Jersey, USA.

Johannes Ledolter (2013), “**Data Mining and Business Analytics with R**”, John Wiley & Sons, Inc., New Jersey, USA.

Joseph F. Hair, William C. Black, Barry J. Babin and Rolph E. Anderson (2015), “**Multivariate Data Analysis**”, Pearson Education, New Delhi, India.

Prasad R N and Acharya Seema (2013), “**Fundamentals of Business Analytics**”, Wiley India Pvt. Ltd., New Delhi, India.

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.

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, Springer Open

IEEE Transactions on Knowledge and Data Engineering

Industrial Management & Data Systems

Journal of Business Research

Journal of Machine Learning Research

MARKETING RESEARCH

Code: 304

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):

Students would be able to identify typical sources and application of secondary research.

Students would be able to identify and distinguish between exploratory, descriptive and causal research

Students would have the capacity to use applied market research and elements of the market planning process to create a marketing plan.

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

Easwaran, Sunanda., Singh, S.J., “ Marketing Research – Concepts, Practices, and Cases”, Oxford University Press, New Delhi, 2018.

Green Paul E & Tull Donald S, “Research for Marketing Decisions”, Prentice Hall India Ltd., New Delhi, 2017.

Luck David J Ruhin S Ronald: “Marketing Research”, Prentice Hall India, New Delhi, 2017.

Majumdar, R., “Marketing Research – Text, Applications and Case Studies”, New Age International Pvt. Ltd., New Delhi, 2018.

Malhotra, Naresh K., “Marketing Research – An Applied Orientation”, Pearson Education, 7th Edition, 2019.

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/Magazines

afaqs Reporter

Harvard Business Review

Journal of Marketing Research

Pitch

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:

Students' logical and reasoning capabilities are assessed.

Students would demonstrate a command of a good vocabulary

Students' capacity to execute numerical calculations will reflect speed and accuracy

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):

Appreciate self-employment needs, and favourable disposition to entrepreneurial possibilities.

Aware of the institutional support to entrepreneurs in the areas of trainee, finance, marketing, etc.

Understand the importance and difficulties in idea generation for product / service development and the methods that could be adopted for the purpose.

Ability to develop a business plan

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

Baron, R.A. & Himieleski K.M. (2018). Essential of Entrepreneurship Changing the World, One Idea at a Time, Cheltenham, UK: Edward Elgar Publishing

Charantimath, Poornima M (2019). Entrepreneurship Development and Small Business Enterprises, Pearson Education

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: 307

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 Outcome(s):

Students would be able to demonstrate the ability to apply leadership and change management principles

Students would be able to articulate the key characteristics of 'Level 5 leadership'

Students would be capable of providing a lucid explanation of the contents of the book 'Good to Great' by Jim Collins and 'Our Iceberg is Melting' by Jim Kotter

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

Jim Collins, (2001) Good to Great

Leaders at all levels – Ram Charan, John Wiley & Sons

Organisational Behavior – Fred Luthans, McGraw-Hill education

Prasad Kaipa and Navi Radjou, (2013) Smart to Wise – Acting and leading with wisdom

Rathgeber and Kotter, (2006) Our Iceberg is melting:

Roger Martin, (2007), How successful leaders think –Harvard Business Review, June

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

Trimester IV

Course Code	Course Name
401	Strategic Management
402	Business Laws
403	Elective 1 – Subject 1
404	Elective 1 – Subject 2
405	Elective 2 – Subject 1
406	Elective 2 – Subject 2
	Project Work & Viva Voce

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 learn the principles of strategy formulation, strategy execution and strategic control in organizations.

Students would be able to elucidate the pros and cons of diverse growth strategies.

Students would be able to spell out the role of strategic leadership and strategic entrepreneurship in the realization of above average returns.

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

Charles, W.L. Hill., Gareth Jones & Houghton Mifflin, (6thEdn, 2003) Strategic Management – An Integrated Approach, All India Publishers.

Concepts in Strategic Management and Business Policy - Toward Global Sustainability Thomas L. Wheelen and J.David Hunger. Pearson

Gregory G. Dess, (1993) Strategic Management, Tata McGraw-Hill, New Delhi.

H. Igor Ansoff, (1965/1987) Corporate Strategy, Tata McGraw-Hill, New Delhi/Penguin, New Delhi.

M.E.Porter, (1980) Competitive Strategy, Free Press, Illinois.

M.E.Porter, (1985) Competitive Advantage, Free Press, Illinois.

M.E.Porter, (1990) Competitive Advantage of Nations, Macmillan, New Delhi.

Nitish Sengupta, & J.S. Chandan, (2003) Strategic Management Contemporary Concepts and Cases, Vision Books, New Delhi.

R.Srinivasan, (2ndEdn) Strategic Management -- The Indian Context, Prentice Hall of India Pvt. Ltd., New Delhi.

Richard Pettinger, & Palgrave, (2004) Contemporary Strategic Management, Macmillan, New Delhi.

Richard Pettinger, (1996) Introduction to Corporate Strategy, Macmillan, New Delhi.

Strategic Management, P. S. Ananthanarayanan and N.Chandrasekaran, Oxford University Press.

Strategic Management: Concepts: Competitiveness and Globalization, Hitt, Ireland and Hoskisson, Pearson

Strategic Management: Formulation, Implementation and Control, John Pearce, Richard Robinson, Amita Mittal Tata McGraw-Hill Education Pvt. Ltd.

Upendra Kachru, (2005) Strategic Management, Excel Books, New Delhi.

Case Studies

Mahindra & Mahindra

Mindtree

Indigo

Sona Steering

TVS Motor

Vijaya Dairy

JSW

Journals/Magazines

Sloan Management Review

Harvard Business Review

Vikalpa – IIM Ahmedabad

Management	Review	–	IIM	Bangalore
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BUSINESS LAWS

Code: 402

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 would be able to identify the basic principles behind legal agreements.

Students would know the procedure to register a joint stock company.

Students would demonstrate an understanding of the various types of meetings of a company.

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

Akhileshwar Pathak (2014), Legal Aspects of Business, Tata McGraw-Hill Publishing Company Ltd., New Delhi.

K.R.Bulchandani (2014), “Business Law for Management”, Himalaya Publishing House, Hyderabad.

Kapoor ND, (2018) Elements of Mercantile Law, Sultan Chand & Sons New Delhi.

Pollock Fredrick & Mulla Dinshaw Fardunji, (2018) The Indian Contract Act, 1872, Lexi Nexis

Prasad LVR, Kiran Kumar GJ, (2017), GST - A Brief Introduction PK Publishers New Delhi.

Ramaiya, (2014) A Guide to Companies Act, Wadhwa and Company Nagpur

S. N. Maheshwari, & S. K. Maheshwari, (2013), “A Manual of Business Laws”, Himalaya Publishing House, New Delhi.

Sharma, J. P. Business Laws by Bharat Law House (Latest Edition).

The Competition Act (2002), Bare Act.

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/>

Trimester V

Course Code	Course Name
501	Corporate Governance, Business Ethics and Corporate Social Responsibility
502	Project Management
503	Elective 1 – Subject 3
504	Elective 1 – Subject 4
505	Elective 2 – Subject 3
506	Elective 2 – Subject 4

CORPORATE GOVERNANCE, BUSINESS ETHICS AND CORPORATE SOCIAL RESPONSIBILITY

Code: 501

Credits: 3

Course Objective(s): To familiarize the students with the understanding of issues and practices of corporate governance in the Indian scenario.

Course Outcome(s):

Students would be able to explain the growing primacy of corporate governance in the Indian scenario.

Students would be able to summarize the findings of the various committees established to report on Corporate governance issues.

Students would be able to underscore the importance of regulations to further corporate governance.

Unit I Conceptual Framework of Corporate Governance: Introduction: Need and Scope - Evolution and Development of Corporate Governance in India - Elements of Good Corporate Governance. Board Composition Types of Directors-Executive Director, Non-Executive Director, Shadow Director, Independent Director, Women Director, Lead Director, Role, Responsibilities, Chairman, CEO, Separation of Roles; Board Sub-Committees - Mandatory and Non-Mandatory Committees, Composition, Role and Responsibilities, SEBI (Listing Obligations and Disclosure Requirements) Kotak Committee on Corporate Governance, Shareholder Activism-Class Action Suit, Responsibilities of Board, Performance Review of Board and Individual Director.

Unit II Business Ethics: Ethics - Meaning, Importance; Relationship between morals, values and ethics - Need and Significance of Business Ethics, Characteristics of Business Ethics, Insider Trading, Ethics in Compliance, Corporate Code of Ethics; Ethical Issues, Ethical Dilemma in Organizations - Integrity Pact; Ethics Committee; Stakeholders' Protection - Whistle Blower - Benefits of Business Ethics, Case Studies on Satyam, Kingfisher and ICICI.

Unit III Corporate Social Responsibility: Meaning and Definition of CSR, Difference between CSR and Philanthropy - Triple Bottom Line Approach - Relation between CSR and Corporate governance; environmental aspect of CSR - CSR-Legislation in India, Section 135 of Companies Act 2013, CSR – Current trends, Issues and challenges in India.

Suggested Readings

Asish K. Bhattacharyya (2016). Corporate Governance in India: Change and Continuity, Sage, New Delhi.

Bajpai, G. N. (2016). The Essential Book of Corporate Governance, Sage Publications, New Delhi.

CS Rupanjana De (2018). A Practical Guide to Corporate Social Responsibility: As Amended by the Insolvency and Bankruptcy Code (Amendment) Act, Bloomsbury, India.

Government of India (2019). Economic Survey, Ministry of Finance, Economic Division, New Delhi.

Michael Hilb (2017). Governance of Digitalization: The Role of Boards of Directors and Top Management Teams in Digital Value Creation, Haupt, Berne.

Nirbhay Lumde (2018). Corporate Social Responsibility in India: A Practitioner's Perspective, Notion Press, India.

OECD (2013). Boards of Directors of State-Owned Enterprises---An Overview of National Practices, OECD Publishing, Paris.

OECD (2016). Broadening the Ownership of State-Owned Enterprises. A Comparison of Governance Practices, OECD Publishing, Paris.

OECD (2019). Corporate Governance Fact book, OECD Publishing, Paris.

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

ICICI

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: 502

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):

Students would comprehend the significance of Project Management.

Students would be able to amplify market, technical, financial and economic feasibility.

Students will be able to explain various project management aspects including contract management, project procurement, service level agreements, etc.

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

Bruce T. Barkeley, “Project Management-In New Product Development”, (2008), Tata McGraw-Hill

Erik Larson and Clifford Gray (2017), “Project Management – The Managerial Process”, Sixth Edition, McGraw Hill.

Harold Kerzner, “Project Management: A Systems Approach to Planning, Scheduling, and Controlling”, (2017), 12th Edition, John Wiley & Sons.

Jack R. Meredith, Samuel J. Mantel Jr. (2012), “Project Management – A Managerial Approach”, Eighth edition, John Wiley & Sons.

Jeffrey K. Pinto (2009), “Project Management”, Pearson Education.

Kathy Schwalbe, (2014), “Information Technology Project Management”, Seventh Edition, Cengage.

P. K. Joy (1994), “Total Project Management: The Indian Context”, MacMillan India Pvt. Ltd., First Edition.

Panneerselvam R (2009), “Project Management”, Prentice Hall India Learning Private Limited, First Edition.

Prasanna Chandra (2017), “Projects: Planning, Analysis, Selection, Financing, Implementation, and Review”, Eighth edition, Tata McGraw Hill Education.

Rajeev M. Gupta, (2014), “Project Management”, Second Edition, PHI Learning Pvt. Ltd.

Robert K. Wysocki, Robert Beck Jr, David B. Crane (2014), “Effective Project Management: Traditional, Agile, Extreme”, Seventh Edition Wiley.

Sitangshu Khathua (2013), “Project Management and Appraisal”, Oxford University Press.

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., Visakhapatnam.

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

Trimester VI

Course Code	Course Name
601	International Business
602	Infrastructure Management
603	Negotiations
	Long Term Research Project
	Comprehensive Viva

INTERNATIONAL BUSINESS

Code: 601

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):

Students would be able to explain international factors that impact domestic business.

Students would be able to explain key factors that determine domestic business going global.

Students would demonstrate cognitive knowledge of global issues

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-comparative advantage- 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

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

Aswathappa K. (2006), "International Business", The McGraw –Hill Company.

Charles W L Hill & Arun Kumar Jain (2005), "International Business: Competing in the Global Market Place", The McGraw –Hill Company.

Czinkota, Ronkainen, Moffett (2017), “International Business”, Cengage Publications.

Daniels, Radebaugh and Sullivan (2008), “International Business – Environments and Operations”, Pearson Education, Eleventh Edition.

Francis Cherunilam (2005), “International Business: Text and Cases”, Prentice Hall India.

Francis Cherunilam (2007), “International Business Environment”, Himalaya Publishing House, 2007.

Justin Paul “International Business” Publisher: PHI Learning Pvt. Ltd- New Delhi

Oded Shenkar & Yadong Luo (2004), “International Business”, Wiley Publication.

P. SubbaRao (2005), “International Business: Text and Cases”, Himalaya Publishing House.

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

INFRASTRUCTURE MANAGEMENT

Code: 602

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):

Students would demonstrate analytical skills for the identification and resolution of problems pertaining to infrastructure management.

Students would be able to generate an integrated framework for infrastructure planning and management

Students would be conversant with the various dimensions of Public Private Partnership (PPP) in Infrastructure management

Unit I Introduction to Infrastructure: Concept, Scope and Objectives - Importance, Characteristics - Types of Infrastructures - Physical and Social and Commercial Infrastructure and Economic Development - Barriers to Infrastructure Development - Infrastructure and Global Competitive Index.

Unit II Regulatory Framework and Institutional Arrangements for PPPs: Cabinet Committee on Infrastructure - Cabinet Committee on Economic Affairs, Harmonised Master List of Infrastructure - Public Private Partnership Appraisal Committee - FDI in Infrastructure: Automatic Route and Approval Route - Public Private Partnership - Concept - Institutionalized PPPs - Contractual PPPs - Types of PPPs - Sources and Methods of Financing Infrastructure Projects - BOT, BOOT, BOLT, BOAT etc., Limits of PPP - Special Purpose Vehicle - Viability Gap -New Infrastructure Pipeline, Current Status of PPP projects in India.

Unit III Sector Specific and Recent Policy Initiatives: Road, Railways, Oil and Gas, Smart Cities, Health and Education - Issues, Opportunities, Recent Trends, Key Challenges - Future Outlook.

Suggested Readings

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.

Amitabh Satyam and Igor Calzada (2017). The Smart City Transformations: The Revolution of the 21st, Bloomsbury, India.

Arpan Kumar Kar, Shuchi Sinha and Gupta, M. P. (2018) Digital India, Reflections and Practice, Springer International Publishing.

Arpita Banerjee and Pravat Kumar Kurie (2019) Development Disparities in India, An Enquiry into Convergence, Springer Nature, Switzerland AG.

CRISIL (2019) Rekindling private investment in roads and Highways, Infrastructure Advisory, FICCI, Delhi.

Dhanmanjiri Sathe (2017) The Political Economy of Land Acquisition in India, How a Village Stops Being One, Palgrave Macmillan, Singapore.

Fumihiko Seta, Joy Sen, Arindam Biswas and Ajay Khare (2019) From Poverty, Inequality to Smart City, Palgrave Macmillan, Springer Nature Switzerland AG.

Government of India (2019) Economic Survey, Ministry of Finance, Economic Division, New Delhi.

Government of India (2019) INDIA 2019, Publications Division, Ministry of Information and Broadcasting, New Delhi.

Government of India (2019) Infrastructure Sector in India, India Brand Equity Foundation, Ministry of Commerce and Industry, New Delhi.

Prasanna K. Mohanty (2017) Financing Cities in India: Municipal Reforms, Fiscal Accountability and Urban Infrastructure, Sage Publications, New Delhi.

The Economist (2018) Evaluating the Environment for Public-Private Partnerships in Asia: The 2018 Infrascope, 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

NEGOTIATIONS

Code: 603

Credits: 2

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 Negotiation - Meaning and Process - Leigh Thompson's 5 negotiation mental models - Preparation for negotiation - Red teaming - Characteristics of effective negotiations - Do's and Don'ts for negotiations - Pre and post negotiation challenges. Situational influences on negotiations - Identifying negotiable variables.

Unit II Negotiation behaviors - Negotiator's dilemma - Tactics and counter measures - BATNA - Accept zone in negotiations - ZOPA - Lobbying and implications - Handling deadlock - Cross cultural negotiation. Distinguishing negotiating from haggling and bargaining - Distributive bargaining - Integrative bargaining - Guidelines for effective bargaining - Conflict negotiations - Thomas Kilmann conflict style - Dispute negotiations - Crisis negotiations. Difficult conversations.

Suggested Readings

Deepak Malhotra and Max Bazerman (2008), Negotiation Genius: How to Overcome Obstacles and Achieve Brilliant Results at the Bargaining Table and Beyond,

Fredrik Stanton, (2010), Great Negotiations: Agreements that Changed the Modern World,

Roger Fisher and William Ury (1992), Getting Past No: Negotiating With Difficult People.

Journals/Magazines

Academy of Management Review

Administrative Science Quarterly

Negotiation journal

RISK MANAGEMENT

Code: F1

Credits: 3

Course Objectives:

This course will help to gain knowledge and an insight into the spectrum of risks faced by businesses and to learn techniques of managing risks. It may build the capacity for applying such learning to address risk related issues in real business scenarios.

Course Outcomes:

Upon the completion of the course, the students are expected to be able to understand the risk and address the risk related issues. They are expected to be well versed with the tools and techniques for identifying and assessing potential risks and the management of credit risk and enterprise risk.

Unit I **Introduction of Risk:** Concept, Risk and Uncertainty, Classification of Risks, Types of Risk: Strategic and Operational Risk, Business Risk, Finance Risk, Information Risk & Liquidity Risk. **Sources and Evaluation of Risks:** Identification and Sources of Risk, Qualification of Risk and various methodologies, Impact of Business Risk, Role of Risk Manager and Risk Committee in identifying Risk.

Unit II **Risk Management:** Concept, Objectives and process of Risk Management, Importance of Risk Management & Risk Management Techniques **Evaluation of Risk Management Strategies:** Internal Control environment and linkages with risk management, Integrated Risk Reporting and Stakeholder responsibilities. IT Risk Management-Disaster Recovery. **Risk Model:** VAR, Stress Testing, Scenario Analysis. Country and Sovereign Risk Models and Management

Unit III **Credit Risk Measurement and Management:** Component of credit risk, evaluating and mitigating risk, Qualitative and Quantitative Techniques to manage risk, credit scoring models **Enterprise Risk Management:** Definition, Scope and Techniques **Operational Risk Management:** Definition, Scope and Techniques

Suggested Readings

Credit Risk Management for Indian Banks (2013). K Vadyanathan, Sage Publications.

Enterprise Risk Management - From Incentives to Controls, James Lam, (2014), Second Editions, John Wiley and Sons

Risk Management and Financial Institutions, (2015) John C. Hull, John Wiley and Sons

Risk Management in Banking, Joel Bessis (2019) Second Edition, John Wiley and Sons.

The Essentials of Risk Management, Michel Crouhy and Dan Galai, McGraw Hill

Case Studies

Fraud at Bank of Baroda: Manage Risk or Manage crisis

Padhy Leather: Minimizing Commercial Risk through a Letter of Credit

Power China: International Strategy and Risk Management

Journals/Magazines

International Journal of Risk Assessment and Management, Inderscience

Journal of Risk Research, Taylor & Francis

Risk Management, Springer

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):

Students would be in a position to understand documentation required for submitting loan proposals.

Students would be able to undertake credit appraisal in limited way.

Students would be able to explain the nuances of credit management.

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

G.S. Popli & S.K. Puri (2013), "Strategic Credit Management in Banks, First edition, PHI Learning Private Limited.

Indian Institute of Banking & Finance (2018), "Bankers' Handbook on Credit Management, Second Edition, Taxmann, New Delhi.

Prasanna Chandra (2019), Projects: Planning, Analysis, Selection, Financing, Implementation and Review, 9th Edition, McGraw Hill Education.

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

Economic Modelling Journal

Impact Assessment and Project Appraisal 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

Credits: 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 Arbitraders 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

Allman, K. A. (2010). “Modeling Structured Finance Cash Flows with Microsoft Excel: A Step-by-Step Guide”, John Wiley & Sons.

Fabozzi, F.J., H. A. Davis, and M. Choudhry (2006). “Introduction to Structured Finance”, John Wiley and Sons

Hirsa, A., & Neftci, S. N. (2013). “An introduction to the mathematics of financial derivatives”, Academic Press.

Hull, J. C., & Basu, S. (2018). “Options, futures, and other derivatives – 9th Edition”. Pearson Education India.

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

Credits: 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

Alastair Day (2012) Mastering Financial Modeling in Microsoft Excel by, Pearson publishers, First Edition.

Extracting necessary financial data from various resources such as Yahoo Finance, Google Finance, Ace Equity, CMIE and Bloomberg Terminals.

Francis J. Clauss (2010) Corporate Financial Analysis with Microsoft Excel by, The McGraw-Hill Companies.

Industry & Equity Research reports of various companies.

Paul Pignataro (2013) Financial Modeling & Valuation by Wiley Finance series, First Edition.

Reading form 10K, 10Q, Quarterly and Annual reports.

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.

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):

Students would understand the basic concept of financial planning.

Select the tax friendly & suitable investment, insurance and retirement products for clients.

Students would be able to 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

Dun & Bradstreet (2009), Wealth Management, Tata McGraw Hill Publishing Company Ltd.

Indian Institute of Banking & Finance (2017), Introduction to Financial Planning, 4th edition, Taxmann, New Delhi

Indian Institute of Banking & Finance (2017), Investment Planning Tax Planning and Estate Planning, Taxmann Publications Pvt. Ltd.

Indian Institute of Banking & Finance (2017), Risk Analysis, Insurance and Retirement Planning, Taxmann Publications Pvt. Ltd.

Mittra, 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: F6

Credits: 3

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:

Students would display an awareness of the basic concepts on Security Analysis and Portfolio Management.

Students would demonstrate ability to analyse investment opportunities in stock markets.

Students would demonstrate an ability to evaluate portfolio performance.

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 for Equity Valuation: Economy and Industry Analysis. Company level 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 and Selection, Sharpe's Index Model Capital Asset Pricing Model. Arbitrage Pricing Theory

Portfolio Revision: Constant Dollar Value Plan. Constant Ratio Plan. Variable Ratio Plan. Modification of Formulae Plan, Dollar Cost Averaging

Unit III Institutional and Managed Portfolio: Mutual Funds – Open-end and Close ended.

Suggested Readings

Bodie, Z., Kane, A., & Marcus, A. J. (2013). Investments and portfolio management. McGraw Hill Education (India) Private Limited 11th Edition.

Charles P. Jones (2012), Investments: Analysis and Management”, John Wiley & Sons. 13th Edition.

Fisher and Jordon (2012), “Security Analysis and Portfolio Management”, Prentice Hall of India 7th Edition.

Elton and Gruber, (2010), “Modern Portfolio Theory and Investment Analysis”, John Wiley and Sons. 9th Edition.

Francis J C, (2012). ‘Investments: Analysis and Management, McGraw Hill 11th Edition.

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

Dr.Vinod K. Singhania and Dr.Monica Singhania (2019), Students' Guide to Income Tax including GST, 61st Edition, Taxmann Publishers.

Dr.Vinod K. Singhania and Dr.Kapil Singhania (2019), Direct Taxes law & practice, Professional Edition, Taxmann Publishers.

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

Credits: 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 acquaint them in dealing with cross border acquisitions.

Course Outcome(s):

Students would be able to explain the rationale of joint ventures and Mergers and Acquisitions (M&A).

Students would be capable of supporting the conduct of a due diligence prior to M&A.

Students would be able to explain defense strategies in the event of takeover.

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

Hull, John C., Merger & Acquisition, Pearson, 2018

Hull, Basu Merger & Acquisition, Pearson India, 2017

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: F9

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

Financial Institution & Markets - L. M. Bhole. (Tata McGraw - Hill Publishing Corporation Limited, New Delhi).

Financial Markets - Gordon & Natarajan. (BPB Publications).

Indian Financial Systems - M. Y. Khan. (Tata McGraw - Hill Publishing Corporation Limited, New Delhi).

Investment Management - V. K. Blialla. (S. Chand & Company Publishers Ltd.,)

Project Financing- Asset based Financial Engineering- John D Finnerty-John Wiley & Sons Inc, New York

Projects - Planning, Analysis, Selection, Implementation and Review - Prasanna Chandra. (Tata McGraw - Hill Publishing Corporation Limited, New Delhi).

Case Studies

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/>.

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

Nikhil Chandra Shil, Bhagban Das (2017), “Financial Management – A strategic Perspective” Sage Publishers, 1st Edition.

Prasanna Chandra (2014), “Strategic Financial Management” Mc Grawhill publishers, paperback Edition.

Rajni Sofat & Preeti Hiro, STRATEGIC FINANCIAL MANAGEMENT, EEE, 2nd Edition, 2015.

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

Edward Blocher and David Stout and Paul Juras and Steven Smith (2019), Cost Management: A Strategic Emphasis, 8th Edition McGraw Hill Education (India) Ltd.

John Shank and Vijay Govindarajan (2008), Strategic Cost Management, The New Tool for Competitive Advantage, Simon & Schuster.

Michael Maher, Frank Selto, Ronald Hilton (2008),Cost Management: Strategies for Business Decisions , 4th Edition McGraw-Hill

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 Divisional Transfer Pricing

Business Excellence Model

Journals/Magazines

International Journal of Accounting

Journal of Cost Management

Journal of management accounting research

FINANCIAL ANALYTICS

Code: F12

Credits: 3

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):

Students would learn why, when and how to use financial analytics

Students would gain insights into probabilistic reasoning and potential outcomes that inform decision making.

Students would obtain familiarity with stochastic models.

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

Predictive Analytics Process

Define Project

Data Collection
Data Analysis
Statistics
Modelling
Deployment
Model Monitoring

Algorithms

Time series Algorithms
Regression Algorithms
Cluster Algorithms
Outlier Algorithms
Neural Network Algorithms
Ensemble Algorithms

Simple Linear Regression Model

Regression Model & Equation
Estimated Regression Equation
Interpretation of Correlation Coefficient

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: F13

Credits: 3

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

International Corporate Finance – Jeff Madura – Cengage Learning.

International Financial Management – Cheol S Eun and Bruce G Resnick – McGraw Hill

International Finance – Rajiv Srivastava – Oxford Publication

International Finance by Piet Sercu – Princeton University

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

PRIVATE EQUITY

Code: F14

Credits: 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

Neha Bhuwania (2014), Guide to Private Equity, 1st Edition, Taxmann Publications Pvt. Ltd.

Cyril Demaria (2016), Introduction to Private Equity, Venture, Growth, LBO & Turn-Around Capital, 2nd Edition, Wiley India Pvt. Ltd.

Mark Bishop (2012), The Future of Private Equity: Beyond the Mega Buyout, First Edition, Palgrave Macmillan.

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

FIXED INCOME SECURITIES

Code: F15

Credits: 3

Course Objectives:

The course is designed to provide a description and analysis of fixed income securities. This course helps to develop the relevant knowledge and understanding of fixed income instruments and interest rate models for students aiming for a career in the fixed income field. The course will provide an overview of the major institutions, organisations and investors, and the recent developments in fixed income, covering both theoretical background and practical implementation.

Course Outcomes:

Upon completion of this course, the students are expected to get the relevant knowledge and understanding of the fixed income instruments/markets. This course may provide the foundation to the students for understanding and learning the subsequent courses like Securities Analysis and Portfolio Management, Derivatives & structured Finance, Risk Management, etc. Reasonable knowledge and expertise in this area may open up job opportunities as: Trader/Fund Manager, Portfolio Manager, Risk Manager, Market/Risk Analysts, and Domain Specialists in Software companies, etc.

Unit I Fixed Income Securities: Various Classification - Basic Features of Fixed Income Security, Classification of Debt Instruments based on their Features, Markets based on currency of Debt Issue, Issuing Sectors and Sub-Sectors Wise Classification of Debt Instruments, Regulatory Classification of Debt Instruments (in India).

Risk and Yield/Return Measures - Risk and Return in Bonds: Meaning and Linkages, Risks Associated with Fixed Income Securities, Interest Rate Risk, Reinvestment Risk, Yield Curve Risk, Liquidity Risk, Call Risk (Timing Risk), Credit Risk, Legal Risk, Foreign Exchange Risk, Volatility Risk, Sovereign Risk (Country Risk, Political Risk). Return Measures for Fixed Income Securities: Nominal Return / Coupon Rate (CR), Current Yield (CY), Average Return or Yield to Maturity (YTM), Return till the Call (Put) Date (YTC / YTP), Yield to Worst (YTW) and Yield to Best (YTB)

Unit II Term Structure of Interest Rates - Interest Rates: Meaning and Different Types, Some Important Interest Rates in Indian Debt Market, Major Determinants of Rate of Interest, Term Structure of Interest Rates: Different Types, Yield Curve, Methods of Constructing Yield Curve, Zero Coupon Yield / Spot Rate Curve. Forward Rate Curve, The Credit Spread and Non-GSec. ZCYC, Theories of Interest Rate Term Structure.

Unit III Pricing and Valuation of Bonds - Valuation of Bond: Meaning, Broader Steps & Important Issues. Bond Valuation in-between two Coupon Payment Dates, Selection of Day Count Conventions, Selection of Single or Multiple Discounting Rates, Presence of Some Special Feature (s), Valuation of Floating Rate Bond, Valuation of Bond with Embedded Options, Valuation of FI Securities: RBI-FIMMDA Guidelines

Bond Price Sensitivity - Bond Price Sensitivity to Interest Rates: Meaning, Price-Yield Relationship, Various Interest Rate Sensitivity Measures, Duration or Macaulay Duration, Modified Duration, Effective Duration, M-Duration of Floating Rate Bond, Price Value of a Basis Point (PVBVP) or PV01, Portfolio

Sensitivity Measure, Limitations of Duration/M-Duration/PV01, Convexity: A Supplement to M-Duration.

Suggested Readings

A V Rajwade, 2008; Handbook on Debt Securities and Interest Rate Derivatives, Tata McGraw-Hill

Bruce Tuckman, 2002; Fixed Income Securities: Tools for Today's Markets (2nd Ed.), John Wiley & Sons, Inc.

Frank J. Fabozzi, 2001; The Handbook of Fixed Income Securities (6th Ed.), McGraw-Hill

Frank J. Fabozzi, 2005; Fixed Income Mathematics: Analytical and Statistical Techniques (4th edition), McGraw-Hill Companies, Inc.

Frank J. Fabozzi, 2011; Bond Markets, Analysis and Strategies (7th Ed.), Pearson Publication

Moorad Choudhry, The Bond and Money Markets: Strategy, Trading, Analysis; Butterworth- Heinemann.

Saunders A. and Cornett M. 2003, Financial Institutions Management, McGraw-Hill, Boston, pp 180-257

Sundaresan, Suresh M, 2002, Fixed Income Markets and their Derivatives (2nd Ed.), Thomson Asia, Singapore

Journals/Magazines

Financial Analysts Journal

Journal of Derivatives

Journal of Econometrics

Journal of Finance

Journal of Financial Markets

RBI (Internal Debt Management Department Mumbai) July 2016; Government Securities Market: A Primer; Source: <https://rbi.org.in/Scripts/PublicationsView.aspx?id=16413>

Reserve Bank of India, July 2015; Master Circular – Prudential Norms for Classification, Valuation and Operation of Investment Portfolio by Banks.

FINANCIAL ECONOMETRICS

Code: F16

Credits: 3

Course Objective(s):

To enable and equip the students with the basic functions and tools of financial econometrics

To develop the knowledge and skills expected of a manager about applications of econometric methods with respect to various business activities in the domain area of a business organization.

Course Outcome(s):

Helping students to formulate and specify the quantitative model to business issues followed by its estimation, interpretation the results which can be used for forecasting and policy decisions

Unit I Applications of Econometrics in Business: Nature and scope of applied econometrics in business, understanding the structure of data for analysis and applications, Introduction to various econometrics software packages – Eviews, Stata and R.

Regression Model: Simple vs Multiple Linear regression, Fitting and interpreting a regression model, Problem of estimation and inferences (OLS and MLE methods), Evaluating a regression model, scaling, functional form and calibrating the models, Qualitative & Time as a Variable, Non-Linear Regression Model, Data Transformation, Estimation & Interpreting Nonlinear Regression Models.

Unit II Selecting the Best Models: Multicollinearity and Variable Selection, Heteroscedastity, Autocorrelation: problem identification and solution, Model miss-specification and diagnostic checking. Predictive Powers vs. Model Fit

Time Series Analysis: Testing for Trend and Unit Roots: DF, ADF, PP, KPSS test, Structural Change, Seasonality, Problems in testing Unit root. Persistence and Co-integration, Causality Analysis

Unit III Panel Data Analysis: Fixed Effect, Random Effect, Hausman Specification Test, Dynamic Panel, System GMM Estimate, Unit Root, Cointegration, Causality test.

Limited Dependent Regression: Tobit Regression

Suggested Readings

Gujarati, D. N. (2015). *Econometrics: By Examples*, 2nd Edition by McGraw-Hill Education, New Delhi.

Gujarati, D. N. (2017). *Basic econometrics*, 5th Edition by McGraw-Hill Education, New Delhi.

Studenmund, A. H. (2017). *Using econometrics: A practical guide*, 7th edition by Pearson India Education Services Ltd., New Delhi.

W. H. Greene (2018), *Econometric Analysis*, 8th edition by Pearson India Education Services Ltd., New Delhi.

Walter Enders (2018), *Applied Econometric Time Series*, Fourth edition by John Wiley and Sons, Inc. Company, New York.

Case Studies

The Consumer Packaging Case, Nopane Advertising – Harvard Case

Sarah Gets Diamond Case- Harvard Case

Guest First Hotel – Harvard Case

Compass Maritime Services, LLC: Valuing Ships- Harvard Case

A-CAT Corp.- Forecasting: Ivey case

Journals/Magazines

Journal of Applied Econometrics

Journal of Banking and Finance

Journal of Financial and Quantitative Analysis

Review of Financial Studies

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

Aaker, D.A. (1991). Managing Brand Equity. New York: Free Press.

Aaker, D.A. (1996). Building Strong Brands. New York: Free Press.

Kapferer, Jean- Noel. (1997). Strategic Brand Management. Dover, NH Kogan Page.

Marketing Management (2015) 15/e by [Philip Kotler](#)

Product management - Donal R. Lehmann, Russel S. Winer

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

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: Meaning, Evolution of IMC, Reasons for growth and Characteristics of IMC – Role of IMC in Marketing – Communication Process: Traditional and Alternative Response Hierarchy Models – Source, Message & Channel factors - Establishing Objectives and Budgeting: Determining IMCs Objectives: Sales vs. Communication Objectives, DAGMAR, Setting Objectives for the IMC Program, Planning & developing IMC Program – Establishing & Allocating promotional budgeting.

Unit II Elements of IMC 1. Advertising – Features, Advantages and Disadvantages, Fundamentals of Advertising Campaigns – Brand Positioning through Advertising – Planning Process – The Creative Brief – Creating an Appeal, Sales Promotion – Different Types of Sales Promotion, Advantages and Disadvantages. 2. Public Relation and Publicity – Types of PR, Process, Advantages and Disadvantages, Types of Publicity. 3. Direct Marketing – Features, Advantages and Disadvantages. 4. Personal Selling – Features, Advantages and Disadvantages – Media Platforms: Print, Out-of-Home and Digital (Radio, TV & Internet) - Significance of Indian Readership Survey.

Unit III Meaning and importance of measuring communication effectiveness - The testing process, measuring the effectiveness of other promotional tools – Regulations of Advertising & Promotion: Self-Regulation & Government Regulation, Role of ASCI - The ethical, social, and legal aspects of advertising and promotion.

Suggested Readings

Advertising and Promotions-Belch & Celch, Tata McGraw Hill 2001

Advertising Management – Rajeev Batra, John G. Myers & David A Aaker PHI

Contemporary Advertising Irwin/McGraw-Hill (International Edition)

Integrated Marketing Communications – Kenneth E. Clow & Donald E. Baack, Pearson, 2014.

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 Objectives: 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:

Students will be able to analyse the personal, cultural and environmental dimensions that influence consumer behavior decision making.

Students would be able demonstrate how knowledge of consumer behavior can be applied to marketing.

Students would be able to prepare a coherent report on consumer behavior issues.

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

Engel F James & Blackwell D Roger (2017), “Consumer Behaviour” (Hold Semesters International Editions) Japan.

Harward John A, Sheth Jagdish N. (2015), “Theory of buyer behaviour”, John Wiley & Sons Inc. New York.

Majumdar, R. (2017), “Consumer Behaviour – Insights from Indian Market”, PHI Learning Pvt Ltd, New Delhi.

Schiffman Leon G & Kanuk L L. (2017), “Consumer Behaviour”, Prentice Hall of India, New Delhi.

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

SERVICES MARKETING

Code: M4

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.

Students will understand the key issues in managing customer satisfaction and service quality.

Students would be 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

Govind Apte, "Services Marketing", Oxford University Press, 2011.

Harrison, T., "Financial Services Marketing", Pearson Education, New Delhi, 2008.

Hoffman, K.D. & Bateson, J.E.G., "Marketing of Services", Cengage Learning, New Delhi, 2009.

Lovelock Christopher, Jochen Wirtz, Jayanta Chatterjee, "Services Marketing—People, Technology, Strategy", 7th Edition, Pearson, 2011.

Naresh K. Malhotra, Satyabhusan Dash, “Marketing Research”, 7th edition, Pearson, 2019.

Nargundkar, R., “Services Marketing – Text and Cases”, Tata McGraw Hill, New Delhi, 2008.

Pezzullo, M.A., “Marketing Financial Services”, Macmillan Publication, 2009.

Shajahan, S., “Services Marketing – Concepts, Practices & Cases From Indian Environment”, Himalaya Publishing Company, Mumbai, 2008.

Srinivasan R, “Services Marketing: The Indian Context”, PHI Learning, 2012.

Valarie A Zeithaml, Mary Jo Bitner, Dwayne D Gremier and Ajay Pandit., “Services Marketing”: McGraw-Hill Pub. Co., 6th Ed. 2013.

Varun Goenka, Pradeep Kumar Bhattacharjee, “Marketing Management, Indian Cases”, Pearson, 2018.

Verma, Harsh, V., “Services Marketing: Text & Cases”, Pearson Education, New Delhi, 2008.

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

Maruti

Pricing Dilemma – 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

Francis Buttle (2017), “Customer Relationship Management: Concepts and Technologies”, Routledge, New Delhi.

Greenberg, P. (2016), “CRM – Essential customer strategies for the 21st century”, 3rd Edition, Tata McGraw – Hill, New Delhi.

Mullick N.H. (2017), “Customer Relationship Management”, Oxford University Press, New Delhi.

Rai, A.K. (2017), “Customer Relationship Management – Concepts and Cases”, Prentice Hall of India, New Delhi.

Shajahan, S. (2017), “Relationship Marketing – Text & Cases”, Tata McGraw Hill, New Delhi.

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

Credits: 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

Industrial Marketing – Analysis, Planning and Control By Robert Reeder, Edward G. Briety and Betty Reeder – Prentice Hall of India.

Industrial Marketing – By Krishna K. Havaldar – Tata McGraw Hill

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: M7

Credits: 3

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):

Students would be able to identify factors in formulating a marketing strategy.

Students would comprehend legal and ethical issues in marketing.

Students would be able to analyze consequences of adopting different marketing strategies.

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

Aaker, D A (2005) Strategic Market Management, John Wiley & Sons, New York

Bishop, B. (2000) “Strategic Marketing for the Digital Age”, Excel Books, New Delhi.

Ferrell, O. C. and M D Hartline (2017) Marketing Management Strategies, (6th edition) Cengage Learning, New Delhi.

Gilligan, C and Wilson, M S R (2003) Strategic Marketing Planning, Butterworth-Heinemann, New Delhi.

Jain, Subhash C., (2004) “Marketing Strategy” Planning, Implementing and Learning. Cengage Learning, London.

Mathur, U C (2006) Strategic Marketing Management Text and Cases, Macmillan India Ltd. New Delhi.

Nag A (2008) Strategic Marketing (2nd edn.), Macmillan India Ltd. New Delhi.

Sahaf, M A (2008) “Strategic Marketing”, Prentice Hall of India Pvt Ltd. New Delhi.

Shajahan, S (2010) Strategic Marketing Text and Cases, Viva Books, New Delhi.

West, Douglas, John Ford and Essam Ibrahim (2006) Strategic Marketing: Creating Competitive Advantage. Oxford University Press, New Delhi.

Xavier, M J (2007) Strategic Marketing, Response Books, New Delhi.

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: M8

Credits: 3

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:

Student would be able to understand and design strategies on Digital Marketing.

Students would be able to understand the different tools used in digital marketing

Students would be able to be able to understand contemporary marketing strategies and ways to reach customers.

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

Ardlow (2001), Principles of Internet Marketing, Thomson Learning.

Barker (2013), Social Media Marketing, Cengage Learning.

Chaffey (2006), Internet Marketing Strategy, Prentice Hall.

Digital Marketing 2020 Grow Your Business with Digital Marketing by Danny Star

Digital Marketing Strategy An Integrated Approach to Online Marketing by Simon Kingsnorth

Faster, Smarter, Louder Master Attention in a Noisy Digital Market Aaron Agius, Gián Clancey

Hanson Ward (2000), Principles of Internet Marketing, South Western College Pubs.

Hanson Ward (2007), Internet Marketing and e-Commerce, South Western College Publications.

Richard Gay (2012), Online Marketing – a customer-led approach, Oxford.

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: M9

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, 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

Badi, R V and Badi N V (2007), "Rural marketing", Himalaya Publishing House, Mumbai.

Balram Dogra, Kariminder Ghuman (2008), "Rural marketing - concepts and practices", Tata McGraw-Hill Publishing Company Ltd., New Delhi.

Habeeb-ur-Rahman, K S (2004), "Rural marketing in India", Himalaya Publishing House, Mumbai.

Krishnamacharyulu, C S G, Lalitha Ramakrishnan (2002), "Rural marketing Text and cases", Pearson Education (Singapore) Pvt. Ltd, Delhi.

Krishnamoorthy, R (2008), "Introduction to Rural marketing", Himalaya Publishing House, Mumbai.

Pradeep Kashyap, Siddhartha Raut (2006), "The rural marketing Text and Practices", Himal Impressions, New Delhi.

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

Acharya S S and Agarwal N L (2015) Agricultural Marketing in India. Oxford & IBH Publishing Co. Pvt. Ltd., New Delhi

Badi, R V and Badi N V (2007), “Rural marketing”, Himalaya Publishing House, Mumbai.

Balram Dogra, Kariminder Ghuman (2009), “Rural marketing - concepts and practices”, Tata McGraw-Hill Publishing Company Ltd., New Delhi.

Habeeb-ur-Rahman, K S (2004), “Rural marketing in India”, Himalaya Publishing House, Mumbai.

Krishnamacharyulu, C S G, Lalitha Ramakrishnan (2009), “Rural marketing Text and cases”, Pearson Education (Singapore) Pvt. Ltd, Delhi.

Krishnamoorthy, R (2008), “Introduction to Rural marketing”, Himalaya Publishing House, Mumbai.

Pradeep Kashyap, Siddhartha Raut (2016), “The rural marketing Text and Practices”, Himal Impressions, New Delhi.

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):

Students would be able to explain the numerous stages of the selling process.

Students would be able to prepare a sales forecast.

Students would be to chalk out a distribution plan given a situation.

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

David Jobber, Geoff Lancaster (2019), “Selling and Sales Management”, Pearson Education, New Delhi.

Havalder K.K. and Vasant M.C. (2017), “Sales and Distribution Management”, Tata McGraw Hill, New Delhi.

John F. Tanner Jr., D. Honeycutt., Robert C. Erffmeyer. (2013), “ Sales Management shaping future sales Leaders”, Pearson Education.

Manning Gerald L, Reece Barry L (2016), “Selling Today – Creating Customer Value”, Pearson Education, New Delhi.

Ovid Riso (ed.) (1993), “the Dartnell Sales Sales Promotion Handbook”, UBS Publishers Ltd., New Delhi

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 would be able to learn about the retail and various aspects of retail business.

Students would be able to develop their knowledge about the Indian retail sector, its buying process and related business strategy.

Students would be able to understand aspects like ethics, tools and softwares used, job and entrepreneurial prospects in retail.

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

Barry Berman and Joel Evans (2004), Retail Management: A Strategic Approach, Prentice Hall, 9th Edition.

Chetan Bajaj, Rajnish Tuli, Nidhi Varma Srivastava (2010), "Retail Management Second Edition", OXFORD publication

Managing Retail, 2nd edition by Piyush Kumar Sinha & Dwarika Prasad Uniyal-Oxford Publication.

Michael Levy, Barton Weitz: Retailing Management, 5th Edition, Tata McGraw-Hill publication.

Retailing Management Text & Cases, 3rd Edition by Swapna Pradhan, Tata McGraw-Hill.

Case Studies

Nordstrom Case on customer service

Big bazaar 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):

Students will be well versed with various aspects and importance of International business and functioning of MNCs.

Students would be familiarized with International business culture and its importance

Students would be familiarized 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

Global Marketing 9th edition, Warren J. Keegan, Pace University, Mark C. Green, Simpson College, ©2017, Pearson

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

Andreasen A.R. (2014), “Social Marketing in 21st Century, Sage Publications, London.

Gerald Hastings. (2007), “Social Marketing”, Butterworth – Heinemann, Elsevier, New Delhi.

Marvin E. Goldberg, Martin Fishbein, Susan Middlestadt (2018), “Social Marketing”, Psychology Press.

Nancy R. Lee, Philip Kotler. (2019), “Influencing Behaviours for Good”, Sage Publications, New Delhi.

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

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

Batra, Rajiv. (2000), Advertising Management, Prentice Hall.

Chiranjeev, Avinash. (2000). Electronic Media Management, Authors Press.

Gunarathne, Shelton A. (2000). Handbook of Media in Asia, Sage.

Herrick F. Dennis. (2012). Media management in the age of giants. Albuquerque: University of New Mexico Press.

Keeble, R.C. (2005). Print journalism: a critical introduction. Oxon. Routledge.

Kohli-Khandelkar Vanitha. (2006). The Indian media business. New Delhi: Sage.

Making Media: Production, Practices, and Professions by Mark Deuze

Masters of the Word: How Media Shaped History from the Alphabet to the Internet by William J. Bernstein

Media Management: A Casebook Approach by George Sylvie

Padmaja, R. (2008). Marketing of newspapers. New Delhi: Kanishka Publishers.

Stradling, Linda (2010). Production management for TV and Film: The professional's guide. London: Methuen Drama.

The Media Handbook: A Complete Guide to Advertising Media Selection, Planning, Research, and Buying by Helen Katz

Tyagi C.L., Kumar, Arun. (2004). Advertising management. New Delhi: Atlantic Publishers and Distributors.

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):

Students would gain understanding of the process of marketing analytics.

Students would be able to identify and measure factors that affect customers.

Students would demonstrate understanding of the customer choices and predict future trends in sales.

Unit I Introduction to Marketing Analytics, Marketing Insight, Modelling Drivers of demand, Targeting Prospective Customers, LIFT Chart, When Customers are likely to buy, Customer Lifetime Value (CLV), RFM Analysis, Pay Per Click (PPC) Marketing, Retail Conversion Rate, Introduction to Recommender System

Unit II RFM analysis, Simple Multiple Binary Linear Models, Principal component analysis (PCA) and perceptual maps, Exploratory factor analysis (EFA), Confirmatory Factor Analysis (CFA), Introduction to Structural Equation Modelling (SEM), Association Rules–Market Basket Analysis

Unit III Customer analysis using discriminant analysis, Conjoint Analysis for customer choice, Calculating customer life time value, Customer value analysis using Markov chain, Use of classification tree for market segmentation, Forecasting for new product Sales: Using S curves to forecast sales of new product, Time Series Analysis, Survival Analysis, Customer Churn Analysis, Estimating SCAN*PRO Model for Sales

Suggested Readings

A Ohri (2012), “**R for Business Analytics**”.

Arnab K.Laha (2015), “**How to Make The Right Decision**”.

Bhasker Gupta, “**Interview Questions in Business Analytics**”.

Chris Chapman; Elea McDonnell Feit (2019), “**R for Marketing Research and Analytics**”.

Cory Lesmeister (2017), “**Mastering Machine Learning with R**”.

Dr.Umesh R. Hodeghatta and Umesha Nayak, “**Business Analytics Using R - A Practical Approach**”.

Glyn Davis and Branko Pecar (2013), “**Business Statistics using Excel**”.

Grigsby Mile, (2018) Marketing Analytics A practical guide to improving consumer insights using data techniques (2nd Ed) Kogan Page Ltd.

Halady Rao Purba (2013), “**Business Analytics an Application Focus**”.

Ilya Katsov (2017) Introduction to Algorithmic Marketing: Artificial Intelligence for Marketing Operations, Grid Dynamics

Jank Wolfgang (2011), “**Business Analytics for Managers**”.

Jared P. Lander (2013), “**R for Everyone: Advanced Analytics and Graphics**”.

Johannes Ledolter (2013), “**Data Mining and Business Analytics with R**”.

Joseph F. Hair, William C. Black, Barry J. Babin and Rolph E. Anderson (2015), “**Multivariate Data Analysis**”.

Prasad R N and Acharya Seema (2013), “**Fundamentals of Business Analytics**”.

Subhashini Sharma Tripathi, “**Learn Business Analytics in Six Steps Using SAS and R**”.

Thomas A. Runkler, “**Data Analytics Models and Algorithms for Intelligent Data Analysis**”.

Journals/Magazines

Industrial Management & Data Systems

Journal of Business Research

Journal of Retailing

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:

Students would be able to gain understanding of the processes and factors that affect work and training

Students will be able to articulate the scope and approaches to various training methods.

Students would be able to demonstrate skills in evaluation of training and understand sector specific processes of training.

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

Armstrong, Michael (2010), "A handbook of Human Resource Management", Kogan Page India, New Delhi.

Blanchard, N., Thacker, J.W., (2004), 'Effective Training Systems, Strategies and practices', (2e) –Pearson Education, Singapore. pp-115

Bray, T., (2006), 'The Training Design Manual', Kogan Page, London, p- 183

Dipak Bhattacharya (2016), Training and Development: Theories and Applications, Sage Publications

Goldstein, I. L., and Ford, J.K., (2002), 'Training in Organizations', Wadsworth, Thomson Learning, Singapore, pp34, 63-66

JanaKiram, B., (2008), Training & Development, Dreamtech Press, New Delhi.

Lynton, Rolf. P., (2000), Training for Development, Sage publication, New Delhi.

Noe, R. (2014), Employee Training and Development (4e) Tata McGraw Hill, New Delhi

Rothwell, W. J., and Kazanas, H. C., (2004), 'Mastering the Instructional Design Process: A Systematic Approach' (3e), San Francisco, CA: Jossey-Bass.

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:

Students would be in a position to outline the need and significance of diversity management.

Students would be able to identify the elements of a "great place to work".

Students would be able to outline the scope and the significance of the employer branding.

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

Abhijit Bhaduri (2012), Don't Hire the Best, Collins Business, Noida

Bernard Marr, Data-Driven HR: How to Use Analytics and Metrics to Drive Performance, Kogan Page Limited, 2018

Glenn Elliott & Debra Corey, Build It: The Rebel Playbook for World-Class Employee Engagement, John Wiley & Sons Ltd., 2018

Laszlo Bock, John Murray (2015), Work Rules, London

Lucy Adams, HR Disrupted: It's Time For Something Different, Practical Inspiration Publishing, 2017

Peter Thiel (2014), Zero to One, Virgin Books, London

Ramesh Soundarrajan (2017), Winning on HR Analytics, Sage Publications, Los Angeles.

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 students will be able to demonstrate descriptive knowledge of the field of industrial relations.

Apply the essential concepts of industrial relations and their interrelationship at the personal, organisational and national levels.

Recognise and consider the social, historical and justice issues within industrial relations.

Investigate solutions to industrial relations problems based on research and assessment of current practices.

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

Bare Acts of Different Labour Laws.

Budd J.W., (2019), Labor Relations: Striking a Balance, McGraw Hill, 5th Edition

Ghosh P. & Nandan S., Industrial Relations and Labour Laws, (2017), Industrial Relations and Labour Laws, McGraw Hill.

Govindaraju N.S., (2019), Managing Labour Relations, Niruta Publications.

Mamoria C.B & Others (2011) Dynamics of Industrial Relations, Himalaya, Mumbai.

P L Mallik, Eastern Book; Labour Laws, Bharat Law House, New Delhi (Latest Edition).

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, 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

Bare Acts of Different Labour Laws.

Budd J.W., (2019), Labor Relations: Striking a Balance, McGraw Hill, 5th Edition

Deodhar P., Labour Welfare Trade Unionism and Industrial Relations, Himalaya Publishing House.

Ghosh P. & Nandan S., Industrial Relations and Labour Laws, (2017), Industrial Relations and Labour Laws, McGraw Hill.

Govindaraju N.S., (2019), Managing Labour Relations, Niruta Publications.

Gupta P. (2019), Industrial Relations and Labour Laws for Managers, Sage Publications.

Mamoria C.B & Others (2011) Dynamics of Industrial Relations, Himalaya, Mumbai.

Sarma A. M., (2015), Aspects of Labour Welfare and Social Security, Himalaya Publishing House.

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:

Examine the process for identifying high potential talent and developing a pipeline of talent to serve organizational present and future needs.

Analyze the processes for talent development and succession planning.

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

Anil Kumar Singh, Somesh Dhamija & Masood Hasan, 2009, Talent Management in India, Atlantic
Berger & Berger, 3rd Edition, The Talent Management Handbook, Tata McGraw Hill
Conaty & Charan, 2010, The Talent Masters, random House Business Books

David DeLong & Steve Trautman, 2011, The Executive Guide to High-Impact Talent Management, Tata McGraw Hill

Joshi & Vohra, 2017, Talent Management, Cengage

Marc Effron, 2018, One page Talent Management, HBR Press

T V Rao, 2011, Hurconomics for Talent Management, Pearson

William A. Schiemann, Reinventing Talent Management, Wiley

Case Studies

Case Study of Accenture Human Performance 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:

Students would be able to develop an understanding of the process of OD and its interventions.

Students would be able to describe various processes of team building and techniques of designed intervention at various levels.

Students would be capable of describing Personal, Interpersonal and Group Process Interventions and understand its consequences.

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

Bushe and Marshak, (2017) Dialogic Organization Development: The Theory and Practice of Transformational Change (1st Ed)

Donald F. Harvey, Donald R. Brown, (2001), “An Experiential Approach to Organization Development”, Prentice Hall

French, W, L and Bell, C.H. (2010), Organization Development – Behavioral Science Interventions for Organization Improvement. Pearson Education,

Grieves, J. Oxford Publishing, (2010), Organizational Change – Themes and Issues.

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

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 stake-holders [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

Deresky, H. (2017) International Management: Managing Across Borders and Cultures, 4th Ed, Prentice Hall India,

Drlarry, E and John, D. (2002) The Secret Of A Winning Culture: Building High-Performance Teams, Prentice Hall India,

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: H8

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 Outcome(s):

Students would be able to demonstrate the ability to apply leadership and change management principles

Students would be able to articulate the key characteristics of 'Level 5 leadership'

Students would be capable of providing a lucid explanation of the contents of the book 'Good to Great' by Jim Collins and 'Our Iceberg is Melting' by Jim Kotter

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

Jim Collins, (2001) Good to Great

Leaders at all levels – Ram Charan, John Wiley & Sons

Organisational Behavior – Fred Luthans, McGraw-Hill education

Prasad Kaipa and Navi Radjou, (2013) Smart to Wise – Acting and leading with wisdom

Rathgeber and Kotter, (2006) Our Iceberg is melting:

Roger Martin, (2007), How successful leaders think –Harvard Business Review, June

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

BALANCED SCORE CARD

Code: H9

Credits: 3

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

Kaplan and Norton, (1996) Balanced Scorecard, Translating strategy into action, Harvard Business Review Press

Kaplan and Norton, (2003) Strategy maps -Converting Intangible Assets Into Tangible, Harvard Business Review Press

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 HUMAN RESOURCE MANAGEMENT

Code: H10

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:

Develop the understanding of the concept of human resource management and its strategic relevance in organizations.

Identify the linkages between HRM functions and operations and organizational strategies, structures and culture.

Analyze problems and develop managerial solutions to HR problems at both workplace and organizational level.

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

Agarwala, T., 2007. Strategy and Human Resource Management. Oxford University Press.

Dreher, D., 2005. Human Resource Strategy: A Behavioral Perspective for the General Manager. Tata McGraw-Hill Publishing Company Limited.

Mello, A., J., 2014. Strategic Human Resource Management. Cengage Learning.

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

Brian E. Becker Mark A. Huselid, Dave Ulrich (2001) The HR Scorecard: Linking People Strategy, and Performance,

Durdana Ovais and Rajni Gyanchandani, (2017) HR Audit, Everest Publications

T.V.Rao (2008), HRD Score Card 2500: Based on HRD Audit, Sage publications

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

Competing 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:

Students would be able to articulate reasons, process, statistical means and caveats for HR analytics.

Students would be able to explain the factors affecting staffing, attrition, and impacts of organizational interventions.

Students would be capable of visualizing the information, using various tools and develop deeper understanding of collaborative networks.

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

Berrett-Koehler Publishers. 2. Fitz-enz, J., & Mattox, J. (2014). Predictive Analytics for Human Resources. Wiley.

Edwards, M. R., & Edwards, K. (2016). Predictive HR Analytics: Mastering the HR Metric. London: Kogan Page.

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:

Students will understand the complexities that prevail in a supply chain.

Students would be able to understand the significance of supply chain drivers.

Students would be able to recommend measures to overcome bottlenecks in a supply chain.

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

Bozarth, C. Cecil & Handfield, B. Robert, (2006) Introduction to Operations and Supply Chain Management, Pearson Education, New Delhi.

Chopra, Sunil & Meindel, Peter (2002) Supply Chain Management: Strategy, Planning, and Operation, Prentice Hall of India Pvt. Ltd., New Delhi.

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.

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 the 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:

An overview of service and operations management as a management function in general is obtained by the student.

Students gain an exposure to analytical tools specific to service industries.

Students would be able to design an efficient system for proper conveyance of services.

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

James A. Fitzsimmons and Mona J. Fitzsimmons, Service Management, fourth edition, McGraw-Hill, ISBN 0-07-286820-1.

Johnston Robert & Clark Graham (2005), Service Operations Management: Improving Service Delivery, Pearson.

Metters; King Metters; Pullman; Walton, "Successful Service Operations Management 2e", Cengage Learning.

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:

Students would be capable of critically appreciating the organizational and communication requirements for fostering quality management.

The significance of the contribution of quality gurus' to the management of modern organisations would be understood by the students.

From a strategic perspective, students will be able to explain how TQM, Six sigma, Customer focus, etc., engender improved business results.

Unit I Evolution of Quality Management, Principals 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

Dale H. Besterfield, Carol Besterfield Michna, Glen Besterfield, & Mary Besterfield Sacre, Total Quality Management, Prentice Hall of India Pvt. Ltd, New Delhi.

David L. Goetsch, Stanley Davis, Stanley B. Davis, Quality Management, Prentice Hall of India Pvt. Ltd, New Delhi.

Howard S. Gitlow, Quality Management, Tata McGraw-Hill, New Delhi.

James R. Evans, Total Quality Management, Organization and Strategy, Thomson, South Western.

Joel E. Ross, Total Quality Management: Text, Cases and Reading, St. Lice Press.

John S. Oakland, Total Quality Management: Text with Cases, Butterworth – Heinemann.

John T. Rabbitt, Peter A. Bergh, The ISO 9000 Book: A Global Competitor's Guide to Compliance and Certification, Quality Resource.

S. Thomas Foster, Jr., Managing Quality, Prentice Hall of India Pvt. Ltd., New Delhi.

Case Studies

Paradise Bearings

AT&T Universal card services

Indfos 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 companies.

Students will be able to analyse lean techniques for application in industry.

Students will be able to formulate lean management strategy for supply chain management.

Unit I INTRODUCTION TO LEAN MANAGEMENT: What is Lean Management? The Birth of Lean, Lean Enterprise versus Traditional Mass Production, What is Value? What can be called Value Addition? Muda: Eight Deadly Wastes. House of Lean, Visual Management, Improving Workplace Productivity: 5S. Stability through Lean Systems, Jidoka, Standardized Operations, Standardized WIP.

Unit II LEAN MANAGEMENT TOOLS AND TECHNIQUES: Continuous Flow Vs Batch Production, Just-in-Time Production, Components of JIT: Kanban and Heijunka. Total Productive Maintenance: Overall Equipment Efficiency. Value Stream Mapping, Fundamentals of Process Improvement, Lean Business Process Management.

Unit III LEAN THINKING: Hoshin Planning. The Culture of Lean Production. Customer Focused Quality. Quality Function Deployment. Kano Quality Model. Taguchi Loss Function. FMEA. Lean supply chain management, Lean Supplier development, Lean Project Management, Beyond Lean Management and Application of Lean management in various areas.

Suggested Readings

Alan Robinson (1991), "Continuous Improvement in Operations", Productivity Press, Portland, Oregon.

Andy Brophy (2012), "FT Guide to Lean: How to streamline your organisation, engage employees and create a competitive edge", Pearson.

Askin R G and Goldberg J B (2003), "Design and Analysis of Lean Production Systems", John Wiley and Sons Inc.

Dennis, P. (2016), "Lean Production Simplified: A Plain-Language Guide to the World's Most Powerful Production System", Productivity Press.

Eliyahu M. Goldratt and Jeff Cox (2004), "The Goal – A Process of Ongoing Improvement", Third Revised Addition, North River Press.

- James Womack and Daniel Jones (2003), “Lean Thinking”, Free Press, Revised Edition.
- James Womack, Daniel Jones, and Daniel Roos (1990), “The Machine That Changed the World”, Rawson Associates.
- Jeffrey Liker (2004), “The Toyota Way”, McGraw-Hill.
- Jeffrey Liker and David Meier (2006), “The Toyota Way Fieldbook”, McGraw-Hill.
- John Nicholas (2011), “Lean Production for Competitive Advantage – A Comprehensive Guide to Lean Methodologies and Management Practices”, CRC Press - Taylor and Francis Group, LLC.
- Joseph A De Feo and William W Bearnard (2004), “Juran Institute’s Six Sigma Break Through and Beyond”, Tata McGraw Hill, New Delhi.
- Kenichi Sekine (1992), “One-Piece Flow”, Productivity Press, Portland, Oregon.
- 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.
- Michael L George, David T Rowlands and Bill Kastle (2004), “What is Lean Six Sigma”, McGraw Hill, New York.
- Micheal Wader (2002), “Lean Tools: A Pocket Guide to Implementing Lean Practices”, Productivity and Quality Publishing Pvt. Ltd.
- Nicholas, J. (2018), “Lean production for competitive advantage”, 2nd ed. Boca Raton, FL: Productivity Press.
- Paksoy, T., Weber, G. and Huber, S. (2019), “Lean and Green Supply Chain Management”, 1st ed, Springer International Publishing.
- Poke – Yoke (1992), "Improving Product Quality by Preventing Defects", Productivity Press.
- Richard B Chase, Robert Jacobs F and Nicholas J Aquilano (2003), “Operations Management for Competitive Advantage”, McGraw-Hill/Irwin.

Case Studies

Decoding the DNA of the Toyota Production System

JIT at Arnold Palmer Hospital

Murphy Manufacturing - Don't say Lean without Preparation

Challenge for Supplier Program Is Sustaining Lean Improvements

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

Operations Research An introduction – Hamdy A. Taha Pearson Education, 9th Edition

Operations Research Principles and Applications - G Srinivasan, PHI, 2nd Edition

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

Hayes, R. (2005). Operations, strategy, and technology. Hoboken, NJ: Wiley.

Hill, A., Hill, T. and Hill, T. (2009). Manufacturing operations strategy. Basingstoke: Palgrave Macmillan.

Lowson, R. (2003). Strategic operations management. London: Routledge.

Slack, N. and Lewis, M. (2017). Operations Strategy. Harlow, United Kingdom: Pearson Education Limited.

Van Mieghem, J. A., & Allon, G. (2014). Operations Strategy: Principles and Practice. (2nd ed.) Belmont, MA: Dynamic Ideas.

Waters, C. (2006). Operations strategy. London: Thomson Learning.

Case Studies

Paradise Bearings

AT&T Universal card services.

Indfos 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

Cook, T. (2011). Mastering Purchasing Management for Inbound Supply Chains. CRC Press Taylor & Francis Group

Fred Sollish and John Semanik (2011). Strategic Global Sourcing: Best Practices, Wiley.

Johnson, Leenders, Flynn (2011). Purchasing and Supply Management. McGraw-Hill/Irwin.

Locke (2013), “The Promise and Limits of Private Power”, Cambridge University Press.

Marc Helmold, and Brian Terry (2017) Global Sourcing and Supply Management Excellence in China: Procurement Guide for Supply Experts. Springer Singapore

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: OP8 _____ Credits: 3

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

- Ackerman, K. B. (2012). Practical handbook of warehousing. Springer Science & Business Media.
- Ghani, G., Laporte, G., & Musmanno, R. (2004). Introduction to logistics systems planning and control. John Wiley & Sons.
- Guo, X. (2016). Storage Policies and Maintenance Support Strategies in Warehousing Systems. Springer.
- Hamberg, R. and Verriet, J. (2012). Automation in warehouse development. Verlag London: Springer.
- Mulcahy, D. E., & Sydow, J. (2008). A supply chain logistics program for warehouse management. CRC Press.
- Richards, G. (2017). Warehouse management: a complete guide to improving efficiency and minimizing costs in the modern warehouse. Kogan Page Publishers.
- 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 MaspexWadowice, 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: OP9 _____ Credits: 3

Course Objectives:

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 Outcomes:

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

Dubey Sanjiva Shankar (2017), “Technology and Innovation Management”, PHI.

Ettlie J E (2006), “Managing innovation: New technology, new products, and new services in a global economy”, Elsevier.

Narayanan V K (2006), Managing technology and innovation for competitive advantage, Pearson Education India.

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

Credits: 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

Altekar, Rahul (2006) Supply Chain Management, Prentice Hall of India Pvt. Ltd., New Delhi.

Bozarth, C. Cecil & Handfield, B. Robert, (2006) Introduction to Operations and Supply Chain Management, Pearson Education, New Delhi.

Chopra, Sunil & Meindel, Peter (2002) Supply Chain Management: Strategy, Planning, and Operation, Prentice Hall of India Pvt. Ltd., New Delhi.

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.

Essentials of Inventory Management by Max Muller

Inventory Management: Advanced Methods for Managing Inventory within Business Systems by Geoff Relph, Catherine Milner .

R.B. Handfield, & E.L. Nichols, Jr. (2005) Introduction to Supply Chain Management, Prentice Hall of India Pvt. Ltd., New Delhi.

The Logistics and Supply Chain Toolkit: Over 100 Tools and Guides for Supply Chain, Transport, Warehousing and Inventory Management by Gwynne Richards , Susan Grinstead

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

OPERATIONS ANALYTICS

Code: OP11

Credits: 3

Course Objectives:

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. Advanced Forecasting: Time Series Analysis.

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, Supply Chain Network Design and Analysis. Review of Forecasting Models, ARIMA Models.

Unit III Applications of Linear Programming: Make/ Buy Decisions, Facility Location, Assignment, and Transportation Models. 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

Business Analytics by James Evans from Pearson

Business Analytics: Data Analysis & Decision Making by Albright et al. from Cengage Learning

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

CLOUD COMPUTING FOR BUSINESS

Code: S1

Credits: 3

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 lead to the design and development of simple cloud service. It also focuses on some key challenges and issues around cloud computing.

Course Outcomes:

Students will be able to understand and address key security and compliance challenges of cloud computing.

Students will be able to demonstrate the architecture of the modern data center and the mechanisms of service orchestration.

Students will also understand different characteristics of public, private and hybrid cloud deployment models.

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 - MSEXchange - Vmotion – VMWare vCenter Converter - Hyper-V Live 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, Amazon Ec2, Google Apps for Business, Salesforce.com, Ramco-On-Demand

Suggested Readings

"Cloud Computing: A Practical Approach for Learning and Implementation" A Srinivasan, J Suresh, Pearson

Cloud Computing: Concepts, Technology & Architecture, 2014, Erl (Author), Publisher: Pearson

Cloud Computing: Master the Concepts, Architecture and Applications with Real-world examples and Case studies - 2019

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

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:

Students would be able to explain the basic concepts of ERP and its application.

Students would be able to explain various modules of ERP.

Students would be able to work practically on ERP system.

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

Ashim Raj Singla (2016), “Enterprise Resource Planning”, Paperback

D.J. Shyam (2009), “Enterprise Resource Management”, Hardcover.

Dimpi Srivastava & Aarti Batra (2010), “ERP Systems Paperback– Import”

Rüdiger Buck- Emden Addison- Wesley, (2000), “The SAPR/3 System: An Introduction to ERP and Business Software Technology”.

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:

Students will be able to identify the basic concepts and various data models used in database design, ER modelling concepts and architecture use and construct queries using SQL.

Students will be able to recognize and apply normalization and functional dependency, indexing and hashing technique used in database design.

Students will be able to apply and relate the concept of transaction, concurrency control and recovery in database.

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 Relationship Types; 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 (BCNF);

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

An Introduction to Database Management Systems, Seventh Edition, by Satinder Bal Gupta and Aditya Mittal - 2016

Database Systems Concepts – Silberschatz - 2013

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:

Students will understand various technologies supporting ecommerce, including Web services and electronic payment systems.

Students will be able to measure enablers and issues in business-to-consumer ecommerce.

Students will be able to articulate scenarios for B2B e-commerce, including SCM, CRM and EDI

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 Sites. Revenue Models over Internet; Emerging Trends in e-Commerce, Mobile Commerce, Internet based Business Models. Practical Assignment & Case Studies.

Suggested Readings

David Reske (2017), “Digital Marketing in the Zone: Break Through the Clutter to Be More Confident Successful and Happy”, Morgan James Publishing.

Digital Marketing Strategy: An Integrated Approach to Online Marketing By Simon Kingsnorth Kogan Page Publishers

Judah Phillips, “E-commerce Analytics: Analyze and Improve the Impact of Your Digital Strategy” FT Press.

Kenneth C. Laudon, Carol Guercio Traver (2017), E-Commerce: Business, Technology, and Society, Pearson Education.

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

Efraim Turban, Ramesh Sharda, and Dursun Delen (2014), “**Business Intelligence and Analytics: Systems for Decision Support**”, 10th Edition, Pearson Publications, New Delhi, India.

Ponniah and Paulraj (2010), “**Data Warehousing Fundamentals for IT Professionals**”, Second Edition, Wiley-Blackwell, ISBN 9780470462072.

Ralph Kimball and Margy Ross (2013), “**The Data Warehouse Toolkit: The Complete Guide to Dimensional Modeling**”, Third Edition, Wiley Publications, New Delhi, India.

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

Clinton W. Brownley (2016), “**Foundations for Analytics with Python**”, O’Reilly Media, USA.

James Payne (2015), “**Beginning Python: Using Python 2.6 and Python 3.1**”, Wiley India Pvt. Ltd., New Delhi, India.

Jared P. Lander (2015), “**R for Everyone: Advanced Analytics and Graphics**”, Pearson India Education Services Pvt. Ltd., Noida, India.

Joseph F. Hair, William C. Black, Barry J. Babin and Rolph E. Anderson (2015), “Multivariate Data Analysis”, Pearson Education, New Delhi, India.

K G. Srinivasa, G M. Siddesh, Chetan Shetty and B J. Sowmya (2017), “**Statistical Programming in R**”, Oxford University Press, New Delhi, India.

Kenneth Alfred Lambert (2012), “**Fundamentals of Python – First Programs**”, Cengage Learning, USA.

Rao, Umesh Hodeghatta, Nayak and Umesh (2017), Business Analytics Using R - A Practical Approach, APress, eBook ISBN: 978-1-4842-25

Robert I. Kabacoff (2015), “**R in Action: Data Analysis and Graphics with R**”, Dreamtech Press, New Delhi, India.

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 Data Visualization: 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

Michael Alexander (2016), Excel Dashboards and Reports for Dummies, 3rd Edition, John Wiley & Sons, Inc., Hoboken, New Jersey

Michael Alexander and John Walkenback (2013), Microsoft Excel Dashboards & Reports, 2nd Edition, John Wiley & Sons, Inc., Hoboken, New Jersey

Rob Collie and Avichal Singh (2016), Power Pivot Power BI, 2nd Edition, Holy Macro! Books, FL, 32954, USA

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, Continuous 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 Spotlighting, 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

Ben Jones (2014), Communicating Data with Tableau: Designing, Developing, and Delivering Data Visualizations, O'Reilly Media, USA

David Baldwin (2016), Mastering Tableau, Packt Publishing Ltd., UK

George Peck (2016), Tableau 9: The Official Guide, 2nd Edition, McGraw Hill Education, USA

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

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 Models of E-Governance

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 Digital Technologies to Improve Public Services

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 Challenges (Resistance to Change, laws, Skills, Security Concerns, Competency, Capacity Building, Adaptation of Technology and Administrative Reforms)

Suggested Readings

Backus, Michiel (2001), e-Governance in Developing Countries, IICD Research Brief.

C.S.R.Prabhu (2004), “E-Governance: Concepts and Case Studies”, Prentice-Hall of India Private Limited.

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

Credits: 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

Cyber Security for Dummies, ®Palo Alto Networks® Edition–By John Wiley & Sons, Inc. 2014 (Soft Copy)

Harish Chander (2012), “CYBER LAWS AND IT PROTECTION”, PHI Learning Pvt. Ltd.

Kenneth Geers (2011), Strategic Cyber Security, Ccd Coe Publication, (Softcopy)

Peter W. Singer Allan Friedman (2014), “Cyber security and Cyber war”, OUP USA,

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

IT Infrastructure Architecture- Infrastructure Building Blocks and Concepts Third Edition by Sjaak Laan

Lord of the Infrastructure: A Roadmap for IT Infrastructure Managers, by Art Carapola

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

Acharya, Shanker and Mohan, Rakesh (Eds) (2011). India's Economy: Performance and Challenges., Oxford University Press, New Delhi.

Ahluwalia, I. J (1985) Industrial Growth In India: Stagnation since the Mid-Sixties, Oxford

Ahluwalia, I. J. (1991). Productivity and growth in Indian manufacturing, Oxford University Press, New Delhi.

Babu, M. Suresh, (2017). Hastening slowly: India's Industrial growth in the era of Economic reforms, 1st Ed., Orient BlackSwan.

Government of India (2019), Annual Economic Survey, Economic Division, New Delhi, Ministry of Finance, New Delhi.

Kathuria, V., Raj, S.N.R., and Sen, K. (Ed.) (2014). Productivity in Indian Manufacturing: Measurements, methods and Analysis. 1st Ed., Routledge India, New Delhi.

Lall, Sanjaya (1982): Developing Countries as Exporters of Technology: The Indian experience, Macmillan, London.

Pushpangathan K and N Shanta (2009) The Dynamics of Competition: Understanding India's Manufacturing Sector, Oxford University Press, New Delhi.

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.

Tendulkar, Suresh D (Eds.) (2006), India: Industrialisation in a Reforming Economy, Academic Foundation, New Delhi.

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 woollen 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

Aswini Kumar Mishra, Vairam Arunachalam and Debasis Patnaik (2018) Current Issues in the Economy and Finance of India, Springer Nature, Switzerland AG.

Bhatia, H.L. (2018) Public Finance, Vikas Publishing House, New Delhi.

Government of India (2019) Economic Survey, Ministry of Finance, Economic Division, New Delhi.

Krzysztof Jajuga Hermann Locarek – Junge Lucjan T and Orłowski Karsten Staehr (2019) Contemporary Trends and Challenges in Finance, Springer Nature, Switzerland AG.

Meenakshi, Rajeev and Vani, B. P. (2017) Financial Access of the Urban Poor in India, A Story of Exclusion, Springer, India.

Merlin Harold Hunter (2019) Outlines of Public Finance, Forgotten Books, New Delhi.

Puja Mehr (2018) The Lost Decade (2008-18): How India's Growth Story Devolved into Growth Without a Story, Ebury Press, India.

Richard Musgrave and Peggy Musgrave (2017) Public Finance in Theory and Practice, McGraw Hill Education, New Delhi.

Sriram, M. S. (2017) Inclusive Finance India Report 2017, SAGE Publications Pvt. Ltd, New Delhi.

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-Swacch 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

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.

Banerjee, G. & Swapna (ed.) (2010) Accumulation by Dispossession: Transformative Cities in the New Global Order, New Delhi: Sage.

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.

Hnatkovska, Viktoria & Amartya Lahiri,(2013) Structural Transformation and the Rural Urban Divide, Working Paper, International Growth Center, London School of Economics.

Joop De Wit (2017) *Urban Poverty, Local Governance and Everyday Politics in Mumbai*, Routledge South Asian Edition.

Klasen, Stephan & Janneke Pieters (2015) What Explains the Stagnation of Female Labor Force Participation in Urban India? *World Bank Economic Review* 29(3).

Kundu, A. (2006) 'Trends and Patterns of Urbanization and their Economic Implications,' *India Infrastructure Report 2006*, New Delhi: Oxford University Press.

Kundu, A., Mohanan, P.C. & Varghese, K.(2013) *Spatial and Social Inequalities in Human Development: India in the Global Context*, United Nations Development Programme.

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.

Malhotra, R. (2014) *India Public Policy Report 2014*, New Delhi: Oxford University Press.

MoHUPA (2015) *Annual Report 2014–15*, Ministry of Housing and Urban Poverty Alleviation, Government of India.

Planning Commission (2012) *Report of Committee on JNNURM-II: Clean Bastis, Safe Communities, and Peoples Cities*, Planning Commission, New Delhi, Government of India.

Sivaramakrishnan, K.C. (2011) *Re-Visioning Indian Cities: The Urban Renewal Mission*, New Delhi: Sage.

United Nations (2012) *World Urbanization Prospects: The 2011 Revision*, ST/ESA/SER.A/322, New York, Population Division, Department of Economic and Social Affairs.

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

Roland Berger Strategy Consultants. The Digital Transformation of Industry.

The Oxford Handbook of the Digital Economy, Edited by Martin Peitz and Joel Waldfogel (2012) OUP

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 programme 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

Bhattacharya A.K., Ecotourism and Livelihoods, Concept Publishing Company, New Delhi

Criteria and Indicators for Sustainable Forest Management, Kotwal P.C. and M.D. Omprakash, International Book Distributors, Dehradun

Dasgupta S. and D. Debnath, Community Forest Management in Tribal States of India (with special reference to Madhya Pradesh), International Book Distributors

Elinor Ostrom, Governing the Commons: The Evolution of Institutions for Collective Action,

Jeffrey Sayer, The Science of Sustainable Development: Local Livelihoods and the Global Environment, Cambridge University Press

Natural Resources, Agarwal et al., International Institute for Environment & Development

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.

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

Energy Economics – Concepts, Issues, Markets and Governance. Subhes C Bhattacharya. Springer.

Papers published by Prayas energy group, India.

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

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

Charles Kolstad, (2010) Intermediate Environmental Economics, Oxford University Press, 2nd edition.

Kenneth Arrow et al. (2004) "Are We Consuming Too Much?" Journal of Economic Perspectives, 18(3): 147-172.

Robert N. Stavins (ed.), (2005) Economics of the Environment: Selected Readings, W.W.Norton, 5th edition.

Roger Perman, Yue Ma, James McGilvray and Michael Common, (2003) Natural Resource and Environmental Economics, Pearson Education/Addison Wesley, 3rd edition.

Roger Perman, Yue Ma, Michael Common, David Maddison and James McGilvray, (2011) "Natural Resource and Environmental Economics", Pearson Education/Addison Wesley, 4th edition, 2011

ECONOMETRICS

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 Regression Analysis and Econometric Models

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 Econometric Tests and Forecasting

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

Baltagi, B.H. (1988), Econometrics, New York, Springer

Goldberger, A.S. (1998), Introductory Econometrics, New York, Oxford University Press.

Gujarati, D. (1999) Essentials of Econometrics, Second Edition, McGraw Hill.

Gujarati, D. (2002): Basic Econometrics, Third Edition, McGraw Hill.

Jay L. Devore, (2010) Probability and Statistics for Engineers, Cengage Learning.

Johnston. J. (1991) Econometric Methods, London, McGraw Hill Book Co.

Koutsoyiannis, A. (1977): Theory of Econometrics, 2nd Edition, London, McMillan.

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

Abhijit Banerjee, Gita Gopinath, Raghuram Rajan and Mihir Sharma (eds) (2019). What The Economy Needs Now, Jaggernaut.

Amit Kapoor and Chirag Yadav (2019). The Age of Awakening: The Story of the Indian Economy since Independence, Penguin/ Viking.

Arpan Kumar Kar, Shuchi Sinha and Gupta, M. P. (2018). Digital India, Reflections and Practice, Springer International Publishing.

Arvind Subramanian (2018). Of Counsel: The Challenges of the Modi-Jaitley Economy, Penguin Random House India Pvt Ltd.

Bhattacharya, A.K. (2018). The Rise of Goliath: Twelve Disruptions that Changed India, Penguin Random House.

Bimal Jalan (2018). India Ahead: 2025 and Beyond, Rupa Publications, India.

Christophe Jaffrelot, Atul Kohli and Kanta Murali (2019). Business and Politics in India (Modern South Asia), Oxford University Press, New York.

Government of India (2019). Economic Survey, Ministry of Finance, Economic Division, New Delhi.

Niraja Gopal Jayal (2018). Re-forming India: The Nation Today, Penguin Random House India Pvt Ltd.

Raghuram G. Rajan (2019). The Third Pillar: How Markets and the State Leave the Community Behind, Harper Collins, India.

Reethika Khera (2019). Dissent on Aadhaar: Big Data Meets Big Brother, Orient Black Swan.

Sandip Sen and Aarohi Sen (2019). India Emerging: From Policy Paralysis to Hyper Economic, Bloomsbury, New Delhi.

Sanjaya Baru and Meghnad Desai (2018). The Bombay Plan: Blueprint for Economic Resurgence, Rupa Publications, India.

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

MONETARY ECONOMICS

Code: E10

Credits: 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, cyclical 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

Carlin, W. and D. Soskice Macroeconomics: Imperfections, Institutions and Policies. Oxford: Oxford University Press.

Jagdish Handa, Monetary Economics, (2009), Routledge

Lewis, M.K. and P.D. Mizen Monetary Economics. Oxford; New York: Oxford University Press.

M L Jingham, Monetary Economics, S Chand

N. Jadhav, (2006) Monetary Policy, Financial Stability and Central Banking in India, Macmillan.

R.B.I. Bulletin, Annual Report and Report on Currency and Finance (latest).

R.B.I. State Finances: A Study of Budgets, (latest).

Rakesh Mohan, (2011) Growth with Financial Stability - Central Banking in an Emerging Market, Oxford University Press.

Rakesh Mohan, (2008) - Growth Record of Indian Economy: 1950-2008. A Story of Sustained Savings and Investment, Economic and Political Weekly, May.

RBI (2013) Financial Stability Report, Mumbai, Reserve Bank of India.

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

Articles in economic and political weekly

India infrastructure report – PwC.

Journal of infrastructure development – sage publications

Powerline 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

Acharya, S.S & N.L. Agarwal. (2004). Agricultural Marketing in India, 4th Ed., Oxford University Press, New Delhi.

Bhalla, G. S. (2007). Indian Agriculture since Independence, National Book Trust, New Delhi.

Bhalla, G. S., & Singh, G. (2012). Economic Liberalisation and Indian Agriculture: A District-level Study, Sage Publications, Delhi.

Datt, R. & Sundharm, K. P. M. (2013). Indian Economy, S. Chand & Co. Ltd. Delhi

Government of India (2013). The National Food Security Act, The Gazette of India, Government of India, New Delhi.

Krishnaji, N., & Krishnan, T. N. (Eds) (2000). Public Support for Food Security: The Public Distribution in India, Sage Publications, New Delhi.

Mohanty, B. B. (ed.) (2016). Critical Perspectives on Agrarian Transition: India in the Global Debate, Routledge, New York.

Rao, C. H. Hanumantha. (2005) Agriculture, Food Security, Poverty and Environment: Essays on Post - Reform India, Oxford University Press, New Delhi.

Reddy, Narasimha, & Mishra, Srijit (Eds) (2010).Agrarian Crisis in India, Oxford University Press, New Delhi

Vaidyanathan, A. (2009). Agricultural Growth in India, Oxford University Press, New Delhi.

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

Credits: 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. Solving system 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

Fundamental Methods of Mathematical Economics Paperback – 1 Jul 2017 by Chiang (Author), Wainwright (Author)

Intermediate (+2 of CBSE level) Mathematics books covering relevant portions.

Klein, Erwin: Mathematical Methods in Theoretical Economics, Academic Press.

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).

Various issues of Journal of Mathematical Economics, Science Direct.

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

Arvind Virmani (2010) From Unipolar to Tripolar World Multipolar Transition Paradox, New Delhi, Academic Foundation.

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.

Dominick Salvatore, (2011) International Economics: Trade and Finance, London, John Wiley International Student Edition.

Elisa Baku, Exchange rate predictability in emerging markets, Journal of International Economics, vol.157, May 2019.

Ghuman. R.S. (2001) International Economics, Singapore, John Wiley and Sons.

International Trade and International Finance: Explorations of Contemporary Issues (2016) Editors: Roy, Malabika, Sinha Roy, Saikat (Eds.), Springer India

James Gerber (2012) International Economics, New Delhi, Pearson Publication.

Paul R. Krugman & Maurice Obstfeld (2009) International Economics Theory and Policy, New Delhi, Pearson Education Publication.

Sebastian Stumpner (July 2019), Trade and the geographic spread of the great recession, Journal of International Economics, Vol 119, p: 169-180.

Soderston, Bo (2005) International Economics, London, The Macmillan Press Ltd.

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

Hishrich, Peters (1992), “Entrepreneurship: starting, Developing and Managing a New Enterprise”, Irwin.

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

Financial Institution & Markets - L. M. Bhole. (Tata McGraw - Hill Publishing Corporation Limited, New Delhi).

Financial Markets - Gordon & Natarajan. (BPB Publications).

Indian Financial Systems - M. Y. Khan. (Tata McGraw - Hill Publishing Corporation Limited, New Delhi).

Investment Management - V. K. Blialla. (S. Chand & Company Publishers Ltd.,)

Project Financing- Asset based Financial Engineering- John D Finnerty-John Wiley & Sons Inc, New York

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: ED3

Credits: 3

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

Entrepreneurship Development and Small Business Enterprises by Poornima M., Charantimath. Pearson, 2018

Entrepreneurship Development, by Sharma Sangeeta. PHI Learning Private Limited, 2017

Good To Great: Why Some Companies Make the Leap...And Others Don't, by Jim Collins. RHUK; Latest edition, 2001

Innovation and Entrepreneurship, by Peter F. Drucker. Harper Business, 2006

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 Rembrand Koning. 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

Killing Marketing: How Innovative Businesses Are Turning Marketing Cost into Profit

SEO 2018 (No Bullsh*t Strategy)

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

Changing the world without Losing Your Mind: Leadership Lessons from Three Decades of Social Entrepreneurship by Alex Counts

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

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 that 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

Family Business (2e), Ernesto J. Poza., Thomson, South-Western, Mason OH, USA (2007)

Managing the Family Business: Theory and Practice, Thomas Zellweger, Edward Elgar, Publishing Massachusetts, USA (2017)

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

Burns, P. Corporate Entrepreneurship: Entrepreneurship and Innovation in Large Organizations. Palgrave Macmillan, 2013. ISBN: 9780230304031

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)

Stellios 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

Credits: 3

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

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>

Newton David (2011). *Business Model for Entrepreneurial Ventures Developing Sound Metrics for long term success*. E3 Free Market Press, California

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

Osterwalder, A., Pigneur, Y., In Clark, T., & Smith, A. (2010). *Business model generation: A handbook for visionaries, game changers, and challengers*.

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

Credits: 3

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

Barringer, R.B., Ireland, D.R. (2012) Entrepreneurship: Successfully Launching New Ventures, 4th edition. Pearson Education.

Daniel Priestley (2018), 'Entrepreneur Revolution; How to develop your Entrepreneurial Mindset & Start a Business that works' Second Edition, John Wiley and Sons Ltd.

Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd (2018), 'Entrepreneurship' Indian Edition McGraw Hall

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, if else, 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

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.

Arnab K.Laha (2015), “**How to Make The Right Decision**”, Random House Publishers India Pvt. Ltd., Gurgaon, Haryana, India.

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.

Dr. Umesh R. Hodeghatta and Umesha 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.

Glyn Davis and Branko Pecar (2013), “**Business Statistics using Excel**”, Oxford University Press, New Delhi.

Halady Rao Purba (2013), “**Business Analytics an Application Focus**”, PHI Learning Private Limited, New Delhi.

Jank Wolfgang (2011), “**Business Analytics for Managers**”, Springer Science + Business Media, ISBN 978-1-4614-0405-7.

Jared P. Lander (2013), “**R for Everyone: Advanced Analytics and Graphics**”, Pearson Education Inc., New Jersey, USA.

Jared P. Lander (2013), “**R for Everyone: Advanced Analytics and Graphics**”, Pearson Education Inc., New Jersey, USA.

Johannes Ledolter (2013), “**Data Mining and Business Analytics with R**”, John Wiley & Sons, Inc., New Jersey, USA.

Joseph F. Hair, William C. Black, Barry J. Babin and Rolph E. Anderson (2015), “**Multivariate Data Analysis**”, Pearson Education, New Delhi, India.

Prasad R N and Acharya Seema (2013), “**Fundamentals of Business Analytics**”, Wiley India Pvt. Ltd., New Delhi, India.

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.

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

US Crime

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:

Students would gain an overview of the Python ecosystem.

Students would be able to demonstrate application of machine learning models to various industryrelevant data science problems.

Students will be able to prepare data for analysis, perform simple statistical analysis, create meaningful data visualizations, and predict future trends from data.

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 IIData 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

Clinton W. Brownley (2016), “**Foundations for Analytics with Python**”, O’Reilly Media, USA.

James Payne (2015), “**Beginning Python: Using Python 2.6 and Python 3.1**”, Wiley India Pvt. Ltd., New Delhi, India.

Joseph F. Hair, William C. Black, Barry J. Babin and Rolph E. Anderson (2015), “Multivariate Data Analysis”, Pearson Education, New Delhi, India.

Kenneth Alfred Lambert (2012), “**Fundamentals of Python – First Programs**”, Cengage Learning, USA.

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, Continuous 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

Ben Jones (2014), Communicating Data with Tableau: Designing, Developing, and Delivering Data Visualizations, O'Reilly Media, USA

Daniel G. Murray (2013), Tableau Your Data: Fast and Easy Visual Analysis with Tableau Software, John Wiley & sons, Inc., USA

David Baldwin (2016), Mastering Tableau, Packt Publishing Ltd., UK

George Peck (2016), Tableau 9: The Official Guide, 2nd Edition, McGraw Hill Education, USA

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 - Free 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

Advanced Web Metrics with Google Analytics Book by Brian Clifton

Google Analytics Breakthrough -FerasAlhlou

Social Media Analytics - Techniques and Insights for Extracting Business Value Out of Social Media 1 Edition by Matthew Ganis, Avinash Kohirkar, Ed Brill

Social Media Measurement and Management: Entrepreneurial Digital Analytics Paperback – Import, 8 Jul 2019 by Jeremy Harris Lipschultz

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

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

Ashish Singh Bhatia, Yu-Wei, David Chiu (2017), “**Machine Learning with R Cookbook**”, Packt Publishing Ltd., Mumbai, India.

Cory Lesmeister (2017), “Mastering Machine Learning with R”, Packt Publishing Ltd., Mumbai, India.

James D. Miller, Rui Miguel Forte (2017), “**Mastering Predictive Analytics with R: Machine Learning Techniques for Advanced Models**”, Packt Publishing Ltd., Mumbai, India.

Jared P. Lander (2013), “**R for Everyone: Advanced Analytics and Graphics**”, Pearson Education Inc., New Jersey, USA.

K.G. Srinivasa, G.M. Siddesh, Chetan Shetty, B.J. Sowmya (2017), “**Statistical Programming in R**”, Oxford University Press, New Delhi, India.

Kuntal Ganguly (2017), “**R Data Analysis Cookbook**”, Packt Publishing Ltd., Mumbai, India.

Yu-Wei, David Chiu (2016), “**R for Data Science Cookbook**”, Packt Publishing Ltd., Mumbai, India.

Case Studies

H₂O Background

Biopsy – Tumor Data

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

Credits: 3

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 networks - 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

Dan Toomey (2017), “**Jupyter for Data Science**”, Packt Publishing Ltd., UK.

James Payne, “**Beginning Python – Using Python 2.6 and Python 3.1**”, Wiley India Pvt. Ltd., New Delhi, India.

Navin Kumar Manaswi (2018), “**Deep Learning with Applications using Python**”, Replika Press Pvt. Ltd., New Delhi, India.

Prateek Joshi (2016), “**Python Machine Learning Cookbook**”, Packt Publishing Ltd., UK.

Tom M. Mitchell (2019), “**Machine Learning**”, McGraw Hill Education (India) Private Ltd., New Delhi, India.

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:

Students would be capable of identifying and applying appropriate techniques and tools to solve problems in managing huge quantity of data.

Students will design and implement big data analytics solutions to various industry-relevant problems.

Students will firmly process real-time data streams and implement real-time big data analytics solutions.

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 Spark Core:

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

Ben Spivey, Joey Echeverria. "Hadoop Security Protecting Your Big Data Problem" O'Reilly Media, 2015

E. Capriolo, D. Wampler and J. Rutherglen, “Programming Hive”, O ‘Reilly, 2012

Hben Spiivory, “Cassandra: The Definitive Guide”, O ‘Reilly, 2010

Hric Sammer, “Hadoop Operations” O ‘Reilly, 2012

Lars George, “HBasc: The Definitive Guide”, O ‘Reilly, 2011

Michael Minelli, Michelle Chambers, and Ambiga Dhiraj,” Big Data, Big Analytics: Emerging Business Intelligence and Analytics Trends for Today’s Wiley, 2013

P.J.Sadalage and M.Fowler, “NoSQL Distilled: A Brief Guide to the Emerging World of Polygloy Persistence”, Addison- Wesley Professional, 2012

Tom White, “Hadoop: The Definitive Guide”, Third Edition, O ‘Reilly, 2012.

Vignesh Prajapati, “Big Data Analytics with R and Hadoop”, Packet Publishing 2013

Case Studies

American Express

Energy Future Holdings Corporation

British Airways

Centres 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

Alan Beaulieu (2009), “**Learning SQL**”, O'Reilly Media, Inc., USA.

Anthony Molinaro (2005), “**SQL Cookbook**”, O'Reilly Cookbooks, USA.

Clydebank Technology (2015), “**SQL: QuickStart Guide – The Simplified Beginner's Guide To SQL**”, CreateSpace Independent Publishing Platform, USA

Gordon S. Linoff (2015), “**Data Analysis Using SQL and Excel**”, 2nd Edition, John Wiley & Sons, New Delhi, India.

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

PGDM-Marketing (PGDM-M)

PGDM – Marketing addresses varied needs of a budding marketing professional in general and that of one in a fast changing digital society in particular. The course provides a detailed conceptual background, knowledge to appreciate different marketing strategies, and analyze situations, as also action points for effective execution of marketing functions. The programme also equips students to appreciate both management and consumer perspectives in a dynamic economy and society. IPE launched a two-year AICTE-approved Post Graduate Diploma in Management - Retail and Marketing (PGDM-RM) program in 2007. The course was renamed as PGDM - Marketing in the current academic year. Candidates for this programme are selected based on their performance in CAT / XAT / MAT / ATMA / CMAT / GMAT and any other test approved by AICTE. IPE is an academic member of Retailers Association of India. It has an intake of 60 and is considered equivalent to MBA by AIU.

Programme Educational Objectives:

To provide knowledge about business management with greater focus on marketing management domains

To impart and equip the students with knowledge regarding marketing value chain and associated skills.

To sharpen the skills of students to assume marketing roles in national and international organizations

To inculcate ethical values and shape students with sensitivity to solve management, business and marketing environmental issues.

To prepare business leaders of tomorrow to capture value for organizations and society by creation, communication and delivery of value.

Programme Outcomes:

Graduates will be able to identify business problems and provide effective and efficient strategic solutions.

Graduates will be able to develop empathic attitude towards consumers in particular and society at large.

Graduates will be become business leaders with deeper thinking, consciousness and ethical values.

Graduates will have the capability and capacity to formulate strategies in the functional areas of marketing management.

Graduates' cognitive skills and oral, written and interpersonal communication skills will be well moulded.

Graduates will demonstrate the ability to critically analyze business environment applying contemporary analytical tools and software.

PGDM-Marketing (PGDM-M)**Course Curriculum****First Year**

Trimester I		
Course Code	Course 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	Digital & Social Media Marketing	3
Total Credits		21

Trimester II		
Course Code	Course 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	Consumer Behavior	3
Total Credits		21

Trimester III		
Course Code	Course 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	Foreign Language – French	3
308	Design Thinking	NC
	Contemporary Issues/ Seminars	1
	Comprehensive Viva	1
Total Credits		22

Summer Internship Project (SIP) - 8 weeks

Second Year

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

Trimester V		
Course Code	Course Name	Credits
501	Corporate Governance, Business Ethics and Corporate Social Responsibility	3
502	Integrated Marketing Communications	3
503	Elective – 1 Subject 3	3
504	Elective – 1 Subject 4	3
505	Strategic Marketing	3
506	Brand Management	3
Total Credits		18

Trimester VI		
Course Code	Course Name	Credits
601	International Marketing	3
602	Rural and Agri Marketing	3
603	Project Management	3
	Long Term Research Project	3
	Comprehensive Viva	2
	Total Credits	14

Term	Credits
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1	21
2	21
3	22
4	21
5	18
6	14
Total No. of Credits	117

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	<ul style="list-style-type: none">Risk ManagementFinancial Analysis and Credit ManagementDerivatives and Structured FinanceFinancial ModellingFinancial Planning and Wealth ManagementSecurity Analysis and Portfolio MgmtTax Planning and ManagementCorporate Restructuring, Mergers and AcquisitionsEntrepreneurial FinanceStrategic Financial ManagementStrategic Cost ManagementFinancial AnalyticsForeign Exchange ArithmeticPrivate EquityFixed Income SecuritiesFinancial Econometrics	
Marketing	<ul style="list-style-type: none">Product and Brand ManagementIntegrated Marketing CommunicationsConsumer BehaviourServices MarketingCustomer Relationship ManagementB2B MarketingStrategic MarketingDigital MarketingRural MarketingAgri-Business MarketingSales and Distribution ManagementRetail ManagementGlobal Marketing ManagementSocial Marketing	

	Media Management Marketing Analytics	
Human Resource	Learning and Development Contemporary HRM Industrial Relations I Industrial Relations II Talent Management Organization Development Cross Cultural Management Leadership and Change Management Balanced Scorecard Strategic Human Resource Management HR Auditing HR Analytics	
Operations	Supply Chain Management Management of Service Operations Total Quality Management Lean Management Optimization Models for Industry Operations Strategy Strategic Sourcing Warehouse Management Technology and Innovations Management Advanced Inventory Modelling Operations Analytics	
Systems	Cloud Computing for Business Enterprise Resource Planning Relational Database Management system e-Commerce Data Mining and Business Intelligence Data Modelling with R and Python Data Visualising using Advanced Excel Data Visualising using Tableau	

	<p>Digital Governance</p> <p>Cyber Security and Cyber Laws</p> <p>IT Infrastructure</p>	
Economics	<p>Industrial Economics</p> <p>Public Finance</p> <p>Urban Economics</p> <p>Digital Economy</p> <p>Natural Resource Management</p> <p>Energy Economics</p> <p>Environmental Economics</p> <p>Econometrics</p> <p>Contemporary Government Policies & Business</p> <p>Monetary Economics</p> <p>Economics of Infrastructure</p> <p>Agricultural Economics</p> <p>Mathematical Economics</p> <p>International Economics</p>	
Entrepreneurship	<p>Creating a New Venture from Idea to launch</p> <p>Entrepreneurial Finance</p> <p>Creativity, Innovation and Entrepreneurship</p> <p>Digital Marketing for Startups and SMEs</p> <p>Social Entrepreneurship and Social Innovation</p> <p>Family Business Management</p> <p>Corporate Entrepreneurship</p> <p>Business Model for Sustainable Growth</p> <p>Aligning Startups with their Market</p> <p>Detailed Project Report (DPR)</p>	
Business Analytics	<p>R Studio for Data Science and Machine Learning (ver.1.2.1335)</p> <p>Python for Data Science and Machine Learning (ver.3.7.3)</p> <p>Data Visualising using Tableau</p> <p>Web and Social Media Analytics</p> <p>Deep Learning and Artificial Intelligence using R Studio (ver.1.2.1335)</p> <p>Deep Learning and Artificial Intelligence using Advanced Python (ver.3.7.3)</p>	

** 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

Course Code	Course Name
101	Management and Organizational Behaviour
102	Statistics for Management
103	Economics for Managers
104	Financial Accounting
105	Personality Development and Business Communication
106	Marketing Management - I
107	Digital & Social Media Marketing

MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR

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

Interpret the management theories and relate it to industry situations.

Analyze individual and group behaviour, and understand the implications of organizational behaviour on the process of management.

Practice decision making in dynamic organizational settings.

Describe and assess the basic design elements of organizational structure and evaluate their impact.

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

Aswathappa K., (2014) Organizational Behavior, Himalaya Publishing House, Mumbai.

Fred Luthans, (2015) Organizational Behavior, McGraw Hill Education, New York.

Robbins, Judge and Sanghi, (2018) Organizational Behavior, Pearson Education Inc.

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 in turn help in better decision making

Course Outcome(s):

Students will be able to explain key terminology used in business statistical analysis.

Students would be able to explain important issues surrounding sampling.

Students would have the capacity to calculate and infer the results of Bivariate and Multivariate Regression and Correlation Analysis for the purpose of forecasting

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

Amir D. Aczel, and Jayvee Sounderpandian (2008), “Complete Business Statistics”, Seventh Edition New Delhi: McGraw-Hill Education.

Barry Render, Ralph M. Stair, Jr., Michael E. Hanna, and Badri R.N. (2017). “Quantitative Analysis for Management”, Thirteenth Edition New Delhi: Pearson

David P. Doane and Lori E. Seward (2012), “Applied Statistics in Business and Economics”, Fourth Edition New Delhi: McGraw-Hill Education.

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.

Douglas A. Lind, William G. Marchal, and Samuel A. Wathen (2017), “Statistical Techniques in Business and Economics”, Seventeenth Edition New Delhi: McGraw-Hill Education.

Glyn Davis and Branko Pecar, “Business Statistics using Excel”. (2014). Second Edition. Faridabad: Oxford University Press.

Gupta S. C (2011), “Fundamentals of Statistics”, New Delhi: Himalaya Publishing House.

Hooda R. P. (2013), “Statistics for Business and Economics”, Fifth Edition. Noida: Vikas Publishing House Private Limited.

Richard I. Levin, David S. Rubin, Sanjay Rastogi, Masood H. Siddiqui, (2018), “Statistics for Management”. Eighth Edition. New Delhi: Pearson Education.

Srivastava T.N., and Shailaja Rego (2016), “Statistics for Management”, Third Edition New Delhi: McGraw-Hill Education.

Vimala Veeraraghavan and Suhas Shetgovekar, “Textbook of Parametric and Nonparametric Statistics” (2019). First Edition. New Delhi: Sage Publications India Private Limited.

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):

Students would be able to distinguish different economic systems.

Students would understand the principles associated with supply and demand in determining market equilibrium.

Students would be able to articulate the role of behavioral economics approach to decision making.

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

Keat Paul G., Young, Philip K.Y., and Banerjee, Sreejata (2017), Managerial Economics: Economic Tools for today's Decision Makers, Sixth Edition, Pearson India.

Michael R. Baye, (2016), Managerial Economics and Business Strategy, McGraw HD Ed

Robert Pindyck and Daniel Rubinfeld, Microeconomics (2017), Eight edition, Pearson Education Asia.

S Charles Maurice, Christopher R Thomas (2019), Managerial Economics, 13th Ed, McGraw HD Ed

William D. Nordhaus, Paul A. Samuelson (2017), Micro Economics, 19th Ed, Indian Edition, McGraw Hill

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):

Students would be able demonstrate the need for financial accounting.

Students would be able to prepare primary financial statements of a company

Students would have the ability to interpret financial statements of a company

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

Ambrish Gupta (2012), “Financial Accounting for Management an Analytical Perspective”, Fourth Edition, by Pearson Publishers.

Charles T. Horngren, Gart L.Sundem, John A.Elloitt (2017), “Introduction to Financial Accounting”, 11th Edition, Pearson Publishers.

Dolphy D’Souza, Vishal Bansal (2017), “Indian Accounting Standards, Interpretations, Issues & Practical Application”, Snow White Publications.

Godwin, Alderman, Sanyal, (2016), “Financial Accounting, Cengage Learning.

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

Paresh Shah (2013), Financial Accounting for Management”, Oxford University Press Second Edition.

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 ICAI.

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):

Students' comprehension capabilities are elevated

Students' presentation skills are heightened

Students' performance at diverse interviews and managerial interactions would improve.

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

B.N.Gosh (2012), Managing Soft Skills for Personality Development, Tata McGraw-Hill.

Barun K Mitra (2011), "Personality Development & Soft Skills", Oxford.

Hory Shankar Mukerjee (2013), Business Communication.

How to Talk to Anyone- Leil Lowndes

Lesikar, Raymond V., & Flatley, Marie E., (2005) "Basic Business Communication – Skills for Empowering the Internet Generation", Tenth Edition, Tata McGraw Hill, New Delhi

Locker, Kitty O., Kaczmarek, Stephen Kyo, (2007), “Business Communication – Building Critical Skills”, Tata McGraw Hill, New Delhi

Murphy, Herta A., Hildebrandt, Herbert W., & Thomas, Jane P., (2008) “Effective Business Communication”, Seventh Edition, Tata McGraw Hill, New Delhi

Raman M., & Singh, P., (2006) “Business Communication”, Oxford University Press, New Delhi.

Talk Like Ted- 9 Public Speaking Secrets by Carmine Gallo

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: 106

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

Etzel, M.J., Walker, B.J., Stanton, W.J., & Pandit, A. (2017), “Marketing – Concepts and Cases”, Tata McGraw Hill, New Delhi.

Kotler, P., Keller, K.L., Koshy, A., and Jha, M. (2017), “Marketing Management – A South Asian Perspective”, Pearson, New Delhi.

Lamb, C.W., Hair, J.F., Mc Daniel c. (2017), "Marketing", Thomson Asia Pte Ltd, Bangalore.

Lamb, C.W., Hair, J.F., Sharma, D., Mc Daniel, C. (2017), “MKTG: A South Asian Perspective”, Cengage Learning, New Delhi.

Panda, T.K. (2016), "Marketing Management – Text and Cases' Excel Books, New Delhi.

Ramaswamy, V.S. & Namakumari, S. (2017), "Marketing Management: Planning, Implementation and Control" Macmillan India Ltd., New Delhi.

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

DIGITAL & SOCIAL MEDIA MARKETING

Code: 107

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

B-to-B Internet Marketing By Silverstein, Barry From Maximum Press – 2001

E-Marketing Strategy By Philips, Paul From Text and Cases

Frontiers of e-Commerce By Kalakota Ravi

InstaBrain The New Rules for Marketing to Generation Z by Sarah Weise

Internet Marketing and e-Commerce By Hanson, Ward From South Western college Publications – 2007

Internet Marketing Strategy By Chaffey From Prentice Hall – 2006

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

Online Marketing – a customer –led approach By Richard Gay from Oxford – 2012

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

Principles of Internet Marketing By Ardlow From Thomson Learning – 2001

Principles of Internet Marketing By Hanson, Ward From South Western College Pubs, 2000

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

Trimester II

Course Code	Course Name
201	Human Resource Management
202	Operations Research
203	Financial Management
204	Macro Economics
205	IT Applications for Management
206	Marketing Management - II
207	Consumer Behavior

HUMAN RESOURCE MANAGEMENT

Code: 201

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, a student would come to know about the theory and application of human resource management.

Students will get acquainted with performance assessment methods, improvements and resultant in terms of employee service condition reviews.

Students would acquire a brief idea about employee's compensation and their participation in 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

Denisi, Griffin and Sarkar (2014) Human Resource Management, Cengage New Delhi.

Dessler and Varkkey. (2017) Human Resource Management, Pearson New Delhi.
Durai, Pravin (2010) Human Resource Management Pearson, Delhi
Jyothi P and Venkatesh (2014) Human Resource Management, Oxford, New Delhi.
Khanka, Dr SS (2011) Human Resource Management, S Chand, New Delhi
Mathis and Jackson, (2016) Human Resource Management, Pearson, Delhi
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

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):

Students would be able to describe quantitative methods used in decision making.

Students will be able to use software to model a real world problem

Students will be able to propose optimal strategy using decision making methods under uncertainty and game theory.

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 $(2 \times n)$ and $(m \times 2)$ games, Linear Programming Model for $m \times n$ games.

Suggested Readings

Anderson Sweeney Williams Martin, “An Introduction to Management Science Quantitative Approaches to Decision Making “, Thirteenth Edition, Cengage Learning.

Barry Render, Ralph M. Stair, JR., Michael E. Hanna (2007), “Quantitative Analysis for Management”, New Delhi, Pearson Education.

Hamdy A. Taha, (2008), “Operations Research: An Introduction”, Eighth Edition, Pearson Education.

Panneerselvam R, (2008), “Operations Research”, New Delhi, Prentice Hall of India Pct. Ltd.

Srinivasan G, (2008), “Operations Research”, New Delhi, PHI Learning Pvt. Ltd.

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):

Students would be able to explain the key functions of a finance manager.

Students would be able to prepare a working capital requirement.

Students would have the capacity to determine when a company should issue debt instruments and when to offer equity, or a combination of both, when making capital structure decisions.

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

I M Pandey (2016), Financial Management, 11th Edition, Vikas Publishing House.

I.M. Pandey & Ramesh Bhat (2017), Cases in Financial Management, 3rd Edition, Tata McGraw Hill Publishers.

Jonathan Berk, Peter DeMarzo and Ashok Thampy (2010), Financial Management, First Edition, Pearson Publishers.

Khan, MY and Jain P K (2017), Financial Management: Text, Problems and Cases, Mc Graw Hill Education (India) Pvt Ltd.

Prasanna Chandra (2017), Financial Management: Theory and Practice Ninth Edition, Tata McGraw Hill Publishers.

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: 204
3

Credits:

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):

Students would be able to describe the main theories in macro economics.

Students would be able to apply the concepts of aggregated demand and supply to analyse economic situations.

Students would be able to explain the impact of various macro economic policies.

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

Agarwal, Vanita (2010). Macroeconomics: Theory and Policy, 1st Ed., Pearson Education, South Asia.

D'Souza, Erol. (2012). Macroeconomics, 2nd Ed., Pearson Education, South Asia.

Dornbusch, Rudiger, Fischer, Stanley, and Startz, Richard (2015). Macroeconomics, 11th Ed., Mac Graw Hill.

Goyal, Ashima (2016). Macroeconomics and Markets in Developing and Emerging Economies, 1st Ed., Routledge India, Oxon and New York.

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: 205

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):

Students will be conversant with the Basic and Essential Concepts of MS-Excel

Students will be able to analyze and resolve basic information technology problems

Students would be able to describe the fundamental elements of information technology

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

Beginning Microsoft Excel 2010 by Abbott Katz

Microsoft Excel 2016 Step by Step – Curtis Frye

Microsoft Office Professional 2013: Step by Step by Melton B

Rajaraman. V. (2013). Introduction to Information Technology. 2nd Ed. PHI Learning.

Schwartz (2011). Microsoft Office 2010 for Windows. 1st Ed. Pearson Education India.

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

MARKETING MANAGEMENT - II

Code: 206

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

Etzel, M.J., Walker, B.J., Stanton, W.J., & Pandit, A. (2016), "Marketing – Concepts and Cases", Tata McGraw Hill, New Delhi.

Kotler, P., Keller, K.L., Koshy, A., and Jha, M. (2017) "Marketing Management – A South Asian Perspective", Pearson, New Delhi.

Lamb, C.W., Hair, J.F., Mc Daniel C., (2017), "Marketing", Thomson Asia Pte Ltd, Bangalore.

Lamb, C.W., Hair, J.F., Sharma, D., Mc Daniel, C., (2017) "MKTG: A South Asian Perspective", Cengage Learning, New Delhi.

Panda, T.K., “Marketing Management – Text and Cases”, Excel Books, New Delhi,

Ramaswamy, V.S. & Namakumari, S., (2017), “Marketing Management: Planning, Implementation and Control”, Macmillan India Ltd., New Delhi.

Saxena Rajan, (2016), "Marketing Management", Tata McGraw Hill Publishing Company Ltd., New Delhi.

Case Studies

P&G

ITC

Journals/Magazines

afaqs Reporter

Harvard Business Review

Journal of Marketing Research

Pitch

Vikalpa

CONSUMER BEHAVIOR

Code: 207

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:

Students will be able to analyze the personal, cultural and environmental dimensions that influence consumer behavior decision making.

Students would be able demonstrate how knowledge of consumer behavior can be applied to marketing.

Students would be able to prepare a coherent report on consumer behavior issues.

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

Engel F James & Blackwell D Roger, (2017) “Consumer Behaviour” (Hold Semesters International Editions) Japan.

Harward John A, Sheth Jagdish N (2015) “Theory of buyer behaviour”, John Wiley & Sons Inc. New York.

Majumdar, R., (2017), “Consumer Behaviour – Insights from Indian Market”, PHI Learning Pvt Ltd, New Delhi.

Schiffman Leon G & Kanuk L L., (2017), “Consumer Behaviour”, Prentice Hall of India, New Delhi.

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

Trimester III

Course Code	Course Name
301	Production and Operations Management
302	Cost and Management Accounting
303	Business Analytics for Managers
304	Marketing Research
305	Priming for Placements (Business Aptitude)
306	Start Ups and Entrepreneurship
307	Foreign Language – French
308	Design Thinking
	Contemporary Issues
	Comprehensive Viva

PRODUCTION AND OPERATIONS MANAGEMENT

Code: 301

Credits: 3

Course Objective:

To emphasize importance of Operations function.

To present contemporary view of Production and Operations Management

Course Outcome:

Students would be in a position to explain the planning, design and operations of a manufacturing firm.

Students would be able to provide quantitative techniques to assist in decision making of operations management.

Students would be able to highlight quality control measures in the sphere of operations management.

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

B Mahadevan, "Operations Management", Pearson Education.

Chary S.N. (2006), "Production & Operation Management", Fourth Edition, New Delhi, Tata McGraw Hill.

J B Venkataratnam, Production and Operations Management: e-Learning Portal, IPE website

Krajewski and Srivastava, 'Operations Management' Eleventh Edition (2015), Pearson Education.

R Panneer Selvam, Production and Operations Management (2012) PHI.

Richard B. Chase, F. Robert Jacobs & Nicholas J. Aquilano, (2005), “Operations Management for competitive Advantage”, Eleventh Edition, McGraw Hill.

William J Stevenson, “Production / Operation Management”, Ninth Edition, New Delhi, Tata McGraw Hill.

Case Studies

Capacity Planning Case Study (1998 to 2012 sales data)

Sphinx Steel Company- Process Flow Chart

Ginger Hotels Case Study

Waiting Times at Post offices

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):

Students would be able to distinguish between basic concepts of cost.

Students would be capable of preparing a Cost sheet.

Students would have the ability to utilize cost volume profit analysis for decision making

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

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.

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.

Horngren, Datar & Foster, Rajan (2017), “Cost Accounting, A Managerial Emphasis”, Pearson Edition, 16th edition.

Robert Anthony, Hawkins, and Merchant (2017), Accounting Text & Cases: 13th Edition by TATA McGraw Hill Publishers.

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/Magazines

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):

Students would be able to identify, model and solve decision problems in different settings.

Students would be capable of interpreting data findings effectively.

Students would be able to analyse and interpret data using an ethically responsible approach.

Unit I Introduction to Business Analytics and Data

Types of Digital Data: Structured Data, Unstructured Data, and Semi-Structured Data; Overview of Business Analytics; Functional Applications of Business Analytics in Management.

Unit II Business Analytics using R

Introduction to R Programming; Installing R and R Studio; Data Structures in R: Vectors, Dataframes, Lists, Matrices and Array Operations; Summarizing Data: Numerical and Graphical Summaries; Data Visualization in R: Histogram, Bar Chart, Scatter Plot, Box Plot, Corrgram, Corrplot, ggplot2; Data Manipulation in R: Built-in Functions, Apply Functions, Date and Time Functions, Dplyr Functions, Pipe Operator; Data Transformation: Filtering, Dropping, Merging, Sorting, Reshaping of Data, Detecting Missing Values in the Data, Imputation; Data Import and Export Techniques in R; Statements: Conditional Statements and Control Statements.

Statistical Applications: Parametric One and Two Sample Tests: Z-test, t-test, Chi-square test, and ANOVA; Non-parametric Test: Mann Whitney U test, Wilcoxon test, Kruskal Wallis test; Correlation Analysis; Simple and Multiple Linear Regression.

Unit III Business Analytics using Python

Introduction to Python Programming; Installing Python, Pycharm and Anaconda; Data Structures in Python: Variables, Files, Lists, Dictionaries, Tuples, and Sets; Functions: In-built, User-defined and Lambda Functions; Statements: Conditional Statements and Control Statements; Exception Handling.

Data Import and Export Techniques in Python; Summarizing Data: Numerical and Graphical Summaries; Data Visualization in Python: Matplotlib and Seaborn libraries; Data Analysis: Numpy, Pandas and Sklearn Libraries; Model building for Simple and Multiple Linear Regression.

Suggested Readings

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.

Arnab K.Laha (2015), “**How to Make The Right Decision**”, Random House Publishers India Pvt. Ltd., Gurgaon, Haryana, India.

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.

Dr. Umesh R. Hodeghatta and Umesha 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.

Glyn Davis and Branko Pecar (2013), “**Business Statistics using Excel**”, Oxford University Press, New Delhi.

Halady Rao Purba (2013), “**Business Analytics an Application Focus**”, PHI Learning Private Limited, New Delhi.

Jank Wolfgang (2011), “**Business Analytics for Managers**”, Springer Science + Business Media, ISBN 978-1-4614-0405-7.

Jared P. Lander (2013), “**R for Everyone: Advanced Analytics and Graphics**”, Pearson Education Inc., New Jersey, USA.

Johannes Ledolter (2013), “**Data Mining and Business Analytics with R**”, John Wiley & Sons, Inc., New Jersey, USA.

Joseph F. Hair, William C. Black, Barry J. Babin and Rolph E. Anderson (2015), “**Multivariate Data Analysis**”, Pearson Education, New Delhi, India.

Prasad R N and Acharya Seema (2013), “**Fundamentals of Business Analytics**”, Wiley India Pvt. Ltd., New Delhi, India.

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.

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, Springer Open

IEEE Transactions on Knowledge and Data Engineering

Industrial Management & Data Systems

Journal of Business Research

Journal of Machine Learning Research

MARKETING RESEARCH

Code: 304

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):

Students would be able to identify typical sources and application of secondary research.

Students would be able to identify and distinguish between exploratory, descriptive and causal research

Students would have the capacity to use applied market research and elements of the market planning process to create a marketing plan.

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

Easwaran, Sunanda., Singh, S.J., “ Marketing Research – Concepts, Practices, and Cases”, Oxford University Press, New Delhi, 2018.

Green Paul E & Tull Donald S, “Research for Marketing Decisions”, Prentice Hall India Ltd., New Delhi, 2017.

Luck David J Ruhin S Ronald: “Marketing Research”, Prentice Hall India, New Delhi, 2017.

Majumdar, R., “Marketing Research – Text, Applications and Case Studies”, New Age International Pvt. Ltd., New Delhi, 2018.

Malhotra, Naresh K., “Marketing Research – An Applied Orientation”, Pearson Education, 7th Edition, 2019.

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/Magazines

afaqs Reporter

Harvard Business Review

Journal of Marketing Research

Pitch

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:

Students' logical and reasoning capabilities are assessed.

Students would demonstrate a command of a good vocabulary

Students' capacity to execute numerical calculations will reflect speed and accuracy

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):

Appreciate self-employment needs, and favourable disposition to entrepreneurial possibilities.

Aware of the institutional support to entrepreneurs in the areas of trainee, finance, marketing, etc.

Understand the importance and difficulties in idea generation for product / service development and the methods that could be adopted for the purpose.

Ability to develop a business plan

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

Baron, R.A. & Himieleski K.M. (2018). Essential of Entrepreneurship Changing the World, One Idea at a Time, Cheltenham, UK: Edward Elgar Publishing

Charantimath, Poornima M (2019). Entrepreneurship Development and Small Business Enterprises, Pearson Education

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>

FOREIGN LANGUAGE - FRENCH

Code: 307

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):

Students would have an elementary capability to engage in greetings and small talk.

Students would demonstrate the capacity to provide a self -introduction.

Students would be able to construct simple sentences in past, present and future tense.

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

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

Trimester IV

Course Code	Course Name
401	Strategic Management
402	Retail Management
403	Elective 1 – Subject 1
404	Elective 1 – Subject 2
405	Sales and Distribution Management
406	Services Marketing
	Project Work & Viva Voce

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 learn the principles of strategy formulation, strategy execution and strategic control in organizations.

Students would be able to elucidate the pros and cons of diverse growth strategies.

Students would be able to spell out the role of strategic leadership and strategic entrepreneurship in the realization of above average returns.

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

Charles, W.L. Hill., Gareth Jones & Houghton Mifflin, (6thEdn, 2003) Strategic Management – An Integrated Approach, All India Publishers.

Concepts in Strategic Management and Business Policy - Toward Global Sustainability Thomas L. Wheelen and J.David Hunger. Pearson

Gregory G. Dess, (1993) Strategic Management, Tata McGraw-Hill, New Delhi.

H. Igor Ansoff, (1965/1987) Corporate Strategy, Tata McGraw-Hill, New Delhi/Penguin, New Delhi.

M.E.Porter, (1980) Competitive Strategy, Free Press, Illinois.

M.E.Porter, (1985) Competitive Advantage, Free Press, Illinois.

M.E.Porter, (1990) Competitive Advantage of Nations, Macmillan, New Delhi.

Nitish Sengupta, & J.S. Chandan, (2003) Strategic Management Contemporary Concepts and Cases, Vision Books, New Delhi.

R.Srinivasan, (2ndEdn) Strategic Management -- The Indian Context, Prentice Hall of India Pvt. Ltd., New Delhi.

Richard Pettinger, & Palgrave, (2004) Contemporary Strategic Management, Macmillan, New Delhi.

Richard Pettinger, (1996) Introduction to Corporate Strategy, Macmillan, New Delhi.

Strategic Management, P. S. Ananthanarayanan and N.Chandrasekaran, Oxford University Press.

Strategic Management: Concepts: Competitiveness and Globalization, Hitt, Ireland and Hoskisson, Pearson

Strategic Management: Formulation, Implementation and Control, John Pearce, Richard Robinson, Amita Mittal Tata McGraw-Hill Education Pvt. Ltd.

Upendra Kachru, (2005) Strategic Management, Excel Books, New Delhi.

Case Studies

Mahindra & Mahindra

Mindtree

Indigo

Sona Steering

TVS Motor

Vijaya Dairy

JSW

Journals/Magazines

Sloan Management Review

Harvard Business Review

Vikalpa – IIM Ahmedabad

Management	Review	–	IIM	Bangalore
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RETAIL MANAGEMENT

Code: 402

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 would be able to learn about the retail and various aspects of retail business.

Students would be able to develop their knowledge about the Indian retail sector, its buying process and related business strategy.

Students would be able to understand aspects like ethics, tools and softwares used, job and entrepreneurial prospects in retail.

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

Barry Berman and Joel Evans (2004) Retail Management: A Strategic Approach, 9th Edition, Prentice Hall.

Chetan Bajaj, Rajnish Tuli, Nidhi Varma Srivastava (2016), "Retail Management Second Edition" OXFORD publication

Michael Levy, Barton Weitz: Retailing Management, 10th Edition (2019), Tata McGraw-Hill publication.

Piyush Kumar Sinha & Dwarika Prasad Uniyal, Managing Retail, 2nd edition, Oxford Publication.

Swapna Pradhan, Retailing Management Text & Cases, 3rd Edition, Tata McGraw-Hill.

Case Studies

Nordstrom Case on customer service

Big bazaar case on merchandising

Journals/Magazines

Images Retail

Indian Journal of Marketing

Journal of Marketing Research

Progressive

Grocer

SALES AND DISTRIBUTION MANAGEMENT

Code: 405

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):

Students would be able to explain the numerous stages of the selling process.

Students would be able to prepare a sales forecast.

Students would be to chalk out a distribution plan given a situation.

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

David Jobber, Geoff Lancaster (2019), “Selling and Sales Management”, Pearson Education, New Delhi.

Havalder K.K. and Vasant M.C. (2017), “Sales and Distribution Management”, Tata McGraw Hill, New Delhi.

John F. Tanner Jr., D. Honeycutt., Robert C. Erffmeyer.(2013), “ Sales Management shaping future sales Leaders”, Pearson Education.

Manning Gerald L, Reece Barry L (2016), “Selling Today – Creating Customer Value”, Pearson Education, New Delhi.

Ovid Riso (ed.) (1993), “the Dartnell Sales Sales Promotion Handbook”, UBS Publishers Ltd., New Delhi

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

SERVICES MARKETING

Code: 406

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.

Students will understand the key issues in managing customer satisfaction and service quality.

Students would be 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

Govind Apte, "Services Marketing", Oxford University Press, 2011.

Harrison, T., "Financial Services Marketing", Pearson Education, New Delhi, 2008.

- Hoffman, K.D. & Bateson, J.E.G., “Marketing of Services”, Cengage Learning, New Delhi, 2009.
- Lovelock Christopher, Jochen Wirtz, Jayanta Chatterjee, “Services Marketing—People, Technology, Strategy”, 7th Edition, Pearson, 2011.
- Naresh K. Malhotra, Satyabhusan Dash, “Marketing Research”, 7th edition, Pearson, 2019.
- Nargundkar, R., “Services Marketing – Text and Cases”, Tata McGraw Hill, New Delhi, 2008.
- Pezzullo, M.A., “Marketing Financial Services”, Macmillan Publication, 2009.
- Shajahan, S., “Services Marketing – Concepts, Practices & Cases From Indian Environment”, Himalaya Publishing Company, Mumbai, 2008.
- Srinivasan R, “Services Marketing: The Indian Context”, PHI Learning, 2012.
- Valarie A Zeithaml, Mary Jo Bitner, Dwayne D Gremier and Ajay Pandit., “Services Marketing”: McGraw-Hill Pub. Co., 6th Ed. 2013.
- Varun Goenka, Pradeep Kumar Bhattacharjee, “Marketing Management, Indian Cases”, Pearson, 2018.
- Verma, Harsh, V., “Services Marketing: Text & Cases”, Pearson Education, New Delhi, 2008.
- 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
- Maruti
- Pricing Dilemma – 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

Trimester V

Course Code	Course Name
501	Corporate Governance, Business Ethics and Corporate Social Responsibility
502	Integrated Marketing Communications
503	Elective 1 – Subject 3
504	Elective 1 – Subject 4
505	Strategic Marketing
506	Brand Management

CORPORATE GOVERNANCE, BUSINESS ETHICS AND CORPORATE SOCIAL RESPONSIBILITY

Code: 501

Credits: 3

Course Objective(s): To familiarize the students with the understanding of issues and practices of corporate governance in the Indian scenario.

Course Outcome(s):

Students would be able to explain the growing primacy of corporate governance in the Indian scenario.

Students would be able to summarize the findings of the various committees established to report on Corporate governance issues.

Students would be able to underscore the importance of regulations to further corporate governance.

Unit I Conceptual Framework of Corporate Governance: Introduction: Need and Scope - Evolution and Development of Corporate Governance in India - Elements of Good Corporate Governance. Board Composition Types of Directors-Executive Director, Non-Executive Director, Shadow Director, Independent Director, Women Director, Lead Director, Role, Responsibilities, Chairman, CEO, Separation of Roles; Board Sub-Committees - Mandatory and Non-Mandatory Committees, Composition, Role and Responsibilities, SEBI (Listing Obligations and Disclosure Requirements) Kotak Committee on Corporate Governance, Shareholder Activism-Class Action Suit, Responsibilities of Board, Performance Review of Board and Individual Director.

Unit II Business Ethics: Ethics - Meaning, Importance; Relationship between morals, values and ethics - Need and Significance of Business Ethics, Characteristics of Business Ethics, Insider Trading, Ethics in Compliance, Corporate Code of Ethics; Ethical Issues, Ethical Dilemma in Organizations - Integrity Pact; Ethics Committee; Stakeholders' Protection - Whistle Blower - Benefits of Business Ethics, Case Studies on Satyam, Kingfisher and ICICI.

Unit III Corporate Social Responsibility: Meaning and Definition of CSR, Difference between CSR and Philanthropy - Triple Bottom Line Approach - Relation between CSR and Corporate governance; environmental aspect of CSR - CSR-Legislation in India, Section 135 of Companies Act 2013, CSR – Current trends, Issues and challenges in India.

Suggested Readings

Asish K. Bhattacharyya (2016). Corporate Governance in India: Change and Continuity, Sage, New Delhi.

Bajpai, G. N. (2016). The Essential Book of Corporate Governance, Sage Publications, New Delhi.

CS Rupanjana De (2018). A Practical Guide to Corporate Social Responsibility: As Amended by the Insolvency and Bankruptcy Code (Amendment) Act, Bloomsbury, India.

Government of India (2019). Economic Survey, Ministry of Finance, Economic Division, New Delhi.

Michael Hilb (2017). Governance of Digitalization: The Role of Boards of Directors and Top Management Teams in Digital Value Creation, Haupt, Berne.

Nirbhay Lumde (2018). Corporate Social Responsibility in India: A Practitioner's Perspective, Notion Press, India.

OECD (2013). Boards of Directors of State-Owned Enterprises---An Overview of National Practices, OECD Publishing, Paris.

OECD (2016). Broadening the Ownership of State-Owned Enterprises. A Comparison of Governance Practices, OECD Publishing, Paris.

OECD (2019). Corporate Governance Fact book, OECD Publishing, Paris.

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

ICICI

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

INTEGRATED MARKETING COMMUNICATIONS

Code: 502

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: Meaning, Evolution of IMC, Reasons for growth and Characteristics of IMC – Role of IMC in Marketing – Communication Process: Traditional and Alternative Response Hierarchy Models – Source, Message & Channel factors - Establishing Objectives and Budgeting: Determining IMCs Objectives: Sales vs. Communication Objectives, DAGMAR, Setting Objectives for the IMC Program, Planning & developing IMC Program – Establishing & Allocating promotional budgeting.

Unit II Elements of IMC 1. Advertising – Features, Advantages and Disadvantages, Fundamentals of Advertising Campaigns – Brand Positioning through Advertising – Planning Process – The Creative Brief – Creating an Appeal, Sales Promotion – Different Types of Sales Promotion, Advantages and Disadvantages. 2. Public Relation and Publicity – Types of PR, Process, Advantages and Disadvantages, Types of Publicity. 3. Direct Marketing – Features, Advantages and Disadvantages. 4. Personal Selling – Features, Advantages and Disadvantages – Media Platforms: Print, Out-of-Home and Digital (Radio, TV & Internet) - Significance of Indian Readership Survey.

Unit III Meaning and importance of measuring communication effectiveness - The testing process, measuring the effectiveness of other promotional tools – Regulations of Advertising & Promotion: Self-Regulation & Government Regulation, Role of ASCI - The ethical, social, and legal aspects of advertising and promotion.

Suggested Readings

Advertising and Promotions-Belch & Celch, Tata McGraw Hill 2001

Advertising Management – Rajeev Batra, John G. Myers & David A Aaker PHI

Contemporary Advertising Irwin/McGraw-Hill (International Edition)

Integrated Marketing Communications – Kenneth E. Clow & Donald E. Baack, Pearson, 2014.

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

STRATEGIC MARKETING

Code: 505

Credits: 3

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):

Students would be able to identify factors in formulating a marketing strategy.

Students would comprehend legal and ethical issues in marketing.

Students would be able to analyze consequences of adopting different marketing strategies.

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

Aaker, D A (2005), Strategic Market Management, John Wiley & Sons, New York

Bishop, B. (2000), “Strategic Marketing for the Digital Age”, Excel Books, New Delhi.

Ferrell, O. C. and M D Hartline (2017), Marketing Management Strategies, (6th edition) Cengage Learning, New Delhi.

Gilligan, C and Wilson, M S R (2003), Strategic Marketing Planning, Butterworth-Heinemann, New Delhi.

Jain, Subhash C., (2004), "Marketing Strategy" Planning, Implementing and Learning. Cengage Learning, London.

Mathur, U C (2006), Strategic Marketing Management Text and Cases, Macmillan India Ltd. New Delhi.

Nag A (2008), Strategic Marketing (2nd edn.), Macmillan India Ltd. New Delhi.

Sahaf, M A (2008), "Strategic Marketing", Prentice Hall of India Pvt Ltd. New Delhi.

Shajahan, S (2010), Strategic Marketing Text and Cases, Viva Books, New Delhi.

West, Douglas, John Ford and Essam Ibrahim (2006) Strategic Marketing: Creating Competitive Advantage. Oxford University Press, New Delhi.

Xavier, M J (2007), Strategic Marketing, Response Books, New Delhi.

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

BRAND MANAGEMENT

Code: 506

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

Aaker, D.A. (1991). Managing Brand Equity. New York: Free Press.

Aaker, D.A. (1996). Building Strong Brands. New York: Free Press.

Kapferer, Jean- Noel. (1997). Strategic Brand Management. Dover, NH Kogan Page.

Marketing Management (2015) 15/e by [Philip Kotler](#)

Product management - Donal R. Lehmann, Russel S. Winer

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

Trimester VI

Course Code	Course Name
601	International Marketing
602	Rural and Agri Marketing
603	Project Management
	Long Term Research Project
	Comprehensive Viva

INTERNATIONAL MARKETING

Code: 601

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):

Students will be well versed with various aspects and importance of International business and functioning of MNCs.

Students would be familiarized with International business culture and its importance.

Students would be familiarized 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

Cateora & Graham, International Marketing, McGraw Hill.

Cateora, Phillip R. and John L. Graham (1999), International Marketing, 10th ed., Irwin McGraw Hill, Boston.

Cherunilam, F., International Trade & Export Management, Himalaya.

Czinkota, M., Ronkainen, I., Sutton Brady, C. and Beal, T. International Marketing, Thomson Learning.

Global Marketing 9th edition, Warren J. Keegan, Pace University, Mark C. Green, Simpson College, ©2017, Pearson

Lee Keifer and Carter S. (2018), “Global Marketing Management”, Oxford University Press, New Delhi.

Onkvisit, S. & Shaw, J., International Marketing: Analysis & Strategy, Prentice Hall India.

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

RURAL AND AGRI MARKETING

Code: 602

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 able to understand the nitty-gritty of Rural and Agricultural environment and Marketing

Students will be able to understand and recognize rural marketing's challenges and opportunities.

Students will be able to understand the rural consumer's behavior and related strategies.

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

Acharya S S and Agarwal N L (2016) Agricultural Marketing in India. 6th ed. Oxford & IBH Publishing Co. Pvt. Ltd., New Delhi.

Badi, R V and Badi N V (2007), "Rural marketing", Himalaya Publishing House, Mumbai.

Balram Dogra, Karinder Ghuman (2009), "Rural marketing - concepts and practices", Tata McGraw-Hill Publishing Company Ltd., New Delhi.

Gopaldaswamy, (2016), "Rural Marketing, Environment, problems, and strategies, Vikas Publications.

Habeeb-ur-Rahman, K S (2004), "Rural marketing in India", Himalaya Publishing House, Mumbai.

Krishnamacharyulu, C S G, Lalitha Ramakrishnan (2009), "Rural marketing Text and cases", Pearson Education (Singapore) Pvt. Ltd, Delhi.

Krishnamoorthy, R (2008), "Introduction to Rural marketing", Himalaya Publishing House, Mumbai.

Pradeep Kashyap, Siddhartha Raut (2016), "The rural marketing Text and Practices", Himal Impressions, New Delhi.

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

PROJECT MANAGEMENT

Code: 603

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):

Students would comprehend the significance of Project Management.

Students would be able to amplify market, technical, financial and economic feasibility.

Students will be able to explain various project management aspects including contract management, project procurement, service level agreements etc.

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

Bruce T. Barkeley, “Project Management-In New Product Development”, (2008), Tata McGraw-Hill

Erik Larson and Clifford Gray (2017), “Project Management – The Managerial Process”, Sixth Edition, McGraw Hill.

Harold Kerzner, “Project Management: A Systems Approach to Planning, Scheduling, and Controlling”, (2017), 12th Edition, John Wiley & Sons.

Jack R. Meredith, Samuel J. Mantel Jr. (2012), “Project Management – A Managerial Approach”, Eighth edition, John Wiley & Sons.

Jeffrey K. Pinto (2009), “Project Management”, Pearson Education.

Kathy Schwalbe, (2014), “Information Technology Project Management”, Seventh Edition, Cengage.

P. K. Joy (1994), “Total Project Management: The Indian Context”, MacMillan India Pvt. Ltd., First Edition.

Panneerselvam R (2009), “Project Management”, Prentice Hall India Learning Private Limited, First Edition.

Prasanna Chandra (2017), “Projects: Planning, Analysis, Selection, Financing, Implementation, and Review”, Eighth edition, Tata McGraw Hill Education.

Rajeev M. Gupta, (2014), “Project Management”, Second Edition, PHI Learning Pvt. Ltd.

Robert K. Wysocki, Robert Beck Jr, David B. Crane (2014), “Effective Project Management: Traditional, Agile, Extreme”, Seventh Edition Wiley.

Sitangshu Khathua (2013), “Project Management and Appraisal”, Oxford University Press.

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., Visakhapatnam.

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

RISK MANAGEMENT

Code: F1

Credits: 3

Course Objectives:

This course will help to gain knowledge and an insight into the spectrum of risks faced by businesses and to learn techniques of managing risks. It may build the capacity for applying such learning to address risk related issues in real business scenarios.

Course Outcomes:

Upon the completion of the course, the students are expected to be able to understand the risk and address the risk related issues. They are expected to be well versed with the tools and techniques for identifying and assessing potential risks and the management of credit risk and enterprise risk.

Unit I **Introduction of Risk:** Concept, Risk and Uncertainty, Classification of Risks, Types of Risk: Strategic and Operational Risk, Business Risk, Finance Risk, Information Risk & Liquidity Risk. **Sources and Evaluation of Risks:** Identification and Sources of Risk, Qualification of Risk and various methodologies, Impact of Business Risk, Role of Risk Manager and Risk Committee in identifying Risk.

Unit II **Risk Management:** Concept, Objectives and process of Risk Management, Importance of Risk Management & Risk Management Techniques **Evaluation of Risk Management Strategies:** Internal Control environment and linkages with risk management, Integrated Risk Reporting and Stakeholder responsibilities. IT Risk Management-Disaster Recovery. **Risk Model:** VAR, Stress Testing, Scenario Analysis. Country and Sovereign Risk Models and Management

Unit III **Credit Risk Measurement and Management:** Component of credit risk, evaluating and mitigating risk, Qualitative and Quantitative Techniques to manage risk, credit scoring models **Enterprise Risk Management:** Definition, Scope and Techniques **Operational Risk Management:** Definition, Scope and Techniques

Suggested Readings

Credit Risk Management for Indian Banks (2013). K Vadyanathan, Sage Publications.

Enterprise Risk Management - From Incentives to Controls, James Lam, (2014), Second Editions, John Wiley and Sons

Risk Management and Financial Institutions, (2015) John C. Hull, John Wiley and Sons

Risk Management in Banking, Joel Bessis (2019) Second Edition, John Wiley and Sons.

The Essentials of Risk Management, Michel Crouhy and Dan Galai, McGraw Hill

Case Studies

Fraud at Bank of Baroda: Manage Risk or Manage crisis

Padhy Leather: Minimizing Commercial Risk through a Letter of Credit

Power China: International Strategy and Risk Management

Journals/Magazines

International Journal of Risk Assessment and Management, Inderscience

Journal of Risk Research, Taylor & Francis

Risk Management, Springer

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):

Students would be in a position to understand documentation required for submitting loan proposals.

Students would be able to undertake credit appraisal in limited way.

Students would be able to explain the nuances of credit management.

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

G.S. Popli & S.K. Puri (2013), "Strategic Credit Management in Banks, First edition, PHI Learning Private Limited.

Indian Institute of Banking & Finance (2018), "Bankers' Handbook on Credit Management, Second Edition, Taxmann, New Delhi.

Prasanna Chandra (2019), Projects: Planning, Analysis, Selection, Financing, Implementation and Review, 9th Edition, McGraw Hill Education.

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

Economic Modelling Journal

Impact Assessment and Project Appraisal 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

Credits: 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 Arbitraders 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

Allman, K. A. (2010). “Modeling Structured Finance Cash Flows with Microsoft Excel: A Step-by-Step Guide”, John Wiley & Sons.

Fabozzi, F.J., H. A. Davis, and M. Choudhry (2006). “Introduction to Structured Finance”, John Wiley and Sons

Hirsa, A., & Neftci, S. N. (2013). “An introduction to the mathematics of financial derivatives”, Academic Press.

Hull, J. C., & Basu, S. (2018). “Options, futures, and other derivatives – 9th Edition”. Pearson Education India.

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

Credits: 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

Alastair Day (2012) Mastering Financial Modeling in Microsoft Excel by, Pearson publishers, First Edition.

Extracting necessary financial data from various resources such as Yahoo Finance, Google Finance, Ace Equity, CMIE and Bloomberg Terminals.

Francis J. Clauss (2010) Corporate Financial Analysis with Microsoft Excel by, The McGraw-Hill Companies.

Industry & Equity Research reports of various companies.

Paul Pignataro (2013) Financial Modeling & Valuation by Wiley Finance series, First Edition.

Reading form 10K, 10Q, Quarterly and Annual reports.

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.

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):

Students would understand the basic concept of financial planning.

Select the tax friendly & suitable investment, insurance and retirement products for clients.

Students would be able to 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

Dun & Bradstreet (2009), Wealth Management, Tata McGraw Hill Publishing Company Ltd.

Indian Institute of Banking & Finance (2017), Introduction to Financial Planning, 4th edition, Taxmann, New Delhi

Indian Institute of Banking & Finance (2017), Investment Planning Tax Planning and Estate Planning, Taxmann Publications Pvt. Ltd.

Indian Institute of Banking & Finance (2017), Risk Analysis, Insurance and Retirement Planning, Taxmann Publications Pvt. Ltd.

Mittra, 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: F6

Credits: 3

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:

Students would display an awareness of the basic concepts on Security Analysis and Portfolio Management.

Students would demonstrate ability to analyse investment opportunities in stock markets.

Students would demonstrate an ability to evaluate portfolio performance.

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 for Equity Valuation: Economy and Industry Analysis. Company level 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 and Selection, Sharpe's Index Model Capital Asset Pricing Model. Arbitrage Pricing Theory

Portfolio Revision: Constant Dollar Value Plan. Constant Ratio Plan. Variable Ratio Plan. Modification of Formulae Plan, Dollar Cost Averaging

Unit III Institutional and Managed Portfolio: Mutual Funds – Open-end and Close ended.

Suggested Readings

Bodie, Z., Kane, A., & Marcus, A. J. (2013). Investments and portfolio management. McGraw Hill Education (India) Private Limited 11th Edition.

Charles P. Jones (2012), Investments: Analysis and Management”, John Wiley & Sons. 13th Edition.

Fisher and Jordon (2012), “Security Analysis and Portfolio Management”, Prentice Hall of India 7th Edition.

Elton and Gruber, (2010), “Modern Portfolio Theory and Investment Analysis”, John Wiley and Sons. 9th Edition.

Francis J C, (2012). ‘Investments: Analysis and Management, McGraw Hill 11th Edition.

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

Dr.Vinod K. Singhania and Dr.Monica Singhania (2019), Students' Guide to Income Tax including GST, 61st Edition, Taxmann Publishers.

Dr.Vinod K. Singhania and Dr.Kapil Singhania (2019), Direct Taxes law & practice, Professional Edition, Taxmann Publishers.

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

Credits: 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 acquaint them in dealing with cross border acquisitions.

Course Outcome(s):

Students would be able to explain the rationale of joint ventures and Mergers and Acquisitions (M&A).

Students would be capable of supporting the conduct of a due diligence prior to M&A.

Students would be able to explain defense strategies in the event of takeover.

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

Hull, John C., Merger & Acquisition, Pearson, 2018

Hull, Basu Merger & Acquisition, Pearson India, 2017

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: F9

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

Financial Institution & Markets - L. M. Bhole. (Tata McGraw - Hill Publishing Corporation Limited, New Delhi).

Financial Markets - Gordon & Natarajan. (BPB Publications).

Indian Financial Systems - M. Y. Khan. (Tata McGraw - Hill Publishing Corporation Limited, New Delhi).

Investment Management - V. K. Blialla. (S. Chand & Company Publishers ltd.,)

Project Financing- Asset based Financial Engineering- John D Finnerty-John Wiley & Sons Inc, New York

Projects - Planning, Analysis, Selection, Implementation and Review - Prasanna Chandra. (Tata McGraw - Hill Publishing Corporation Limited, New Delhi).

Case Studies

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/>.

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

Nikhil Chandra Shil, Bhagban Das (2017), “Financial Management – A strategic Perspective” Sage Publishers, 1st Edition.

Prasanna Chandra (2014), “Strategic Financial Management” Mc Grawhill publishers, paperback Edition.

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

Edward Blocher and David Stout and Paul Juras and Steven Smith (2019), Cost Management: A Strategic Emphasis, 8th Edition McGraw Hill Education (India) Ltd.

John Shank and Vijay Govindarajan (2008), Strategic Cost Management, The New Tool for Competitive Advantage, Simon & Schuster.

Michael Maher, Frank Selto, Ronald Hilton (2008),Cost Management: Strategies for Business Decisions , 4th Edition McGraw-Hill

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 Divisional Transfer Pricing

Business Excellence Model

Journals/Magazines

International Journal of Accounting

Journal of Cost Management

Journal of management accounting research

FINANCIAL ANALYTICS

Code: F12

Credits: 3

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):

Students would learn why, when and how to use financial analytics

Students would gain insights into probabilistic reasoning and potential outcomes that inform decision making.

Students would obtain familiarity with stochastic models.

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

Predictive Analytics Process

Define Project

Data Collection
Data Analysis
Statistics
Modelling
Deployment
Model Monitoring

Algorithms

Time series Algorithms
Regression Algorithms
Cluster Algorithms
Outlier Algorithms
Neural Network Algorithms
Ensemble Algorithms

Simple Linear Regression Model

Regression Model & Equation
Estimated Regression Equation
Interpretation of Correlation Coefficient

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: F13

Credits: 3

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

International Corporate Finance – Jeff Madura – Cengage Learning.

International Financial Management – Cheol S Eun and Bruce G Resnick – McGraw Hill

International Finance – Rajiv Srivastava – Oxford Publication

International Finance by Piet Sercu – Princeton University

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

PRIVATE EQUITY

Code: F14

Credits: 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

Neha Bhuwania (2014), Guide to Private Equity, 1st Edition, Taxmann Publications Pvt. Ltd.

Cyril Demaria (2016), Introduction to Private Equity, Venture, Growth, LBO & Turn-Around Capital, 2nd Edition, Wiley India Pvt. Ltd.

Mark Bishop (2012), The Future of Private Equity: Beyond the Mega Buyout, First Edition, Palgrave Macmillan.

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

FIXED INCOME SECURITIES

Code: F15

Credits: 3

Course Objectives:

The course is designed to provide a description and analysis of fixed income securities. This course helps to develop the relevant knowledge and understanding of fixed income instruments and interest rate models for students aiming for a career in the fixed income field. The course will provide an overview of the major institutions, organisations and investors, and the recent developments in fixed income, covering both theoretical background and practical implementation.

Course Outcomes:

Upon completion of this course, the students are expected to get the relevant knowledge and understanding of the fixed income instruments/markets. This course may provide the foundation to the students for understanding and learning the subsequent courses like Securities Analysis and Portfolio Management, Derivatives & structured Finance, Risk Management, etc. Reasonable knowledge and expertise in this area may open up job opportunities as: Trader/Fund Manager, Portfolio Manager, Risk Manager, Market/Risk Analysts, and Domain Specialists in Software companies, etc.

Unit I Fixed Income Securities: Various Classification - Basic Features of Fixed Income Security, Classification of Debt Instruments based on their Features, Markets based on currency of Debt Issue, Issuing Sectors and Sub-Sectors Wise Classification of Debt Instruments, Regulatory Classification of Debt Instruments (in India).

Risk and Yield/Return Measures - Risk and Return in Bonds: Meaning and Linkages, Risks Associated with Fixed Income Securities, Interest Rate Risk, Reinvestment Risk, Yield Curve Risk, Liquidity Risk, Call Risk (Timing Risk), Credit Risk, Legal Risk, Foreign Exchange Risk, Volatility Risk, Sovereign Risk (Country Risk, Political Risk). Return Measures for Fixed Income Securities: Nominal Return / Coupon Rate (CR), Current Yield (CY), Average Return or Yield to Maturity (YTM), Return till the Call (Put) Date (YTC / YTP), Yield to Worst (YTW) and Yield to Best (YTB)

Unit II Term Structure of Interest Rates - Interest Rates: Meaning and Different Types, Some Important Interest Rates in Indian Debt Market, Major Determinants of Rate of Interest, Term Structure of Interest Rates: Different Types, Yield Curve, Methods of Constructing Yield Curve, Zero Coupon Yield / Spot Rate Curve. Forward Rate Curve, The Credit Spread and Non-GSec. ZCYC, Theories of Interest Rate Term Structure.

Unit III Pricing and Valuation of Bonds - Valuation of Bond: Meaning, Broader Steps & Important Issues. Bond Valuation in-between two Coupon Payment Dates, Selection of Day Count Conventions, Selection of Single or Multiple Discounting Rates, Presence of Some Special Feature (s), Valuation of Floating Rate Bond, Valuation of Bond with Embedded Options, Valuation of FI Securities: RBI-FIMMDA Guidelines

Bond Price Sensitivity - Bond Price Sensitivity to Interest Rates: Meaning, Price-Yield Relationship, Various Interest Rate Sensitivity Measures, Duration or Macaulay Duration, Modified Duration, Effective Duration, M-Duration of Floating Rate Bond, Price Value of a Basis Point (PVBVP) or PV01, Portfolio

Sensitivity Measure, Limitations of Duration/M-Duration/PV01, Convexity: A Supplement to M-Duration.

Suggested Readings

A V Rajwade, 2008; Handbook on Debt Securities and Interest Rate Derivatives, Tata McGraw-Hill

Bruce Tuckman, 2002; Fixed Income Securities: Tools for Today's Markets (2nd Ed.), John Wiley & Sons, Inc.

Frank J. Fabozzi, 2001; The Handbook of Fixed Income Securities (6th Ed.), McGraw-Hill

Frank J. Fabozzi, 2005; Fixed Income Mathematics: Analytical and Statistical Techniques (4th edition), McGraw-Hill Companies, Inc.

Frank J. Fabozzi, 2011; Bond Markets, Analysis and Strategies (7th Ed.), Pearson Publication

Moorad Choudhry, The Bond and Money Markets: Strategy, Trading, Analysis; Butterworth- Heinemann.

Saunders A. and Cornett M. 2003, Financial Institutions Management, McGraw-Hill, Boston, pp 180-257

Sundaresan, Suresh M, 2002, Fixed Income Markets and their Derivatives (2nd Ed.), Thomson Asia, Singapore

Journals/Magazines

Financial Analysts Journal

Journal of Derivatives

Journal of Econometrics

Journal of Finance

Journal of Financial Markets

RBI (Internal Debt Management Department Mumbai) July 2016; Government Securities Market: A Primer; Source: <https://rbi.org.in/Scripts/PublicationsView.aspx?id=16413>

Reserve Bank of India, July 2015; Master Circular – Prudential Norms for Classification, Valuation and Operation of Investment Portfolio by Banks.

FINANCIAL ECONOMETRICS

Code: F16

Credits: 3

Course Objective(s):

To enable and equip the students with the basic functions and tools of financial econometrics

To develop the knowledge and skills expected of a manager about applications of econometric methods with respect to various business activities in the domain area of a business organization.

Course Outcome(s):

Helping students to formulate and specify the quantitative model to business issues followed by its estimation, interpretation the results which can be used for forecasting and policy decisions

Unit I Applications of Econometrics in Business: Nature and scope of applied econometrics in business, understanding the structure of data for analysis and applications, Introduction to various econometrics software packages – Eviews, Stata and R.

Regression Model: Simple vs Multiple Linear regression, Fitting and interpreting a regression model, Problem of estimation and inferences (OLS and MLE methods), Evaluating a regression model, scaling, functional form and calibrating the models, Qualitative & Time as a Variable, Non-Linear Regression Model, Data Transformation, Estimation & Interpreting Nonlinear Regression Models.

Unit II Selecting the Best Models: Multicollinearity and Variable Selection, Heteroscedastity, Autocorrelation: problem identification and solution, Model miss-specification and diagnostic checking. Predictive Powers vs. Model Fit

Time Series Analysis: Testing for Trend and Unit Roots: DF, ADF, PP, KPSS test, Structural Change, Seasonality, Problems in testing Unit root. Persistence and Co-integration, Causality Analysis

Unit III Panel Data Analysis: Fixed Effect, Random Effect, Hausman Specification Test, Dynamic Panel, System GMM Estimate, Unit Root, Cointegration, Causality test.

Limited Dependent Regression: Tobit Regression

Suggested Readings

Gujarati, D. N. (2015). *Econometrics: By Examples*, 2nd Edition by McGraw-Hill Education, New Delhi.

Gujarati, D. N. (2017). *Basic econometrics*, 5th Edition by McGraw-Hill Education, New Delhi.

Studenmund, A. H. (2017). *Using econometrics: A practical guide*, 7th edition by Pearson India Education Services Ltd., New Delhi.

W. H. Greene (2018), *Econometric Analysis*, 8th edition by Pearson India Education Services Ltd., New Delhi.

Walter Enders (2018), *Applied Econometric Time Series*, Fourth edition by John Wiley and Sons, Inc. Company, New York.

Case Studies

The Consumer Packaging Case, Nopane Advertising – Harvard Case

Sarah Gets Diamond Case- Harvard Case

Guest First Hotel – Harvard Case

Compass Maritime Services, LLC: Valuing Ships- Harvard Case

A-CAT Corp.- Forecasting: Ivey case

Journals/Magazines

Journal of Applied Econometrics

Journal of Banking and Finance

Journal of Financial and Quantitative Analysis

Review of Financial Studies

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

Aaker, D.A. (1991). Managing Brand Equity. New York: Free Press.

Aaker, D.A. (1996). Building Strong Brands. New York: Free Press.

Kapferer, Jean- Noel. (1997). Strategic Brand Management. Dover, NH Kogan Page.

Marketing Management (2015) 15/e by [Philip Kotler](#)

Product management - Donal R. Lehmann, Russel S. Winer

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

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: Meaning, Evolution of IMC, Reasons for growth and Characteristics of IMC – Role of IMC in Marketing – Communication Process: Traditional and Alternative Response Hierarchy Models – Source, Message & Channel factors - Establishing Objectives and Budgeting: Determining IMCs Objectives: Sales vs. Communication Objectives, DAGMAR, Setting Objectives for the IMC Program, Planning & developing IMC Program – Establishing & Allocating promotional budgeting.

Unit II Elements of IMC 1. Advertising – Features, Advantages and Disadvantages, Fundamentals of Advertising Campaigns – Brand Positioning through Advertising – Planning Process – The Creative Brief – Creating an Appeal, Sales Promotion – Different Types of Sales Promotion, Advantages and Disadvantages. 2. Public Relation and Publicity – Types of PR, Process, Advantages and Disadvantages, Types of Publicity. 3. Direct Marketing – Features, Advantages and Disadvantages. 4. Personal Selling – Features, Advantages and Disadvantages – Media Platforms: Print, Out-of-Home and Digital (Radio, TV & Internet) - Significance of Indian Readership Survey.

Unit III Meaning and importance of measuring communication effectiveness - The testing process, measuring the effectiveness of other promotional tools – Regulations of Advertising & Promotion: Self-Regulation & Government Regulation, Role of ASCI - The ethical, social, and legal aspects of advertising and promotion.

Suggested Readings

Advertising and Promotions-Belch & Celch, Tata McGraw Hill 2001

Advertising Management – Rajeev Batra, John G. Myers & David A Aaker PHI

Contemporary Advertising Irwin/McGraw-Hill (International Edition)

Integrated Marketing Communications – Kenneth E. Clow & Donald E. Baack, Pearson, 2014.

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 Objectives: 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:

Students will be able to analyse the personal, cultural and environmental dimensions that influence consumer behavior decision making.

Students would be able demonstrate how knowledge of consumer behavior can be applied to marketing.

Students would be able to prepare a coherent report on consumer behavior issues.

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

Engel F James & Blackwell D Roger (2017), “Consumer Behaviour” (Hold Semesters International Editions) Japan.

Harward John A, Sheth Jagdish N. (2015), “Theory of buyer behaviour”, John Wiley & Sons Inc. New York.

Majumdar, R. (2017), “Consumer Behaviour – Insights from Indian Market”, PHI Learning Pvt Ltd, New Delhi.

Schiffman Leon G & Kanuk L L. (2017), “Consumer Behaviour”, Prentice Hall of India, New Delhi.

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

SERVICES MARKETING

Code: M4

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.

Students will understand the key issues in managing customer satisfaction and service quality.

Students would be 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

Govind Apte, "Services Marketing", Oxford University Press, 2011.

Harrison, T., "Financial Services Marketing", Pearson Education, New Delhi, 2008.

Hoffman, K.D. & Bateson, J.E.G., "Marketing of Services", Cengage Learning, New Delhi, 2009.

Lovelock Christopher, Jochen Wirtz, Jayanta Chatterjee, "Services Marketing—People, Technology, Strategy", 7th Edition, Pearson, 2011.

Naresh K. Malhotra, Satyabhusan Dash, “Marketing Research”, 7th edition, Pearson, 2019.

Nargundkar, R., “Services Marketing – Text and Cases”, Tata McGraw Hill, New Delhi, 2008.

Pezzullo, M.A., “Marketing Financial Services”, Macmillan Publication, 2009.

Shajahan, S., “Services Marketing – Concepts, Practices & Cases From Indian Environment”, Himalaya Publishing Company, Mumbai, 2008.

Srinivasan R, “Services Marketing: The Indian Context”, PHI Learning, 2012.

Valarie A Zeithaml, Mary Jo Bitner, Dwayne D Gremier and Ajay Pandit., “Services Marketing”: McGraw-Hill Pub. Co., 6th Ed. 2013.

Varun Goenka, Pradeep Kumar Bhattacharjee, “Marketing Management, Indian Cases”, Pearson, 2018.

Verma, Harsh, V., “Services Marketing: Text & Cases”, Pearson Education, New Delhi, 2008.

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

Maruti

Pricing Dilemma – 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

Francis Buttle (2017), “Customer Relationship Management: Concepts and Technologies”, Routledge, New Delhi.

Greenberg, P. (2016), “CRM – Essential customer strategies for the 21st century”, 3rd Edition, Tata McGraw – Hill, New Delhi.

Mullick N.H. (2017), “Customer Relationship Management”, Oxford University Press, New Delhi.

Rai, A.K. (2017), “Customer Relationship Management – Concepts and Cases”, Prentice Hall of India, New Delhi.

Shajahan, S. (2017), “Relationship Marketing – Text & Cases”, Tata McGraw Hill, New Delhi.

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

Credits: 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

Industrial Marketing – Analysis, Planning and Control By Robert Reeder, Edward G. Briety and Betty Reeder – Prentice Hall of India.

Industrial Marketing – By Krishna K. Havaldar – Tata McGraw Hill

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: M7

Credits: 3

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):

Students would be able to identify factors in formulating a marketing strategy.

Students would comprehend legal and ethical issues in marketing.

Students would be able to analyze consequences of adopting different marketing strategies.

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

Aaker, D A (2005) Strategic Market Management, John Wiley & Sons, New York

Bishop, B. (2000) “Strategic Marketing for the Digital Age”, Excel Books, New Delhi.

Ferrell, O. C. and M D Hartline (2017) Marketing Management Strategies, (6th edition) Cengage Learning, New Delhi.

Gilligan, C and Wilson, M S R (2003) Strategic Marketing Planning, Butterworth-Heinemann, New Delhi.

Jain, Subhash C., (2004) “Marketing Strategy” Planning, Implementing and Learning. Cengage Learning, London.

Mathur, U C (2006) Strategic Marketing Management Text and Cases, Macmillan India Ltd. New Delhi.

Nag A (2008) Strategic Marketing (2nd edn.), Macmillan India Ltd. New Delhi.

Sahaf, M A (2008) “Strategic Marketing”, Prentice Hall of India Pvt Ltd. New Delhi.

Shajahan, S (2010) Strategic Marketing Text and Cases, Viva Books, New Delhi.

West, Douglas, John Ford and Essam Ibrahim (2006) Strategic Marketing: Creating Competitive Advantage. Oxford University Press, New Delhi.

Xavier, M J (2007) Strategic Marketing, Response Books, New Delhi.

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: M8

Credits: 3

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:

Student would be able to understand and design strategies on Digital Marketing.

Students would be able to understand the different tools used in digital marketing

Students would be able to be able to understand contemporary marketing strategies and ways to reach customers.

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

Ardlow (2001), Principles of Internet Marketing, Thomson Learning.

Barker (2013), Social Media Marketing, Cengage Learning.

Chaffey (2006), Internet Marketing Strategy, Prentice Hall.

Digital Marketing 2020 Grow Your Business with Digital Marketing by Danny Star

Digital Marketing Strategy An Integrated Approach to Online Marketing by Simon Kingsnorth

Faster, Smarter, Louder Master Attention in a Noisy Digital Market Aaron Agius, Gián Clancey

Hanson Ward (2000), Principles of Internet Marketing, South Western College Pubs.

Hanson Ward (2007), Internet Marketing and e-Commerce, South Western College Publications.

Richard Gay (2012), Online Marketing – a customer-led approach, Oxford.

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: M9

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, 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

Badi, R V and Badi N V (2007), "Rural marketing", Himalaya Publishing House, Mumbai.

Balram Dogra, Karminder Ghuman (2008), "Rural marketing - concepts and practices", Tata McGraw-Hill Publishing Company Ltd., New Delhi.

Habeeb-ur-Rahman, K S (2004), "Rural marketing in India", Himalaya Publishing House, Mumbai.

Krishnamacharyulu, C S G, Lalitha Ramakrishnan (2002), "Rural marketing Text and cases", Pearson Education (Singapore) Pvt. Ltd, Delhi.

Krishnamoorthy, R (2008), "Introduction to Rural marketing", Himalaya Publishing House, Mumbai.

Pradeep Kashyap, Siddhartha Raut (2006), "The rural marketing Text and Practices", Himal Impressions, New Delhi.

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

Acharya S S and Agarwal N L (2015) Agricultural Marketing in India. Oxford & IBH Publishing Co. Pvt. Ltd., New Delhi

Badi, R V and Badi N V (2007), “Rural marketing”, Himalaya Publishing House, Mumbai.

Balram Dogra, Kariminder Ghuman (2009), “Rural marketing - concepts and practices”, Tata McGraw-Hill Publishing Company Ltd., New Delhi.

Habeeb-ur-Rahman, K S (2004), “Rural marketing in India”, Himalaya Publishing House, Mumbai.

Krishnamacharyulu, C S G, Lalitha Ramakrishnan (2009), “Rural marketing Text and cases”, Pearson Education (Singapore) Pvt. Ltd, Delhi.

Krishnamoorthy, R (2008), “Introduction to Rural marketing”, Himalaya Publishing House, Mumbai.

Pradeep Kashyap, Siddhartha Raut (2016), “The rural marketing Text and Practices”, Himal Impressions, New Delhi.

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):

Students would be able to explain the numerous stages of the selling process.

Students would be able to prepare a sales forecast.

Students would be to chalk out a distribution plan given a situation.

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

David Jobber, Geoff Lancaster (2019), “Selling and Sales Management”, Pearson Education, New Delhi.

Havalder K.K. and Vasant M.C. (2017), “Sales and Distribution Management”, Tata McGraw Hill, New Delhi.

John F. Tanner Jr., D. Honeycutt., Robert C. Erffmeyer. (2013), “ Sales Management shaping future sales Leaders”, Pearson Education.

Manning Gerald L, Reece Barry L (2016), “Selling Today – Creating Customer Value”, Pearson Education, New Delhi.

Ovid Riso (ed.) (1993), “the Dartnell Sales Sales Promotion Handbook”, UBS Publishers Ltd., New Delhi

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 would be able to learn about the retail and various aspects of retail business.

Students would be able to develop their knowledge about the Indian retail sector, its buying process and related business strategy.

Students would be able to understand aspects like ethics, tools and softwares used, job and entrepreneurial prospects in retail.

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

Barry Berman and Joel Evans (2004), Retail Management: A Strategic Approach, Prentice Hall, 9th Edition.

Chetan Bajaj, Rajnish Tuli, Nidhi Varma Srivastava (2010), "Retail Management Second Edition", OXFORD publication

Managing Retail, 2nd edition by Piyush Kumar Sinha & Dwarika Prasad Uniyal-Oxford Publication.

Michael Levy, Barton Weitz: Retailing Management, 5th Edition, Tata McGraw-Hill publication.

Retailing Management Text & Cases, 3rd Edition by Swapna Pradhan, Tata McGraw-Hill.

Case Studies

Nordstrom Case on customer service

Big bazaar 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):

Students will be well versed with various aspects and importance of International business and functioning of MNCs.

Students would be familiarized with International business culture and its importance

Students would be familiarized 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

Global Marketing 9th edition, Warren J. Keegan, Pace University, Mark C. Green, Simpson College, ©2017, Pearson

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

Andreasen A.R. (2014), “Social Marketing in 21st Century, Sage Publications, London.

Gerald Hastings. (2007), “Social Marketing”, Butterworth – Heinemann, Elsevier, New Delhi.

Marvin E. Goldberg, Martin Fishbein, Susan Middlestadt (2018), “Social Marketing”, Psychology Press.

Nancy R. Lee, Philip Kotler. (2019), “Influencing Behaviours for Good”, Sage Publications, New Delhi.

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

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

Batra, Rajiv. (2000), Advertising Management, Prentice Hall.

Chiranjeev, Avinash. (2000). Electronic Media Management, Authors Press.

Gunarathne, Shelton A. (2000). Handbook of Media in Asia, Sage.

Herrick F. Dennis. (2012). Media management in the age of giants. Albuquerque: University of New Mexico Press.

Keeble, R.C. (2005). Print journalism: a critical introduction. Oxon. Routledge.

Kohli-Khandelkar Vanitha. (2006). The Indian media business. New Delhi: Sage.

Making Media: Production, Practices, and Professions by Mark Deuze

Masters of the Word: How Media Shaped History from the Alphabet to the Internet by William J. Bernstein

Media Management: A Casebook Approach by George Sylvie

Padmaja, R. (2008). Marketing of newspapers. New Delhi: Kanishka Publishers.

Stradling, Linda (2010). Production management for TV and Film: The professional's guide. London: Methuen Drama.

The Media Handbook: A Complete Guide to Advertising Media Selection, Planning, Research, and Buying by Helen Katz

Tyagi C.L., Kumar, Arun. (2004). Advertising management. New Delhi: Atlantic Publishers and Distributors.

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):

Students would gain understanding of the process of marketing analytics.

Students would be able to identify and measure factors that affect customers.

Students would demonstrate understanding of the customer choices and predict future trends in sales.

Unit I Introduction to Marketing Analytics, Marketing Insight, Modelling Drivers of demand, Targeting Prospective Customers, LIFT Chart, When Customers are likely to buy, Customer Lifetime Value (CLV), RFM Analysis, Pay Per Click (PPC) Marketing, Retail Conversion Rate, Introduction to Recommender System

Unit II RFM analysis, Simple Multiple Binary Linear Models, Principal component analysis (PCA) and perceptual maps, Exploratory factor analysis (EFA), Confirmatory Factor Analysis (CFA), Introduction to Structural Equation Modelling (SEM), Association Rules–Market Basket Analysis

Unit III Customer analysis using discriminant analysis, Conjoint Analysis for customer choice, Calculating customer life time value, Customer value analysis using Markov chain, Use of classification tree for market segmentation, Forecasting for new product Sales: Using S curves to forecast sales of new product, Time Series Analysis, Survival Analysis, Customer Churn Analysis, Estimating SCAN*PRO Model for Sales

Suggested Readings

A Ohri (2012), “**R for Business Analytics**”.

Arnab K.Laha (2015), “**How to Make The Right Decision**”.

Bhasker Gupta, “**Interview Questions in Business Analytics**”.

Chris Chapman; Elea McDonnell Feit (2019), “**R for Marketing Research and Analytics**”.

Cory Lesmeister (2017), “**Mastering Machine Learning with R**”.

Dr.Umesh R. Hodeghatta and Umesha Nayak, “**Business Analytics Using R - A Practical Approach**”.

Glyn Davis and Branko Pecar (2013), “**Business Statistics using Excel**”.

Grigsby Mile, (2018) Marketing Analytics A practical guide to improving consumer insights using data techniques (2nd Ed) Kogan Page Ltd.

Halady Rao Purba (2013), “**Business Analytics an Application Focus**”.

Ilya Katsov (2017) Introduction to Algorithmic Marketing: Artificial Intelligence for Marketing Operations, Grid Dynamics

Jank Wolfgang (2011), “**Business Analytics for Managers**”.

Jared P. Lander (2013), “**R for Everyone: Advanced Analytics and Graphics**”.

Johannes Ledolter (2013), “**Data Mining and Business Analytics with R**”.

Joseph F. Hair, William C. Black, Barry J. Babin and Rolph E. Anderson (2015), “**Multivariate Data Analysis**”.

Prasad R N and Acharya Seema (2013), “**Fundamentals of Business Analytics**”.

Subhashini Sharma Tripathi, “**Learn Business Analytics in Six Steps Using SAS and R**”.

Thomas A. Runkler, “**Data Analytics Models and Algorithms for Intelligent Data Analysis**”.

Journals/Magazines

Industrial Management & Data Systems

Journal of Business Research

Journal of Retailing

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:

Students would be able to gain understanding of the processes and factors that affect work and training

Students will be able to articulate the scope and approaches to various training methods.

Students would be able to demonstrate skills in evaluation of training and understand sector specific processes of training.

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

Armstrong, Michael (2010), "A handbook of Human Resource Management", Kogan Page India, New Delhi.

Blanchard, N., Thacker, J.W., (2004), 'Effective Training Systems, Strategies and practices', (2e) –Pearson Education, Singapore. pp-115

Bray, T., (2006), 'The Training Design Manual', Kogan Page, London, p- 183

Dipak Bhattacharya (2016), Training and Development: Theories and Applications, Sage Publications

Goldstein, I. L., and Ford, J.K., (2002), 'Training in Organizations', Wadsworth, Thomson Learning, Singapore, pp34, 63-66

JanaKiram, B., (2008), Training & Development, Dreamtech Press, New Delhi.

Lynton, Rolf. P., (2000), Training for Development, Sage publication, New Delhi.

Noe, R. (2014), Employee Training and Development (4e) Tata McGraw Hill, New Delhi

Rothwell, W. J., and Kazanas, H. C., (2004), 'Mastering the Instructional Design Process: A Systematic Approach' (3e), San Francisco, CA: Jossey-Bass.

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:

Students would be in a position to outline the need and significance of diversity management.

Students would be able to identify the elements of a "great place to work".

Students would be able to outline the scope and the significance of the employer branding.

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

Abhijit Bhaduri (2012), Don't Hire the Best, Collins Business, Noida

Bernard Marr, Data-Driven HR: How to Use Analytics and Metrics to Drive Performance, Kogan Page Limited, 2018

Glenn Elliott & Debra Corey, Build It: The Rebel Playbook for World-Class Employee Engagement, John Wiley & Sons Ltd., 2018

Laszlo Bock, John Murray (2015), Work Rules, London

Lucy Adams, HR Disrupted: It's Time For Something Different, Practical Inspiration Publishing, 2017

Peter Thiel (2014), Zero to One, Virgin Books, London

Ramesh Soundarrajan (2017), Winning on HR Analytics, Sage Publications, Los Angeles.

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 students will be able to demonstrate descriptive knowledge of the field of industrial relations.

Apply the essential concepts of industrial relations and their interrelationship at the personal, organisational and national levels.

Recognise and consider the social, historical and justice issues within industrial relations.

Investigate solutions to industrial relations problems based on research and assessment of current practices.

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

Bare Acts of Different Labour Laws.

Budd J.W., (2019), Labor Relations: Striking a Balance, McGraw Hill, 5th Edition

Ghosh P. & Nandan S., Industrial Relations and Labour Laws, (2017), Industrial Relations and Labour Laws, McGraw Hill.

Govindaraju N.S., (2019), Managing Labour Relations, Niruta Publications.

Mamoria C.B & Others (2011) Dynamics of Industrial Relations, Himalaya, Mumbai.

P L Mallik, Eastern Book; Labour Laws, Bharat Law House, New Delhi (Latest Edition).

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, 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

Bare Acts of Different Labour Laws.

Budd J.W., (2019), Labor Relations: Striking a Balance, McGraw Hill, 5th Edition

Deodhar P., Labour Welfare Trade Unionism and Industrial Relations, Himalaya Publishing House.

Ghosh P. & Nandan S., Industrial Relations and Labour Laws, (2017), Industrial Relations and Labour Laws, McGraw Hill.

Govindaraju N.S., (2019), Managing Labour Relations, Niruta Publications.

Gupta P. (2019), Industrial Relations and Labour Laws for Managers, Sage Publications.

Mamoria C.B & Others (2011) Dynamics of Industrial Relations, Himalaya, Mumbai.

Sarma A. M., (2015), Aspects of Labour Welfare and Social Security, Himalaya Publishing House.

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:

Examine the process for identifying high potential talent and developing a pipeline of talent to serve organizational present and future needs.

Analyze the processes for talent development and succession planning.

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

Anil Kumar Singh, Somesh Dhamija & Masood Hasan, 2009, Talent Management in India, Atlantic
Berger & Berger, 3rd Edition, The Talent Management Handbook, Tata McGraw Hill
Conaty & Charan, 2010, The Talent Masters, random House Business Books

David DeLong & Steve Trautman, 2011, The Executive Guide to High-Impact Talent Management, Tata McGraw Hill

Joshi & Vohra, 2017, Talent Management, Cengage

Marc Effron, 2018, One page Talent Management, HBR Press

T V Rao, 2011, Hurconomics for Talent Management, Pearson

William A. Schiemann, Reinventing Talent Management, Wiley

Case Studies

Case Study of Accenture Human Performance 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:

Students would be able to develop an understanding of the process of OD and its interventions.

Students would be able to describe various processes of team building and techniques of designed intervention at various levels.

Students would be capable of describing Personal, Interpersonal and Group Process Interventions and understand its consequences.

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

Bushe and Marshak, (2017) Dialogic Organization Development: The Theory and Practice of Transformational Change (1st Ed)

Donald F. Harvey, Donald R. Brown, (2001), “An Experiential Approach to Organization Development”, Prentice Hall

French, W, L and Bell, C.H. (2010), Organization Development – Behavioral Science Interventions for Organization Improvement. Pearson Education,

Grieves, J. Oxford Publishing, (2010), Organizational Change – Themes and Issues.

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

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 stake-holders [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

Deresky, H. (2017) International Management: Managing Across Borders and Cultures, 4th Ed, Prentice Hall India,

Drlarry, E and John, D. (2002) The Secret Of A Winning Culture: Building High-Performance Teams, Prentice Hall India,

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: H8

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 Outcome(s):

Students would be able to demonstrate the ability to apply leadership and change management principles

Students would be able to articulate the key characteristics of 'Level 5 leadership'

Students would be capable of providing a lucid explanation of the contents of the book 'Good to Great' by Jim Collins and 'Our Iceberg is Melting' by Jim Kotter

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

Jim Collins, (2001) Good to Great

Leaders at all levels – Ram Charan, John Wiley & Sons

Organisational Behavior – Fred Luthans, McGraw-Hill education

Prasad Kaipa and Navi Radjou, (2013) Smart to Wise – Acting and leading with wisdom

Rathgeber and Kotter, (2006) Our Iceberg is melting:

Roger Martin, (2007), How successful leaders think –Harvard Business Review, June

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

BALANCED SCORE CARD

Code: H9

Credits: 3

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

Kaplan and Norton, (1996) Balanced Scorecard, Translating strategy into action, Harvard Business Review Press

Kaplan and Norton, (2003) Strategy maps -Converting Intangible Assets Into Tangible, Harvard Business Review Press

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 HUMAN RESOURCE MANAGEMENT

Code: H10

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:

Develop the understanding of the concept of human resource management and its strategic relevance in organizations.

Identify the linkages between HRM functions and operations and organizational strategies, structures and culture.

Analyze problems and develop managerial solutions to HR problems at both workplace and organizational level.

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

Agarwala, T., 2007. Strategy and Human Resource Management. Oxford University Press.

Dreher, D., 2005. Human Resource Strategy: A Behavioral Perspective for the General Manager. Tata McGraw-Hill Publishing Company Limited.

Mello, A., J., 2014. Strategic Human Resource Management. Cengage Learning.

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

Brian E. Becker Mark A. Huselid, Dave Ulrich (2001) The HR Scorecard: Linking People Strategy, and Performance,

Durdana Ovais and Rajni Gyanchandani, (2017) HR Audit, Everest Publications

T.V.Rao (2008), HRD Score Card 2500: Based on HRD Audit, Sage publications

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

Competing 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:

Students would be able to articulate reasons, process, statistical means and caveats for HR analytics.

Students would be able to explain the factors affecting staffing, attrition, and impacts of organizational interventions.

Students would be capable of visualizing the information, using various tools and develop deeper understanding of collaborative networks.

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

Berrett-Koehler Publishers. 2. Fitz-enz, J., & Mattox, J. (2014). Predictive Analytics for Human Resources. Wiley.

Edwards, M. R., & Edwards, K. (2016). Predictive HR Analytics: Mastering the HR Metric. London: Kogan Page.

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:

Students will understand the complexities that prevail in a supply chain.

Students would be able to understand the significance of supply chain drivers.

Students would be able to recommend measures to overcome bottlenecks in a supply chain.

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

Bozarth, C. Cecil & Handfield, B. Robert, (2006) Introduction to Operations and Supply Chain Management, Pearson Education, New Delhi.

Chopra, Sunil & Meindel, Peter (2002) Supply Chain Management: Strategy, Planning, and Operation, Prentice Hall of India Pvt. Ltd., New Delhi.

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.

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 the 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:

An overview of service and operations management as a management function in general is obtained by the student.

Students gain an exposure to analytical tools specific to service industries.

Students would be able to design an efficient system for proper conveyance of services.

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

James A. Fitzsimmons and Mona J. Fitzsimmons, Service Management, fourth edition, McGraw-Hill, ISBN 0-07-286820-1.

Johnston Robert & Clark Graham (2005), Service Operations Management: Improving Service Delivery, Pearson.

Metters; King Metters; Pullman; Walton, "Successful Service Operations Management 2e", Cengage Learning.

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:

Students would be capable of critically appreciating the organizational and communication requirements for fostering quality management.

The significance of the contribution of quality gurus' to the management of modern organisations would be understood by the students.

From a strategic perspective, students will be able to explain how TQM, Six sigma, Customer focus, etc., engender improved business results.

Unit I Evolution of Quality Management, Principals 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

Dale H. Besterfield, Carol Besterfield Michna, Glen Besterfield, & Mary Besterfield Sacre, Total Quality Management, Prentice Hall of India Pvt. Ltd, New Delhi.

David L. Goetsch, Stanley Davis, Stanley B. Davis, Quality Management, Prentice Hall of India Pvt. Ltd, New Delhi.

Howard S. Gitlow, Quality Management, Tata McGraw-Hill, New Delhi.

James R. Evans, Total Quality Management, Organization and Strategy, Thomson, South Western.

Joel E. Ross, Total Quality Management: Text, Cases and Reading, St. Lice Press.

John S. Oakland, Total Quality Management: Text with Cases, Butterworth – Heinemann.

John T. Rabbitt, Peter A. Bergh, The ISO 9000 Book: A Global Competitor's Guide to Compliance and Certification, Quality Resource.

S. Thomas Foster, Jr., Managing Quality, Prentice Hall of India Pvt. Ltd., New Delhi.

Case Studies

Paradise Bearings

AT&T Universal card services

Indfos 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 companies.

Students will be able to analyse lean techniques for application in industry.

Students will be able to formulate lean management strategy for supply chain management.

Unit I INTRODUCTION TO LEAN MANAGEMENT: What is Lean Management? The Birth of Lean, Lean Enterprise versus Traditional Mass Production, What is Value? What can be called Value Addition? Muda: Eight Deadly Wastes. House of Lean, Visual Management, Improving Workplace Productivity: 5S. Stability through Lean Systems, Jidoka, Standardized Operations, Standardized WIP.

Unit II LEAN MANAGEMENT TOOLS AND TECHNIQUES: Continuous Flow Vs Batch Production, Just-in-Time Production, Components of JIT: Kanban and Heijunka. Total Productive Maintenance: Overall Equipment Efficiency. Value Stream Mapping, Fundamentals of Process Improvement, Lean Business Process Management.

Unit III LEAN THINKING: Hoshin Planning. The Culture of Lean Production. Customer Focused Quality. Quality Function Deployment. Kano Quality Model. Taguchi Loss Function. FMEA. Lean supply chain management, Lean Supplier development, Lean Project Management, Beyond Lean Management and Application of Lean management in various areas.

Suggested Readings

Alan Robinson (1991), "Continuous Improvement in Operations", Productivity Press, Portland, Oregon.

Andy Brophy (2012), "FT Guide to Lean: How to streamline your organisation, engage employees and create a competitive edge", Pearson.

Askin R G and Goldberg J B (2003), "Design and Analysis of Lean Production Systems", John Wiley and Sons Inc.

Dennis, P. (2016), "Lean Production Simplified: A Plain-Language Guide to the World's Most Powerful Production System", Productivity Press.

Eliyahu M. Goldratt and Jeff Cox (2004), "The Goal – A Process of Ongoing Improvement", Third Revised Addition, North River Press.

- James Womack and Daniel Jones (2003), “Lean Thinking”, Free Press, Revised Edition.
- James Womack, Daniel Jones, and Daniel Roos (1990), “The Machine That Changed the World”, Rawson Associates.
- Jeffrey Liker (2004), “The Toyota Way”, McGraw-Hill.
- Jeffrey Liker and David Meier (2006), “The Toyota Way Fieldbook”, McGraw-Hill.
- John Nicholas (2011), “Lean Production for Competitive Advantage – A Comprehensive Guide to Lean Methodologies and Management Practices”, CRC Press - Taylor and Francis Group, LLC.
- Joseph A De Feo and William W Bearnard (2004), “Juran Institute’s Six Sigma Break Through and Beyond”, Tata McGraw Hill, New Delhi.
- Kenichi Sekine (1992), “One-Piece Flow”, Productivity Press, Portland, Oregon.
- 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.
- Michael L George, David T Rowlands and Bill Kastle (2004), “What is Lean Six Sigma”, McGraw Hill, New York.
- Micheal Wader (2002), “Lean Tools: A Pocket Guide to Implementing Lean Practices”, Productivity and Quality Publishing Pvt. Ltd.
- Nicholas, J. (2018), “Lean production for competitive advantage”, 2nd ed. Boca Raton, FL: Productivity Press.
- Paksoy, T., Weber, G. and Huber, S. (2019), “Lean and Green Supply Chain Management”, 1st ed, Springer International Publishing.
- Poke – Yoke (1992), "Improving Product Quality by Preventing Defects", Productivity Press.
- Richard B Chase, Robert Jacobs F and Nicholas J Aquilano (2003), “Operations Management for Competitive Advantage”, McGraw-Hill/Irwin.

Case Studies

Decoding the DNA of the Toyota Production System

JIT at Arnold Palmer Hospital

Murphy Manufacturing - Don't say Lean without Preparation

Challenge for Supplier Program Is Sustaining Lean Improvements

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

Operations Research An introduction – Hamdy A. Taha Pearson Education, 9th Edition

Operations Research Principles and Applications - G Srinivasan, PHI, 2nd Edition

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

- Hayes, R. (2005). Operations, strategy, and technology. Hoboken, NJ: Wiley.
- Hill, A., Hill, T. and Hill, T. (2009). Manufacturing operations strategy. Basingstoke: Palgrave Macmillan.
- Lowson, R. (2003). Strategic operations management. London: Routledge.
- Slack, N. and Lewis, M. (2017). Operations Strategy. Harlow, United Kingdom: Pearson Education Limited.
- Van Mieghem, J. A., & Allon, G. (2014). Operations Strategy: Principles and Practice. (2nd ed.) Belmont, MA: Dynamic Ideas.
- Waters, C. (2006). Operations strategy. London: Thomson Learning.

Case Studies

- Paradise Bearings
- AT&T Universal card services.
- Indfos 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

Cook, T. (2011). Mastering Purchasing Management for Inbound Supply Chains. CRC Press Taylor & Francis Group

Fred Sollish and John Semanik (2011). Strategic Global Sourcing: Best Practices, Wiley.

Johnson, Leenders, Flynn (2011). Purchasing and Supply Management. McGraw-Hill/Irwin.

Locke (2013), “The Promise and Limits of Private Power”, Cambridge University Press.

Marc Helmold, and Brian Terry (2017) Global Sourcing and Supply Management Excellence in China: Procurement Guide for Supply Experts. Springer Singapore

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: OP8 _____ Credits: 3

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

Ackerman, K. B. (2012). Practical handbook of warehousing. Springer Science & Business Media.

Ghani, G., Laporte, G., & Musmanno, R. (2004). Introduction to logistics systems planning and control. John Wiley & Sons.

Guo, X. (2016). Storage Policies and Maintenance Support Strategies in Warehousing Systems. Springer.

Hamberg, R. and Verriet, J. (2012). Automation in warehouse development. Verlag London: Springer.

Mulcahy, D. E., & Sydow, J. (2008). A supply chain logistics program for warehouse management. CRC Press.

Richards, G. (2017). Warehouse management: a complete guide to improving efficiency and minimizing costs in the modern warehouse. Kogan Page Publishers.

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 MaspexWadowice, 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: OP9

Credits: 3

Course Objectives:

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 Outcomes:

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

Dubey Sanjiva Shankar (2017), “Technology and Innovation Management”, PHI.

Ettlie J E (2006), “Managing innovation: New technology, new products, and new services in a global economy”, Elsevier.

Narayanan V K (2006), Managing technology and innovation for competitive advantage, Pearson Education India.

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

Credits: 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

Altekar, Rahul (2006) Supply Chain Management, Prentice Hall of India Pvt. Ltd., New Delhi.

Bozarth, C. Cecil & Handfield, B. Robert, (2006) Introduction to Operations and Supply Chain Management, Pearson Education, New Delhi.

Chopra, Sunil & Meindel, Peter (2002) Supply Chain Management: Strategy, Planning, and Operation, Prentice Hall of India Pvt. Ltd., New Delhi.

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.

Essentials of Inventory Management by Max Muller

Inventory Management: Advanced Methods for Managing Inventory within Business Systems by Geoff Relph, Catherine Milner .

R.B. Handfield, & E.L. Nichols, Jr. (2005) Introduction to Supply Chain Management, Prentice Hall of India Pvt. Ltd., New Delhi.

The Logistics and Supply Chain Toolkit: Over 100 Tools and Guides for Supply Chain, Transport, Warehousing and Inventory Management by Gwynne Richards , Susan Grinstead

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

OPERATIONS ANALYTICS

Code: OP11

Credits: 3

Course Objectives:

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. Advanced Forecasting: Time Series Analysis.

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, Supply Chain Network Design and Analysis. Review of Forecasting Models, ARIMA Models.

Unit III Applications of Linear Programming: Make/ Buy Decisions, Facility Location, Assignment, and Transportation Models. 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

Business Analytics by James Evans from Pearson

Business Analytics: Data Analysis & Decision Making by Albright et al. from Cengage Learning

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

CLOUD COMPUTING FOR BUSINESS

Code: S1

Credits: 3

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 lead to the design and development of simple cloud service. It also focused on some key challenges and issues around cloud computing.

Course Outcomes:

Students will be able to understand and address key security and compliance challenges of cloud computing.

Students will be able to demonstrate the architecture of the modern data center and the mechanisms of service orchestration.

Students will also understand different characteristics of public, private and hybrid cloud deployment models.

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 - MSEXchange - Vmotion – VMWare vCenter Converter - Hyper-V Live 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, Amazon Ec2, Google Apps for Business, Salesforce.com, Ramco-On-Demand

Suggested Readings

"Cloud Computing: A Practical Approach for Learning and Implementation" A Srinivasan, J Suresh, Pearson

Cloud Computing: Concepts, Technology & Architecture, 2014, Erl (Author), Publisher: Pearson

Cloud Computing: Master the Concepts, Architecture and Applications with Real-world examples and Case studies - 2019

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

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:

Students would be able to explain the basic concepts of ERP and its application.

Students would be able to explain various modules of ERP.

Students would be able to work practically on ERP system.

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

Ashim Raj Singla (2016), “Enterprise Resource Planning”, Paperback

D.J. Shyam (2009), “Enterprise Resource Management”, Hardcover.

Dimpi Srivastava & Aarti Batra (2010), “ERP Systems Paperback– Import”

Rüdiger Buck- Emden Addison- Wesley, (2000), “The SAPR/3 System: An Introduction to ERP and Business Software Technology”.

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:

Students will be able to identify the basic concepts and various data models used in database design, ER modelling concepts and architecture use and construct queries using SQL.

Students will be able to recognize and apply normalization and functional dependency, indexing and hashing technique used in database design.

Students will be able to apply and relate the concept of transaction, concurrency control and recovery in database.

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 Relationship Types; 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 (BCNF);

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

An Introduction to Database Management Systems, Seventh Edition, by Satinder Bal Gupta and Aditya Mittal - 2016

Database Systems Concepts – Silberschatz - 2013

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:

Students will understand various technologies supporting ecommerce, including Web services and electronic payment systems.

Students will be able to measure enablers and issues in business-to-consumer ecommerce.

Students will be able to articulate scenarios for B2B e-commerce, including SCM, CRM and EDI

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 Sites. Revenue Models over Internet; Emerging Trends in e-Commerce, Mobile Commerce, Internet based Business Models. Practical Assignment & Case Studies.

Suggested Readings

David Reske (2017), “Digital Marketing in the Zone: Break Through the Clutter to Be More Confident Successful and Happy”, Morgan James Publishing.

Digital Marketing Strategy: An Integrated Approach to Online Marketing By Simon Kingsnorth Kogan Page Publishers

Judah Phillips, “E-commerce Analytics: Analyze and Improve the Impact of Your Digital Strategy” FT Press.

Kenneth C. Laudon, Carol Guercio Traver (2017), E-Commerce: Business, Technology, and Society, Pearson Education.

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

Efraim Turban, Ramesh Sharda, and Dursun Delen (2014), “**Business Intelligence and Analytics: Systems for Decision Support**”, 10th Edition, Pearson Publications, New Delhi, India.

Ponniah and Paulraj (2010), “**Data Warehousing Fundamentals for IT Professionals**”, Second Edition, Wiley-Blackwell, ISBN 9780470462072.

Ralph Kimball and Margy Ross (2013), “**The Data Warehouse Toolkit: The Complete Guide to Dimensional Modeling**”, Third Edition, Wiley Publications, New Delhi, India.

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

Clinton W. Brownley (2016), “**Foundations for Analytics with Python**”, O’Reilly Media, USA.

James Payne (2015), “**Beginning Python: Using Python 2.6 and Python 3.1**”, Wiley India Pvt. Ltd., New Delhi, India.

Jared P. Lander (2015), “**R for Everyone: Advanced Analytics and Graphics**”, Pearson India Education Services Pvt. Ltd., Noida, India.

Joseph F. Hair, William C. Black, Barry J. Babin and Rolph E. Anderson (2015), “Multivariate Data Analysis”, Pearson Education, New Delhi, India.

K G. Srinivasa, G M. Siddesh, Chetan Shetty and B J. Sowmya (2017), “**Statistical Programming in R**”, Oxford University Press, New Delhi, India.

Kenneth Alfred Lambert (2012), “**Fundamentals of Python – First Programs**”, Cengage Learning, USA.

Rao, Umesh Hodeghatta, Nayak and Umesh (2017), Business Analytics Using R - A Practical Approach, APress, eBook ISBN: 978-1-4842-25

Robert I. Kabacoff (2015), “**R in Action: Data Analysis and Graphics with R**”, Dreamtech Press, New Delhi, India.

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 Data Visualization: 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

Michael Alexander (2016), Excel Dashboards and Reports for Dummies, 3rd Edition, John Wiley & Sons, Inc., Hoboken, New Jersey

Michael Alexander and John Walkenback (2013), Microsoft Excel Dashboards & Reports, 2nd Edition, John Wiley & Sons, Inc., Hoboken, New Jersey

Rob Collie and Avichal Singh (2016), Power Pivot Power BI, 2nd Edition, Holy Macro! Books, FL, 32954, USA

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, Continuous 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 Spotlighting, 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

Ben Jones (2014), Communicating Data with Tableau: Designing, Developing, and Delivering Data Visualizations, O'Reilly Media, USA

David Baldwin (2016), Mastering Tableau, Packt Publishing Ltd., UK

George Peck (2016), Tableau 9: The Official Guide, 2nd Edition, McGraw Hill Education, USA

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

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 Models of E-Governance

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 Digital Technologies to Improve Public Services

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

Backus, Michiel (2001), e-Governance in Developing Countries, IICD Research Brief.

C.S.R.Prabhu (2004), “E-Governance: Concepts and Case Studies”, Prentice-Hall of India Private Limited.

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

Credits: 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

Cyber Security for Dummies, ®Palo Alto Networks® Edition–By John Wiley & Sons, Inc. 2014 (Soft Copy)

Harish Chander (2012), “CYBER LAWS AND IT PROTECTION”, PHI Learning Pvt. Ltd.

Kenneth Geers (2011), Strategic Cyber Security, Ccd Coe Publication, (Softcopy)

Peter W. Singer Allan Friedman (2014), “Cyber security and Cyber war”, OUP USA,

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

IT Infrastructure Architecture- Infrastructure Building Blocks and Concepts Third Edition by Sjaak Laan

Lord of the Infrastructure: A Roadmap for IT Infrastructure Managers, by Art Carapola

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

Acharya, Shanker and Mohan, Rakesh (Eds) (2011). India's Economy: Performance and Challenges., Oxford University Press, New Delhi.

Ahluwalia, I. J (1985) Industrial Growth In India: Stagnation since the Mid-Sixties, Oxford

Ahluwalia, I. J. (1991). Productivity and growth in Indian manufacturing, Oxford University Press, New Delhi.

Babu, M. Suresh, (2017). Hastening slowly: India's Industrial growth in the era of Economic reforms, 1st Ed., Orient BlackSwan.

Government of India (2019), Annual Economic Survey, Economic Division, New Delhi, Ministry of Finance, New Delhi.

Kathuria, V., Raj, S.N.R., and Sen, K. (Ed.) (2014). Productivity in Indian Manufacturing: Measurements, methods and Analysis. 1st Ed., Routledge India, New Delhi.

Lall, Sanjaya (1982): Developing Countries as Exporters of Technology: The Indian experience, Macmillan, London.

Pushpangathan K and N Shanta (2009) The Dynamics of Competition: Understanding India's Manufacturing Sector, Oxford University Press, New Delhi.

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.

Tendulkar, Suresh D (Eds.) (2006), India: Industrialisation in a Reforming Economy, Academic Foundation, New Delhi.

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 woollen 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

Aswini Kumar Mishra, Vairam Arunachalam and Debasis Patnaik (2018) Current Issues in the Economy and Finance of India, Springer Nature, Switzerland AG.

Bhatia, H.L. (2018) Public Finance, Vikas Publishing House, New Delhi.

Government of India (2019) Economic Survey, Ministry of Finance, Economic Division, New Delhi.

Krzysztof Jajuga Hermann Locarek – Junge Lucjan T and Orłowski Karsten Staehr (2019) Contemporary Trends and Challenges in Finance, Springer Nature, Switzerland AG.

Meenakshi, Rajeev and Vani, B. P. (2017) Financial Access of the Urban Poor in India, A Story of Exclusion, Springer, India.

Merlin Harold Hunter (2019) Outlines of Public Finance, Forgotten Books, New Delhi.

Puja Mehr (2018) The Lost Decade (2008-18): How India's Growth Story Devolved into Growth Without a Story, Ebury Press, India.

Richard Musgrave and Peggy Musgrave (2017) Public Finance in Theory and Practice, McGraw Hill Education, New Delhi.

Sriram, M. S. (2017) Inclusive Finance India Report 2017, SAGE Publications Pvt. Ltd, New Delhi.

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-Swacch 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

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.

Banerjee, G. & Swapna (ed.) (2010) Accumulation by Dispossession: Transformative Cities in the New Global Order, New Delhi: Sage.

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.

Hnatkovska, Viktoria & Amartya Lahiri,(2013) Structural Transformation and the Rural Urban Divide, Working Paper, International Growth Center, London School of Economics.

Joop De Wit (2017) *Urban Poverty, Local Governance and Everyday Politics in Mumbai*, Routledge South Asian Edition.

Klasen, Stephan & Janneke Pieters (2015) What Explains the Stagnation of Female Labor Force Participation in Urban India? *World Bank Economic Review* 29(3).

Kundu, A. (2006) 'Trends and Patterns of Urbanization and their Economic Implications,' *India Infrastructure Report 2006*, New Delhi: Oxford University Press.

Kundu, A., Mohanan, P.C. & Varghese, K.(2013) *Spatial and Social Inequalities in Human Development: India in the Global Context*, United Nations Development Programme.

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.

Malhotra, R. (2014) *India Public Policy Report 2014*, New Delhi: Oxford University Press.

MoHUPA (2015) *Annual Report 2014–15*, Ministry of Housing and Urban Poverty Alleviation, Government of India.

Planning Commission (2012) *Report of Committee on JNNURM-II: Clean Bastis, Safe Communities, and Peoples Cities*, Planning Commission, New Delhi, Government of India.

Sivaramakrishnan, K.C. (2011) *Re-Visioning Indian Cities: The Urban Renewal Mission*, New Delhi: Sage.

United Nations (2012) *World Urbanization Prospects: The 2011 Revision*, ST/ESA/SER.A/322, New York, Population Division, Department of Economic and Social Affairs.

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

Roland Berger Strategy Consultants. The Digital Transformation of Industry.

The Oxford Handbook of the Digital Economy, Edited by Martin Peitz and Joel Waldfogel (2012) OUP

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 programme 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

Bhattacharya A.K., Ecotourism and Livelihoods, Concept Publishing Company, New Delhi

Criteria and Indicators for Sustainable Forest Management, Kotwal P.C. and M.D. Omprakash, International Book Distributors, Dehradun

Dasgupta S. and D. Debnath, Community Forest Management in Tribal States of India (with special reference to Madhya Pradesh), International Book Distributors

Elinor Ostrom, Governing the Commons: The Evolution of Institutions for Collective Action,

Jeffrey Sayer, The Science of Sustainable Development: Local Livelihoods and the Global Environment, Cambridge University Press

Natural Resources, Agarwal et al., International Institute for Environment & Development

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.

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

Energy Economics – Concepts, Issues, Markets and Governance. Subhes C Bhattacharya. Springer.

Papers published by Prayas energy group, India.

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

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

Charles Kolstad, (2010) Intermediate Environmental Economics, Oxford University Press, 2nd edition.

Kenneth Arrow et al. (2004) "Are We Consuming Too Much?" Journal of Economic Perspectives, 18(3): 147-172.

Robert N. Stavins (ed.), (2005) Economics of the Environment: Selected Readings, W.W.Norton, 5th edition.

Roger Perman, Yue Ma, James McGilvray and Michael Common, (2003) Natural Resource and Environmental Economics, Pearson Education/Addison Wesley, 3rd edition.

Roger Perman, Yue Ma, Michael Common, David Maddison and James McGilvray, (2011) "Natural Resource and Environmental Economics", Pearson Education/Addison Wesley, 4th edition, 2011

ECONOMETRICS

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 Regression Analysis and Econometric Models

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 Econometric Tests and Forecasting

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

Baltagi, B.H. (1988), Econometrics, New York, Springer

Goldberger, A.S. (1998), Introductory Econometrics, New York, Oxford University Press.

Gujarati, D. (1999) Essentials of Econometrics, Second Edition, McGraw Hill.

Gujarati, D. (2002): Basic Econometrics, Third Edition, McGraw Hill.

Jay L. Devore, (2010) Probability and Statistics for Engineers, Cengage Learning.

Johnston. J. (1991) Econometric Methods, London, McGraw Hill Book Co.

Koutsoyiannis, A. (1977): Theory of Econometrics, 2nd Edition, London, McMillan.

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

Abhijit Banerjee, Gita Gopinath, Raghuram Rajan and Mihir Sharma (eds) (2019). What The Economy Needs Now, Jaggernaut.

Amit Kapoor and Chirag Yadav (2019). The Age of Awakening: The Story of the Indian Economy since Independence, Penguin/ Viking.

Arpan Kumar Kar, Shuchi Sinha and Gupta, M. P. (2018). Digital India, Reflections and Practice, Springer International Publishing.

Arvind Subramanian (2018). Of Counsel: The Challenges of the Modi-Jaitley Economy, Penguin Random House India Pvt Ltd.

Bhattacharya, A.K. (2018). The Rise of Goliath: Twelve Disruptions that Changed India, Penguin Random House.

Bimal Jalan (2018). India Ahead: 2025 and Beyond, Rupa Publications, India.

Christophe Jaffrelot, Atul Kohli and Kanta Murali (2019). Business and Politics in India (Modern South Asia), Oxford University Press, New York.

Government of India (2019). Economic Survey, Ministry of Finance, Economic Division, New Delhi.

Niraja Gopal Jayal (2018). Re-forming India: The Nation Today, Penguin Random House India Pvt Ltd.

Raghuram G. Rajan (2019). The Third Pillar: How Markets and the State Leave the Community Behind, Harper Collins, India.

Reethika Khera (2019). Dissent on Aadhaar: Big Data Meets Big Brother, Orient Black Swan.

Sandip Sen and Aarohi Sen (2019). India Emerging: From Policy Paralysis to Hyper Economic, Bloomsbury, New Delhi.

Sanjaya Baru and Meghnad Desai (2018). The Bombay Plan: Blueprint for Economic Resurgence, Rupa Publications, India.

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

MONETARY ECONOMICS

Code: E10

Credits: 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, cyclical 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

Carlin, W. and D. Soskice Macroeconomics: Imperfections, Institutions and Policies. Oxford: Oxford University Press.

Jagdish Handa, Monetary Economics, (2009), Routledge

Lewis, M.K. and P.D. Mizen Monetary Economics. Oxford; New York: Oxford University Press.

M L Jingham, Monetary Economics, S Chand

N. Jadhav, (2006) Monetary Policy, Financial Stability and Central Banking in India, Macmillan.

R.B.I. Bulletin, Annual Report and Report on Currency and Finance (latest).

R.B.I. State Finances: A Study of Budgets, (latest).

Rakesh Mohan, (2011) Growth with Financial Stability - Central Banking in an Emerging Market, Oxford University Press.

Rakesh Mohan, (2008) - Growth Record of Indian Economy: 1950-2008. A Story of Sustained Savings and Investment, Economic and Political Weekly, May.

RBI (2013) Financial Stability Report, Mumbai, Reserve Bank of India.

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

Articles in economic and political weekly

India infrastructure report – PwC.

Journal of infrastructure development – sage publications

Powerline 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

Acharya, S.S & N.L. Agarwal. (2004). Agricultural Marketing in India, 4th Ed., Oxford University Press, New Delhi.

Bhalla, G. S. (2007). Indian Agriculture since Independence, National Book Trust, New Delhi.

Bhalla, G. S., & Singh, G. (2012). Economic Liberalisation and Indian Agriculture: A District-level Study, Sage Publications, Delhi.

Datt, R. & Sundharm, K. P. M. (2013). Indian Economy, S. Chand & Co. Ltd. Delhi

Government of India (2013). The National Food Security Act, The Gazette of India, Government of India, New Delhi.

Krishnaji, N., & Krishnan, T. N. (Eds) (2000). Public Support for Food Security: The Public Distribution in India, Sage Publications, New Delhi.

Mohanty, B. B. (ed.) (2016). Critical Perspectives on Agrarian Transition: India in the Global Debate, Routledge, New York.

Rao, C. H. Hanumantha. (2005) Agriculture, Food Security, Poverty and Environment: Essays on Post - Reform India, Oxford University Press, New Delhi.

Reddy, Narasimha, & Mishra, Srijit (Eds) (2010).Agrarian Crisis in India, Oxford University Press, New Delhi

Vaidyanathan, A. (2009). Agricultural Growth in India, Oxford University Press, New Delhi.

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

Credits: 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. Solving system 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

Fundamental Methods of Mathematical Economics Paperback – 1 Jul 2017 by Chiang (Author), Wainwright (Author)

Intermediate (+2 of CBSE level) Mathematics books covering relevant portions.

Klein, Erwin: Mathematical Methods in Theoretical Economics, Academic Press.

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).

Various issues of Journal of Mathematical Economics, Science Direct.

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

Arvind Virmani (2010) From Unipolar to Tripolar World Multipolar Transition Paradox, New Delhi, Academic Foundation.

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.

Dominick Salvatore, (2011) International Economics: Trade and Finance, London, John Wiley International Student Edition.

Elisa Baku, Exchange rate predictability in emerging markets, Journal of International Economics, vol.157, May 2019.

Ghuman. R.S. (2001) International Economics, Singapore, John Wiley and Sons.

International Trade and International Finance: Explorations of Contemporary Issues (2016) Editors: Roy, Malabika, Sinha Roy, Saikat (Eds.), Springer India

James Gerber (2012) International Economics, New Delhi, Pearson Publication.

Paul R. Krugman & Maurice Obstfeld (2009) International Economics Theory and Policy, New Delhi, Pearson Education Publication.

Sebastian Stumpner (July 2019), Trade and the geographic spread of the great recession, Journal of International Economics, Vol 119, p: 169-180.

Soderston, Bo (2005) International Economics, London, The Macmillan Press Ltd.

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

Hishrich, Peters (1992), “Entrepreneurship: starting, Developing and Managing a New Enterprise”, Irwin.

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

Financial Institution & Markets - L. M. Bhole. (Tata McGraw - Hill Publishing Corporation Limited, New Delhi).

Financial Markets - Gordon & Natarajan. (BPB Publications).

Indian Financial Systems - M. Y. Khan. (Tata McGraw - Hill Publishing Corporation Limited, New Delhi).

Investment Management - V. K. Blialla. (S. Chand & Company Publishers Ltd.,)

Project Financing- Asset based Financial Engineering- John D Finnerty-John Wiley & Sons Inc, New York

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: ED3

Credits: 3

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

Entrepreneurship Development and Small Business Enterprises by Poornima M., Charantimath. Pearson, 2018

Entrepreneurship Development, by Sharma Sangeeta. PHI Learning Private Limited, 2017

Good To Great: Why Some Companies Make the Leap...And Others Don't, by Jim Collins. RHUK; Latest edition, 2001

Innovation and Entrepreneurship, by Peter F. Drucker. Harper Business, 2006

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 Rembrand Koning. 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

Killing Marketing: How Innovative Businesses Are Turning Marketing Cost into Profit

SEO 2018 (No Bullsh*t Strategy)

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

Changing the world without Losing Your Mind: Leadership Lessons from Three Decades of Social Entrepreneurship by Alex Counts

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

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 that 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

Family Business (2e), Ernesto J. Poza., Thomson, South-Western, Mason OH, USA (2007)

Managing the Family Business: Theory and Practice, Thomas Zellweger, Edward Elgar, Publishing Massachusetts, USA (2017)

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

Burns, P. Corporate Entrepreneurship: Entrepreneurship and Innovation in Large Organizations. Palgrave Macmillan, 2013. ISBN: 9780230304031

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)

Stellios 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

Credits: 3

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

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>

Newton David (2011). *Business Model for Entrepreneurial Ventures Developing Sound Metrics for long term success*. E3 Free Market Press, California

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

Osterwalder, A., Pigneur, Y., In Clark, T., & Smith, A. (2010). *Business model generation: A handbook for visionaries, game changers, and challengers*.

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

Credits: 3

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

Barringer, R.B., Ireland, D.R. (2012) Entrepreneurship: Successfully Launching New Ventures, 4th edition. Pearson Education.

Daniel Priestley (2018), 'Entrepreneur Revolution; How to develop your Entrepreneurial Mindset & Start a Business that works' Second Edition, John Wiley and Sons Ltd.

Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd (2018), 'Entrepreneurship' Indian Edition McGraw Hall

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, if else, 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

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.

Arnab K.Laha (2015), “**How to Make The Right Decision**”, Random House Publishers India Pvt. Ltd., Gurgaon, Haryana, India.

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.

Dr. Umesh R. Hodeghatta and Umesha 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.

Glyn Davis and Branko Pecar (2013), “**Business Statistics using Excel**”, Oxford University Press, New Delhi.

Halady Rao Purba (2013), “**Business Analytics an Application Focus**”, PHI Learning Private Limited, New Delhi.

Jank Wolfgang (2011), “**Business Analytics for Managers**”, Springer Science + Business Media, ISBN 978-1-4614-0405-7.

Jared P. Lander (2013), “**R for Everyone: Advanced Analytics and Graphics**”, Pearson Education Inc., New Jersey, USA.

Jared P. Lander (2013), “**R for Everyone: Advanced Analytics and Graphics**”, Pearson Education Inc., New Jersey, USA.

Johannes Ledolter (2013), “**Data Mining and Business Analytics with R**”, John Wiley & Sons, Inc., New Jersey, USA.

Joseph F. Hair, William C. Black, Barry J. Babin and Rolph E. Anderson (2015), “**Multivariate Data Analysis**”, Pearson Education, New Delhi, India.

Prasad R N and Acharya Seema (2013), “**Fundamentals of Business Analytics**”, Wiley India Pvt. Ltd., New Delhi, India.

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.

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

US Crime

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:

Students would gain an overview of the Python ecosystem.

Students would be able to demonstrate application of machine learning models to various industryrelevant data science problems.

Students will be able to prepare data for analysis, perform simple statistical analysis, create meaningful data visualizations, and predict future trends from data.

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

Clinton W. Brownley (2016), “**Foundations for Analytics with Python**”, O’Reilly Media, USA.

James Payne (2015), “**Beginning Python: Using Python 2.6 and Python 3.1**”, Wiley India Pvt. Ltd., New Delhi, India.

Joseph F. Hair, William C. Black, Barry J. Babin and Rolph E. Anderson (2015), “Multivariate Data Analysis”, Pearson Education, New Delhi, India.

Kenneth Alfred Lambert (2012), “**Fundamentals of Python – First Programs**”, Cengage Learning, USA.

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, Continuous 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

Ben Jones (2014), Communicating Data with Tableau: Designing, Developing, and Delivering Data Visualizations, O'Reilly Media, USA

Daniel G. Murray (2013), Tableau Your Data: Fast and Easy Visual Analysis with Tableau Software, John Wiley & sons, Inc., USA

David Baldwin (2016), Mastering Tableau, Packt Publishing Ltd., UK

George Peck (2016), Tableau 9: The Official Guide, 2nd Edition, McGraw Hill Education, USA

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 - Free 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

Advanced Web Metrics with Google Analytics Book by Brian Clifton

Google Analytics Breakthrough -FerasAlhlou

Social Media Analytics - Techniques and Insights for Extracting Business Value Out of Social Media 1 Edition by Matthew Ganis, Avinash Kohirkar, Ed Brill

Social Media Measurement and Management: Entrepreneurial Digital Analytics Paperback – Import, 8 Jul 2019 by Jeremy Harris Lipschultz

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

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

Ashish Singh Bhatia, Yu-Wei, David Chiu (2017), “**Machine Learning with R Cookbook**”, Packt Publishing Ltd., Mumbai, India.

Cory Lesmeister (2017), “Mastering Machine Learning with R”, Packt Publishing Ltd., Mumbai, India.

James D. Miller, Rui Miguel Forte (2017), “**Mastering Predictive Analytics with R: Machine Learning Techniques for Advanced Models**”, Packt Publishing Ltd., Mumbai, India.

Jared P. Lander (2013), “**R for Everyone: Advanced Analytics and Graphics**”, Pearson Education Inc., New Jersey, USA.

K.G. Srinivasa, G.M. Siddesh, Chetan Shetty, B.J. Sowmya (2017), “**Statistical Programming in R**”, Oxford University Press, New Delhi, India.

Kuntal Ganguly (2017), “**R Data Analysis Cookbook**”, Packt Publishing Ltd., Mumbai, India.

Yu-Wei, David Chiu (2016), “**R for Data Science Cookbook**”, Packt Publishing Ltd., Mumbai, India.

Case Studies

H₂O Background

Biopsy – Tumor Data

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

Credits: 3

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 networks - 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

Dan Toomey (2017), “**Jupyter for Data Science**”, Packt Publishing Ltd., UK.

James Payne, “**Beginning Python – Using Python 2.6 and Python 3.1**”, Wiley India Pvt. Ltd., New Delhi, India.

Navin Kumar Manaswi (2018), “**Deep Learning with Applications using Python**”, Replika Press Pvt. Ltd., New Delhi, India.

Prateek Joshi (2016), “**Python Machine Learning Cookbook**”, Packt Publishing Ltd., UK.

Tom M. Mitchell (2019), “**Machine Learning**”, McGraw Hill Education (India) Private Ltd., New Delhi, India.

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:

Students would be capable of identifying and applying appropriate techniques and tools to solve problems in managing huge quantity of data.

Students will design and implement big data analytics solutions to various industry-relevant problems.

Students will firmly process real-time data streams and implement real-time big data analytics solutions.

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 Spark Core:

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

Ben Spivey, Joey Echeverria. "Hadoop Security Protecting Your Big Data Problem" O'Reilly Media, 2015

E. Capriolo, D. Wampler and J. Rutherglen, “Programming Hive”, O ‘Reilly, 2012

Hben Spiivory, “Cassandra: The Definitive Guide”, O ‘Reilly, 2010

Hric Sammer, “Hadoop Operations” O ‘Reilly, 2012

Lars George, “HBasc: The Definitive Guide”, O ‘Reilly, 2011

Michael Minelli, Michelle Chambers, and Ambiga Dhiraj,” Big Data, Big Analytics: Emerging Business Intelligence and Analytics Trends for Today’s Wiley, 2013

P.J.Sadalage and M.Fowler, “NoSQL Distilled: A Brief Guide to the Emerging World of Polygloy Persistence”, Addison- Wesley Professional, 2012

Tom White, “Hadoop: The Definitive Guide”, Third Edition, O ‘Reilly, 2012.

Vignesh Prajapati, “Big Data Analytics with R and Hadoop”, Packet Publishing 2013

Case Studies

American Express

Energy Future Holdings Corporation

British Airways

Centres 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

Alan Beaulieu (2009), “**Learning SQL**”, O'Reilly Media, Inc., USA.

Anthony Molinaro (2005), “**SQL Cookbook**”, O'Reilly Cookbooks, USA.

Clydebank Technology (2015), “**SQL: QuickStart Guide – The Simplified Beginner's Guide To SQL**”, CreateSpace Independent Publishing Platform, USA

Gordon S. Linoff (2015), “**Data Analysis Using SQL and Excel**”, 2nd Edition, John Wiley & Sons, New Delhi, India.

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

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

In order to churn out 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 Educational Objectives:

To impart knowledge on a wide range of concepts relating to management, banking, insurance and financial services.

To enhance capabilities for critical thinking, problem solving and decision making through dissemination of knowledge and relevant inputs.

To facilitate accelerated learning and an in-depth understanding of practices and ethics of management in general and Banking, Insurance & Financial Services in particular.

Programme Outcomes:

Have a thorough understanding of concepts relating to management, banking, insurance and financial service.

Attain technical knowledge and analytical skills in order to solve the critical problems and decision making.

Capable of performing banking operations.

Carryout project appraisal at banks and financial institutions.

Have better clarity on practices in the domains of Management and Banking, Insurance & Financial Services, with due focus on ethical aspects.

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

Course Curriculum

First Year

Trimester I		
Course Code	Course 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	Management of Bank Operations	3
Total Credits		21

Trimester II		
Course Code	Course 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	Principles and Practices of Life Insurance	3
207	Financial Markets, Institutions and Services	3
208	Foreign Language – French	3
Total Credits		24

Trimester III		
Course Code	Course 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
308	Design Thinking	NC
	Contemporary Issues/Seminars	1
	Comprehensive Viva	1
Total Credits		22

Summer Internship Project (SIP) 8 weeks

Second Year

Trimester IV		
Course Code	Course 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		
Course Code	Course Name	Credits
501	Corporate Governance, Business Ethics and Corporate Social Responsibility	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		
Course Code	Course 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
	Comprehensive Viva	2
Total Credits		13

Term	Credits
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1	21
2	24
3	22
4	21
5	18
6	13
Total No. of Credits	119

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	<ul style="list-style-type: none">Risk ManagementFinancial Analysis and Credit ManagementDerivatives and Structured FinanceFinancial ModellingFinancial Planning and Wealth ManagementSecurity Analysis and Portfolio MgmtTax Planning and ManagementCorporate Restructuring, Mergers and AcquisitionsEntrepreneurial FinanceStrategic Financial ManagementStrategic Cost ManagementFinancial AnalyticsForeign Exchange ArithmeticPrivate EquityFixed Income SecuritiesFinancial Econometrics	
Marketing	<ul style="list-style-type: none">Product and Brand ManagementIntegrated Marketing CommunicationsConsumer BehaviourServices MarketingCustomer Relationship ManagementB2B MarketingStrategic MarketingDigital MarketingRural MarketingAgri-Business MarketingSales and Distribution ManagementRetail ManagementGlobal Marketing ManagementSocial Marketing	

	Media Management Marketing Analytics	
Human Resource	Learning and Development Contemporary HRM Industrial Relations I Industrial Relations II Talent Management Organization Development Cross Cultural Management Leadership and Change Management Balanced Scorecard Strategic Human Resource Management HR Auditing HR Analytics	
Operations	Supply Chain Management Management of Service Operations Total Quality Management Lean Management Optimization Models for Industry Operations Strategy Strategic Sourcing Warehouse Management Technology and Innovations Management Advanced Inventory Modelling Operations Analytics	
Systems	Cloud Computing for Business Enterprise Resource Planning Relational Database Management system e-Commerce Data Mining and Business Intelligence Data Modelling with R and Python Data Visualising using Advanced Excel Data Visualising using Tableau	

	<p>Digital Governance</p> <p>Cyber Security and Cyber Laws</p> <p>IT Infrastructure</p>	
Economics	<p>Industrial Economics</p> <p>Public Finance</p> <p>Urban Economics</p> <p>Digital Economy</p> <p>Natural Resource Management</p> <p>Energy Economics</p> <p>Environmental Economics</p> <p>Econometrics</p> <p>Contemporary Government Policies & Business</p> <p>Monetary Economics</p> <p>Economics of Infrastructure</p> <p>Agricultural Economics</p> <p>Mathematical Economics</p> <p>International Economics</p>	
Entrepreneurship	<p>Creating a New Venture from Idea to launch</p> <p>Entrepreneurial Finance</p> <p>Creativity, Innovation and Entrepreneurship</p> <p>Digital Marketing for Startups and SMEs</p> <p>Social Entrepreneurship and Social Innovation</p> <p>Family Business Management</p> <p>Corporate Entrepreneurship</p> <p>Business Model for Sustainable Growth</p> <p>Aligning Startups with their Market</p> <p>Detailed Project Report (DPR)</p>	
Business Analytics	<p>R Studio for Data Science and Machine Learning (ver.1.2.1335)</p> <p>Python for Data Science and Machine Learning (ver.3.7.3)</p> <p>Data Visualising using Tableau</p> <p>Web and Social Media Analytics</p> <p>Deep Learning and Artificial Intelligence using R Studio (ver.1.2.1335)</p> <p>Deep Learning and Artificial Intelligence using Advanced Python (ver.3.7.3)</p>	

** 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

Course Code	Course Name
101	Management and Organizational Behaviour
102	Statistics for Management
103	Economics for Managers
104	Financial Accounting
105	Personality Development and Business Communication
106	Marketing Management
107	Management of Bank Operations

MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR

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

Interpret the management theories and relate it to industry situations.

Analyze individual and group behaviour, and understand the implications of organizational behaviour on the process of management.

Practice decision making in dynamic organizational settings.

Describe and assess the basic design elements of organizational structure and evaluate their impact.

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

Aswathappa K., (2014) Organizational Behavior, Himalaya Publishing House, Mumbai.

Fred Luthans, (2015) Organizational Behavior, McGraw Hill Education, New York.

Robbins, Judge and Sanghi, (2018) Organizational Behavior, Pearson Education Inc.

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 in turn help in better decision making

Course Outcome(s):

Students will be able to explain key terminology used in business statistical analysis.

Students would be able to explain important issues surrounding sampling.

Students would have the capacity to calculate and infer the results of Bivariate and Multivariate Regression and Correlation Analysis for the purpose of forecasting

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

Amir D. Aczel, and Jayvee Sounderpandian (2008), “Complete Business Statistics”, Seventh Edition New Delhi: McGraw-Hill Education.

Barry Render, Ralph M. Stair, Jr., Michael E. Hanna, and Badri R.N. (2017). “Quantitative Analysis for Management”, Thirteenth Edition New Delhi: Pearson

David P. Doane and Lori E. Seward (2012), “Applied Statistics in Business and Economics”, Fourth Edition New Delhi: McGraw-Hill Education.

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.

Douglas A. Lind, William G. Marchal, and Samuel A. Wathen (2017), “Statistical Techniques in Business and Economics”, Seventeenth Edition New Delhi: McGraw-Hill Education.

Glyn Davis and Branko Pecar, “Business Statistics using Excel”. (2014). Second Edition. Faridabad: Oxford University Press.

Gupta S. C (2011), “Fundamentals of Statistics”, New Delhi: Himalaya Publishing House.

Hooda R. P. (2013), “Statistics for Business and Economics”, Fifth Edition. Noida: Vikas Publishing House Private Limited.

Richard I. Levin, David S. Rubin, Sanjay Rastogi, Masood H. Siddiqui, (2018), “Statistics for Management”. Eighth Edition. New Delhi: Pearson Education.

Srivastava T.N., and Shailaja Rego (2016), “Statistics for Management”, Third Edition New Delhi: McGraw-Hill Education.

Vimala Veeraraghavan and Suhas Shetgovekar, “Textbook of Parametric and Nonparametric Statistics” (2019). First Edition. New Delhi: Sage Publications India Private Limited.

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):

Students would be able to distinguish different economic systems.

Students would understand the principles associated with supply and demand in determining market equilibrium.

Students would be able to articulate the role of behavioral economics approach to decision making.

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

Keat Paul G., Young, Philip K.Y., and Banerjee, Sreejata (2017), Managerial Economics: Economic Tools for today's Decision Makers, Sixth Edition, Pearson India.

Michael R. Baye, (2016), Managerial Economics and Business Strategy, McGraw HD Ed

Robert Pindyck and Daniel Rubinfeld, Microeconomics (2017), Eight edition, Pearson Education Asia.

S Charles Maurice, Christopher R Thomas (2019), Managerial Economics, 13th Ed, McGraw HD Ed

William D. Nordhaus, Paul A. Samuelson (2017), Micro Economics, 19th Ed, Indian Edition, McGraw Hill

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):

Students would be able demonstrate the need for financial accounting.

Students would be able to prepare primary financial statements of a company

Students would have the ability to interpret financial statements of a company

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

Ambrish Gupta (2012), “Financial Accounting for Management an Analytical Perspective”, Fourth Edition, by Pearson Publishers.

Charles T. Horngren, Gart L.Sundem, John A.Elloitt (2017), “Introduction to Financial Accounting”, 11th Edition, Pearson Publishers.

Dolphy D’Souza, Vishal Bansal (2017), “Indian Accounting Standards, Interpretations, Issues & Practical Application”, Snow White Publications.

Godwin, Alderman, Sanyal, (2016), “Financial Accounting, Cengage Learning.

Maheshwari S N, Maheshwari S K and Maheswari S K (2017), A Text book of Accounting for Management, Vikash Publishing House Pvt Ltd, New Delhi

Paresh Shah (2013), Financial Accounting for Management”, Oxford University Press Second Edition.

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 ICMAL.

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):

Students' comprehension capabilities are elevated

Students' presentation skills are heightened

Students' performance at diverse interviews and managerial interactions would improve.

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 IIBusiness 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

B.N.Gosh (2012), Managing Soft Skills for Personality Development, Tata McGraw-Hill.

Barun K Mitra (2011), "Personality Development & Soft Skills", Oxford.

Hory Shankar Mukerjee (2013), Business Communication.

How to Talk to Anyone- Leil Lowndes

Lesikar, Raymond V., & Flatley, Marie E., (2005)"Basic Business Communication – Skills for Empowering the Internet Generation", Tenth Edition, Tata McGraw Hill, New Delhi

Locker, Kitty O., Kaczmarek, Stephen Kyo, (2007), “Business Communication – Building Critical Skills”, Tata McGraw Hill, New Delhi

Murphy, Herta A., Hildebrandt, Herbert W., & Thomas, Jane P., (2008) “Effective Business Communication”, Seventh Edition, Tata McGraw Hill, New Delhi

Raman M., & Singh, P., (2006) “Business Communication”, Oxford University Press, New Delhi.

Talk Like Ted- 9 Public Speaking Secrets by Carmine Gallo

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

Code: 106

Credits: 3

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):

Students would have the ability to explain the evolution of marketing management concept

Students would have the capacity to appreciate the relevance of segmentation, targeting and positioning.

Students would demonstrate the ability to undertake test marketing.

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

Etzel, M. J., Walker, B.J., Stanton, W.J., & Pandit, A. (2017), “Marketing – Concepts and Cases”, Tata McGraw Hill, New Delhi.

Kotler, P., Keller, K.L., Koshy, A., and Jha, M. (2016), “Marketing Management – A South Asian Perspective”, Dorling Kindersley (India) Pvt. Ltd., New Delhi.

Kotler, Philip (2016), "Marketing Management - Analysis, Planning, Implementation and Control", Prentice Hall, Delhi.

Lamb, C.W., Hair, J. F., Mc Daniel C., "Marketing", Thomson Asia Pte Ltd, Bangalore, 2016.

Lamb, C.W., Hair, J.F., Sharma, D., Mc Daniel, C. (2017), “MKTG: A South Asian Perspective”, Cengage Learning, New Delhi.

Panda, T.K. (2015), “ Marketing Management – Text and Cases’ Excel Books, New Delhi,

Ramaswamy V.S., Namakumari, S. (2018), Marketing Management Indian Context, Global Prospective, Sage Publications, New Delhi.

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

MANAGEMENT OF BANK OPERATIONS

Code: 107

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.

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

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

Muraleedharan, (2014), "Modern Banking: Theory and Practice", Second Edition, PHI Learning Ltd.

Padmalatha Suresh and Justin Paul, (2017) 'Management of Banking and Financial Services', Fourth Edition, Pearson Education.

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

Trimester II

Course Code	Course Name
201	Human Resource Management
202	Operations Research
203	Financial Management
204	Macro Economics
205	IT Applications for Management
206	Principles and Practices of Life Insurance
207	Financial Markets, Institutions and Services
208	Foreign Language – French

HUMAN RESOURCE MANAGEMENT

Code: 201

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, a student would come to know about the theory and application of human resource management.

Students will get acquainted with performance assessment methods, improvements and resultant in terms of employee service condition reviews.

Students would acquire a brief idea about employee's compensation and their participation in 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

Denisi, Griffin and Sarkar (2014) Human Resource Management, Cengage New Delhi.

Dessler and Varkkey. (2017) Human Resource Management, Pearson New Delhi.
Durai, Pravin (2010) Human Resource Management Pearson, Delhi
Jyothi P and Venkatesh (2014) Human Resource Management, Oxford, New Delhi.
Khanka, Dr SS (2011) Human Resource Management, S Chand, New Delhi
Mathis and Jackson, (2016) Human Resource Management, Pearson, Delhi
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

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):

Students would be able to describe quantitative methods used in decision making.

Students will be able to use software to model a real world problem

Students will be able to propose optimal strategy using decision making methods under uncertainty and game theory.

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 $(2 \times n)$ and $(m \times 2)$ games, Linear Programming Model for $m \times n$ games.

Suggested Readings

Anderson Sweeney Williams Martin, “An Introduction to Management Science Quantitative Approaches to Decision Making “, Thirteenth Edition, Cengage Learning.

Barry Render, Ralph M. Stair, JR., Michael E. Hanna (2007), “Quantitative Analysis for Management”, New Delhi, Pearson Education.

Hamdy A. Taha, (2008), “Operations Research: An Introduction”, Eighth Edition, Pearson Education.

Panneerselvam R, (2008), “Operations Research”, New Delhi, Prentice Hall of India Pct. Ltd.

Srinivasan G, (2008), “Operations Research”, New Delhi, PHI Learning Pvt. Ltd.

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):

Students would be able to explain the key functions of a finance manager.

Students would be able to prepare a working capital requirement.

Students would have the capacity to determine when a company should issue debt instruments and when to offer equity, or a combination of both, when making capital structure decisions.

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

I M Pandey (2016), Financial Management, 11th Edition, Vikas Publishing House.

I.M. Pandey & Ramesh Bhat (2017), Cases in Financial Management, 3rd Edition, Tata McGraw Hill Publishers.

Jonathan Berk, Peter DeMarzo and Ashok Thampy (2010), Financial Management, First Edition, Pearson Publishers.

Khan, MY and Jain P K (2017), Financial Management: Text, Problems and Cases, Mc Graw Hill Education (India) Pvt Ltd.

Prasanna Chandra (2017), Financial Management: Theory and Practice Ninth Edition, Tata McGraw Hill Publishers.

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: 204

Credits: 3

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):

Students would be able to describe the main theories in macro economics.

Students would be able to apply the concepts of aggregated demand and supply to analyse economic situations.

Students would be able to explain the impact of various macro economic policies.

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

Agarwal, Vanita (2010). Macroeconomics: Theory and Policy, 1st Ed., Pearson Education, South Asia.

D'Souza, Erol. (2012). Macroeconomics, 2nd Ed., Pearson Education, South Asia.

Dornbusch, Rudiger, Fischer, Stanley, and Startz, Richard (2015). Macroeconomics, 11th Ed., Mac Graw Hill.

Goyal, Ashima (2016). Macroeconomics and Markets in Developing and Emerging Economies, 1st Ed., Routledge India, Oxon and New York.

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: 205

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):

Students will be conversant with the Basic and Essential Concepts of MS-Excel

Students will be able to analyze and resolve basic information technology problems

Students would be able to describe the fundamental elements of information technology

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

Beginning Microsoft Excel 2010 by Abbott Katz

Microsoft Excel 2016 Step by Step – Curtis Frye

Microsoft Office Professional 2013: Step by Step by Melton B

Rajaraman. V. (2013). Introduction to Information Technology. 2nd Ed. PHI Learning.

Schwartz (2011). Microsoft Office 2010 for Windows. 1st Ed. Pearson Education India.

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

PRINCIPLES AND PRACTICES OF LIFE INSURANCE

Code: 206

Credits: 3

Course Objective(s):

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

Course Outcome(s):

Obtain an overview of the Indian insurance and reinsurance industry

Understand basic principles of insurance company operations

Get an understanding of standard insurance products

Understand basic concepts of risk management in insurance companies

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

Biclehaupt, D L., (Recent Edition), “General Insurance”, Richard D Irwin, Inc

Black, Jr Kenneth and Harold Skipper Jr (2000), “Life and Health Insurance, Prentice”- Hall, Inc., England

Huebner, SS., K Black and R Cline (Recent Edition), “Property and Liability Insurance” Prentice Hall

K C Mishra & G E Thomas, (2012), General Insurance Principles and Practice. Cengage Learning.

Luhardt, Constance M et al (1999), “Property and Liability Insurance Principles”, Insurance Institute of America.

R K Gupta (2013), “Fundamental of Insurance”, Himalaya Publishing House, Reprint.

Rejda, George E (2001), “Principles of Risk Management and Insurance” Addison Wesley Longman, Inc.

Trieschmann, James S., Sandra G Gustavson, and Robert E. Hoyt (2001), “Risk Management and Insurance”, South-western college Publishing, Cincinnati, Ohio.

FINANCIAL MARKETS, INSTITUTIONS AND SERVICES

Code: 207

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:

It familiarises various financial markets and its constituents in India.

Provides insights into the regulatory, operating and managerial aspects of financial services.

Familiarises the recent developments and trends of financial services and institutions.

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

Don Tapscott, Alex Tapscott, Blockchain Revolution: How the Technology Behind Bitcoin Is Changing Money, Business, and the World, May 2016

Madhu Vij, Swati Dhawan, Merchant Banking and Financial Services Paperback – 19 Sep 2011

Mishkin, Frederic S.; Eakins, Stanley, Financial Markets and Institutions, Global Edition 9, Pearson, 2018

Pathak Bharti, Indian Financial System, Pearson, 2018

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/Magazines

IPE Journal of Venture Capital & Financial Services

The Economic Times

The Business Standard

The Hindu Business Line

Websites

www.sebi.com

www.indiavca.org

www.eximbankindia.com

FOREIGN LANGUAGE - FRENCH

Code: 208

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):

Students would have an elementary capability to engage in greetings and small talk.

Students would demonstrate the capacity to provide a self -introduction.

Students would be able to construct simple sentences in past, present and future tense.

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

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

Trimester III

Course Code	Course Name
301	Production and Operations Management
302	Cost and Management Accounting
303	Business Analytics for Managers
304	Marketing Research
305	Priming for Placements (Business Aptitude)
306	Start Ups and Entrepreneurship
307	Principles and Practices of General Insurance
308	Design Thinking
	Contemporary Issues
	Comprehensive Viva

PRODUCTION AND OPERATIONS MANAGEMENT

Code: 301

Credits: 3

Course Objective:

To emphasize importance of Operations function.

To present contemporary view of Production and Operations Management

Course Outcome:

Students would be in a position to explain the planning, design and operations of a manufacturing firm.

Students would be able to provide quantitative techniques to assist in decision making of operations management.

Students would be able to highlight quality control measures in the sphere of operations management.

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

B Mahadevan, "Operations Management", Pearson Education.

Chary S.N. (2006), "Production & Operation Management", Fourth Edition, New Delhi, Tata McGraw Hill.

J B Venkataratnam, Production and Operations Management: e-Learning Portal, IPE website

Krajewski and Srivastava, 'Operations Management' Eleventh Edition (2015), Pearson Education.

R Panneer Selvam, Production and Operations Management (2012) PHI.

Richard B. Chase, F. Robert Jacobs & Nicholas J. Aquilano, (2005), “Operations Management for competitive Advantage”, Eleventh Edition, McGraw Hill.

William J Stevenson, “Production / Operation Management”, Ninth Edition, New Delhi, Tata McGraw Hill.

Case Studies

Capacity Planning Case Study (1998 to 2012 sales data)

Sphinx Steel Company- Process Flow Chart

Ginger Hotels Case Study

Waiting Times at Post offices

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):

Students would be able to distinguish between basic concepts of cost.

Students would be capable of preparing a Cost sheet.

Students would have the ability to utilize cost volume profit analysis for decision making

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

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.

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.

Horngren, Datar & Foster, Rajan (2017), “Cost Accounting, A Managerial Emphasis”, Pearson Edition, 16th edition.

Robert Anthony, Hawkins, and Merchant (2017), Accounting Text & Cases: 13th Edition by TATA McGraw Hill Publishers.

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/Magazines

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):

Students would be able to identify, model and solve decision problems in different settings.

Students would be capable of interpreting data findings effectively.

Students would be able to analyse and interpret data using an ethically responsible approach.

Unit I Introduction to Business Analytics and Data

Types of Digital Data: Structured Data, Unstructured Data, and Semi-Structured Data; Overview of Business Analytics; Functional Applications of Business Analytics in Management.

Unit II Business Analytics using R

Introduction to R Programming; Installing R and R Studio; Data Structures in R: Vectors, Dataframes, Lists, Matrices and Array Operations; Summarizing Data: Numerical and Graphical Summaries; Data Visualization in R: Histogram, Bar Chart, Scatter Plot, Box Plot, Corrgram, Corrplot, ggplot2; Data Manipulation in R: Built-in Functions, Apply Functions, Date and Time Functions, Dplyr Functions, Pipe Operator; Data Transformation: Filtering, Dropping, Merging, Sorting, Reshaping of Data, Detecting Missing Values in the Data, Imputation; Data Import and Export Techniques in R; Statements: Conditional Statements and Control Statements.

Statistical Applications: Parametric One and Two Sample Tests: Z-test, t-test, Chi-square test, and ANOVA; Non-parametric Test: Mann Whitney U test, Wilcoxon test, Kruskal Wallis test; Correlation Analysis; Simple and Multiple Linear Regression.

Unit III Business Analytics using Python

Introduction to Python Programming; Installing Python, Pycharm and Anaconda; Data Structures in Python: Variables, Files, Lists, Dictionaries, Tuples, and Sets; Functions: In-built, User-defined and Lambda Functions; Statements: Conditional Statements and Control Statements; Exception Handling.

Data Import and Export Techniques in Python; Summarizing Data: Numerical and Graphical Summaries; Data Visualization in Python: Matplotlib and Seaborn libraries; Data Analysis: Numpy, Pandas and Sklearn Libraries; Model building for Simple and Multiple Linear Regression.

Suggested Readings

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.

Arnab K.Laha (2015), “**How to Make The Right Decision**”, Random House Publishers India Pvt. Ltd., Gurgaon, Haryana, India.

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.

Dr. Umesh R. Hodeghatta and Umesha 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.

Glyn Davis and Branko Pecar (2013), “**Business Statistics using Excel**”, Oxford University Press, New Delhi.

Halady Rao Purba (2013), “**Business Analytics an Application Focus**”, PHI Learning Private Limited, New Delhi.

Jank Wolfgang (2011), “**Business Analytics for Managers**”, Springer Science + Business Media, ISBN 978-1-4614-0405-7.

Jared P. Lander (2013), “**R for Everyone: Advanced Analytics and Graphics**”, Pearson Education Inc., New Jersey, USA.

Johannes Ledolter (2013), “**Data Mining and Business Analytics with R**”, John Wiley & Sons, Inc., New Jersey, USA.

Joseph F. Hair, William C. Black, Barry J. Babin and Rolph E. Anderson (2015), “**Multivariate Data Analysis**”, Pearson Education, New Delhi, India.

Prasad R N and Acharya Seema (2013), “**Fundamentals of Business Analytics**”, Wiley India Pvt. Ltd., New Delhi, India.

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.

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, Springer Open

IEEE Transactions on Knowledge and Data Engineering

Industrial Management & Data Systems

Journal of Business Research

Journal of Machine Learning Research

MARKETING RESEARCH

Code: 304

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):

Students would be able to identify typical sources and application of secondary research.

Students would be able to identify and distinguish between exploratory, descriptive and causal research

Students would have the capacity to use applied market research and elements of the market planning process to create a marketing plan.

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

Easwaran, Sunanda., Singh, S.J., “ Marketing Research – Concepts, Practices, and Cases”, Oxford University Press, New Delhi, 2018.

Green Paul E & Tull Donald S, “Research for Marketing Decisions”, Prentice Hall India Ltd., New Delhi, 2017.

Luck David J Ruhin S Ronald: “Marketing Research”, Prentice Hall India, New Delhi, 2017.

Majumdar, R., “Marketing Research – Text, Applications and Case Studies”, New Age International Pvt. Ltd., New Delhi, 2018.

Malhotra, Naresh K., “Marketing Research – An Applied Orientation”, Pearson Education, 7th Edition, 2019.

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/Magazines

afaqs Reporter

Harvard Business Review

Journal of Marketing Research

Pitch

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:

Students' logical and reasoning capabilities are assessed.

Students would demonstrate a command of a good vocabulary

Students' capacity to execute numerical calculations will reflect speed and accuracy

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):

Appreciate self-employment needs, and favourable disposition to entrepreneurial possibilities.

Aware of the institutional support to entrepreneurs in the areas of trainee, finance, marketing, etc.

Understand the importance and difficulties in idea generation for product / service development and the methods that could be adopted for the purpose.

Ability to develop a business plan

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

Baron, R.A. & Himieleski K.M. (2018). Essential of Entrepreneurship Changing the World, One Idea at a Time, Cheltenham, UK: Edward Elgar Publishing

Charantimath, Poornima M (2019). Entrepreneurship Development and Small Business Enterprises, Pearson Education

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>

PRINCIPLES AND PRACTICES OF GENERAL INSURANCE

Code: 307

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):

Able to understand the basic concepts in General Insurance.

Able to understand various products, regulatory structure of General insurance.

Able to understand corporate & 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

Black, Jr Kenneth and Harold Skipper Jr (2000), “Life and Health Insurance”, Prentice-Hall, Inc., England
Fundamental of Insurance by R K Gupta, (2013) Himalaya Publishing House, Reprint

General Insurance Principles and Practice by K C Mishra & G E Thomas, (2012) Cengage Learning

Rejda, George E (2001), “Principles of Risk Management and Insurance”, Addison Wesley Longman, Inc.

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/frnGeneral_Layout.aspx?page=PageNo3729&flag=1

Trimester IV

Course Code	Course Name
401	Strategic Management
402	Legal Environment for BIF
403	Elective 1 – Subject 1
404	Elective 1 – Subject 2
405	Elective 2 – Subject 1
406	Elective 2 – Subject 2
	Project Work & Viva Voce

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 learn the principles of strategy formulation, strategy execution and strategic control in organizations.

Students would be able to elucidate the pros and cons of diverse growth strategies.

Students would be able to spell out the role of strategic leadership and strategic entrepreneurship in the realization of above average returns.

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

Charles, W.L. Hill., Gareth Jones & Houghton Mifflin, (6thEdn, 2003) Strategic Management – An Integrated Approach, All India Publishers.

Concepts in Strategic Management and Business Policy - Toward Global Sustainability Thomas L. Wheelen and J.David Hunger. Pearson

Gregory G. Dess, (1993) Strategic Management, Tata McGraw-Hill, New Delhi.

H. Igor Ansoff, (1965/1987) Corporate Strategy, Tata McGraw-Hill, New Delhi/Penguin, New Delhi.

M.E.Porter, (1980) Competitive Strategy, Free Press, Illinois.

M.E.Porter, (1985) Competitive Advantage, Free Press, Illinois.

M.E.Porter, (1990) Competitive Advantage of Nations, Macmillan, New Delhi.

Nitish Sengupta, & J.S. Chandan, (2003) Strategic Management Contemporary Concepts and Cases, Vision Books, New Delhi.

R.Srinivasan, (2nd Edn) Strategic Management -- The Indian Context, Prentice Hall of India Pvt. Ltd., New Delhi.

Richard Pettinger, & Palgrave, (2004) Contemporary Strategic Management, Macmillan, New Delhi.

Richard Pettinger, (1996) Introduction to Corporate Strategy, Macmillan, New Delhi.

Strategic Management, P. S. Ananthanarayanan and N.Chandrasekaran, Oxford University Press.

Strategic Management: Concepts: Competitiveness and Globalization, Hitt, Ireland and Hoskisson, Pearson

Strategic Management: Formulation, Implementation and Control, John Pearce, Richard Robinson, Amita Mittal Tata McGraw-Hill Education Pvt. Ltd.

Upendra Kachru, (2005) Strategic Management, Excel Books, New Delhi.

Case Studies

Mahindra & Mahindra

Mindtree

Indigo

Sona Steering

TVS Motor

Vijaya Dairy

JSW

Journals/Magazines

Sloan Management Review

Harvard Business Review

Vikalpa – IIM Ahmedabad

Management Review – IIM Bangalore

LEGAL ENVIRONMENT FOR BANKING, INSURANCE AND FINANCIAL SERVICES

Code: 402

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 would be able to understand various acts that affect corporate business.

Students would be able to understand various acts benefits to the corporate sector in general and BIF in particular.

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

Akhileshwar Pathak, (2007), “Legal Aspects of Business”, Tata McGraw-Hill Publishing Company Limited, New Delhi.

Consumer Protection Act, 1986, Bare Act:

K.R. Bulchandani, “Business Law for Management”, Himalaya Publishing House, Hyderabad, 2007.

M.C. Kuchhal, “Mercantile Law”, Vikas Publishing House Pvt. Ltd., New Delhi. 2007.

Maheshwari S.N. & Maheshwari S.K (2010), “A Manual of Business Laws”, Himalaya Publishing House, New Delhi.

Maheshwari S.N. & Maheshwari S.K., (2008), “Banking: Law & Practice”, Kalyani Publishers, New Delhi.

N.D. Kapoor, (2007), “Essential Elements of Mercantile Law”, S.C. Chand & Co., New Delhi.

Ramaiya, A Guide to Companies Act, Wadhwa and Company Nagpur.

Sharma, J. P, Corporate Laws, Ane Books Pvt Ltd, New Delhi.

The Competition Act, 2002, Bare Act.

V. Ramakrishna Raju, “Business Laws & Economic Legislations”, Himalaya Publishing House, New Delhi, 2007.

V.S. Datey, (2007), “Business and Corporate Laws”, Taxmann Allied Services Ltd. New Delhi, 2007.

Trimester V

Course Code	Course Name
501	Corporate Governance, Business Ethics and Corporate Social Responsibility
502	International Banking, Foreign Exchange and Treasury Management
503	Elective 1 – Subject 3
504	Elective 1 – Subject 4
505	Elective 2 – Subject 3
506	Elective 2 – Subject 4

Code: 501

Credits: 3

Course Objective(s): To familiarize the students with the understanding of issues and practices of corporate governance in the Indian scenario.

Course Outcome(s):

Students would be able to explain the growing primacy of corporate governance in the Indian scenario.

Students would be able to summarize the findings of the various committees established to report on Corporate governance issues.

Students would be able to underscore the importance of regulations to further corporate governance.

Unit I Conceptual Framework of Corporate Governance: Introduction: Need and Scope - Evolution and Development of Corporate Governance in India - Elements of Good Corporate Governance. Board Composition Types of Directors-Executive Director, Non-Executive Director, Shadow Director, Independent Director, Women Director, Lead Director, Role, Responsibilities, Chairman, CEO, Separation of Roles; Board Sub-Committees - Mandatory and Non-Mandatory Committees, Composition, Role and Responsibilities, SEBI (Listing Obligations and Disclosure Requirements) Kotak Committee on Corporate Governance, Shareholder Activism-Class Action Suit, Responsibilities of Board, Performance Review of Board and Individual Director.

Unit IIBusiness Ethics: Ethics - Meaning, Importance; Relationship between morals, values and ethics - Need and Significance of Business Ethics, Characteristics of Business Ethics, Insider Trading, Ethics in Compliance, Corporate Code of Ethics; Ethical Issues, Ethical Dilemma in Organizations - Integrity Pact; Ethics Committee; Stakeholders' Protection - Whistle Blower - Benefits of Business Ethics, Case Studies on Satyam, Kingfisher and ICICI.

Unit III Corporate Social Responsibility: Meaning and Definition of CSR, Difference between CSR and Philanthropy - Triple Bottom Line Approach - Relation between CSR and Corporate governance; environmental aspect of CSR - CSR-Legislation in India, Section 135 of Companies Act 2013, CSR – Current trends, Issues and challenges in India.

Suggested Readings

Asish K. Bhattacharyya (2016). Corporate Governance in India: Change and Continuity, Sage, New Delhi.

Bajpai, G. N. (2016). The Essential Book of Corporate Governance, Sage Publications, New Delhi.

CS Rupanjana De (2018). A Practical Guide to Corporate Social Responsibility: As Amended by the Insolvency and Bankruptcy Code (Amendment) Act, Bloomsbury, India.

Government of India (2019). Economic Survey, Ministry of Finance, Economic Division, New Delhi.

Michael Hilb (2017). Governance of Digitalization: The Role of Boards of Directors and Top Management Teams in Digital Value Creation, Haupt, Berne.

Nirbhay Lumde (2018). Corporate Social Responsibility in India: A Practitioner's Perspective, Notion Press, India.

OECD (2013). Boards of Directors of State-Owned Enterprises---An Overview of National Practices, OECD Publishing, Paris.

OECD (2016). Broadening the Ownership of State-Owned Enterprises. A Comparison of Governance Practices, OECD Publishing, Paris.

OECD (2019). Corporate Governance Fact book, OECD Publishing, Paris.

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

ICICI

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

INTERNATIONAL BANKING, FOREIGN EXCHANGE AND TREASURY MANAGEMENT

Code: 502

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):

Students will acquire the concepts relating to International Banking.

Students will be able to understand Forex and Treasury Management Operations.

Students will be able to understand 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

Indian Institute of Banking and Finance (2017). International Banking Operations. Macmillan.

Indian Institute of Banking and Finance (2017). Treasury, Investment and Risk Management. Taxmann.

Indian Institute of Banking and Finance (2018). Treasury Management Macmillan.

Jacque, L. L. (2013). Management and control of foreign exchange risk. Springer Science & Business Media.

Jeevanandam C. (2016). Foreign Exchange Practice, Concepts and Control. Sultan & Chand.

Rupnarayan Bose (2014). Fundamentals of International Banking. Macmillan.

Shapiro, A. C. (2008). Multinational Financial Management. John Wiley & Sons.

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/Magazines

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

Trimester VI

Course Code	Course Name
601	Retail Banking, Rural Banking and Micro Finance
602	Management of Pension Funds
603	Project & Infrastructure Management and Financing
	Long Term Research Project
	Comprehensive Viva

RETAIL BANKING, RURAL BANKING AND MICRO FINANCE

Code: 601

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):

Students will get familiarized with various concepts of Retail banking and its significance.

Students will be able to understand Rural banking, institutions offers rural banking services.

Students will be able to understand Micro Finance initiatives 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 – Farm 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

Ethics in Banking (2018 Edition), Indian Institute of Banking & Finance, 2018

Inclusive Banking 'Thro' Business Correspondents, IIBF, 2018

Macmillan's Principle & Practices Of Banking, IIBF, 2017

Micro-Finance: Perspectives and Operations 2E, IIBF, 2018

Retail Asset Products and Other Related Services, Indian Institute of Banking and Finance, 2017

Retail Banking for CAIIB Examination (2018-2019) Session, Indian Institute of Banking Finance, 2018
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>

MANAGEMENT OF PENSION FUNDS

Code: 602

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 and 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

Arun S. Muralidhar (2001), "Innovations in Pension Fund Management", Stanford University Press, Stanford, California

Frank J. Fabozzi (Ed) (1997), "Pension Fund Investment Management", Frank J. Fabozzi Associates, New Hope, Pennsylvania.

Keith P. Ambachtsheer (2016), "The Future of Pension Management – Integrating Design, Governance, and Investing", John Wiley & Sons, Inc., Hoboken, New Jersey.

Keith P. Ambachtsheer & D. Don Ezra (1998), "Pension Fund Excellence – Creating Value for Stakeholders", John Wiley & Sons, Inc., Hoboken, New Jersey.

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.

Tacchino, Litell and Cordell (1999), "Financial Decision – Making at Retirement", The American College, Bryn Mawr. Pa.

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)

PROJECT & INFRASTRUCTURE MANAGEMENT AND FINANCING

Code: 603

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 will be well versed with detailed steps involved in Project Infrastructure Management.

Students will be able to prepare project reports along with project appraisals.

Students will be able to look at the control aspects of the project.

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

Chandra, Prasanna, (2017), “Projects – Planning, analysis, Financing, Implementation and Review”, McGraw Hill.

Fabozzi & Nahlik (2012), “Project Financing, 8th Edition”, Euromoney Books

Finnerty, John D., (2015), “Project Financing: Asset-Based Financial Engineering, 3rd edition”, Wiley India Pvt. Ltd.

Mishra, Amareshwar and Mishra, R.K., (2013), “Financing Patterns for Infrastructure Projects” Academic Foundation.

Srivastava, Vikas & Rajaraman, V., (2017), “Project and Infrastructure Finance”, Oxford University Press

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 Objectives:

This course will help to gain knowledge and an insight into the spectrum of risks faced by businesses and to learn techniques of managing risks. It may build the capacity for applying such learning to address risk related issues in real business scenarios.

Course Outcomes:

Upon the completion of the course, the students are expected to be able to understand the risk and address the risk related issues. They are expected to be well versed with the tools and techniques for identifying and assessing potential risks and the management of credit risk and enterprise risk.

Unit I **Introduction of Risk:** Concept, Risk and Uncertainty, Classification of Risks, Types of Risk: Strategic and Operational Risk, Business Risk, Finance Risk, Information Risk & Liquidity Risk. **Sources and Evaluation of Risks:** Identification and Sources of Risk, Qualification of Risk and various methodologies, Impact of Business Risk, Role of Risk Manager and Risk Committee in identifying Risk.

Unit II **Risk Management:** Concept, Objectives and process of Risk Management, Importance of Risk Management & Risk Management Techniques **Evaluation of Risk Management Strategies:** Internal Control environment and linkages with risk management, Integrated Risk Reporting and Stakeholder responsibilities. IT Risk Management-Disaster Recovery. **Risk Model:** VAR, Stress Testing, Scenario Analysis. Country and Sovereign Risk Models and Management

Unit III **Credit Risk Measurement and Management:** Component of credit risk, evaluating and mitigating risk, Qualitative and Quantitative Techniques to manage risk, credit scoring models **Enterprise Risk Management:** Definition, Scope and Techniques **Operational Risk Management:** Definition, Scope and Techniques

Suggested Readings

Credit Risk Management for Indian Banks (2013). K Vadyanathan, Sage Publications.

Enterprise Risk Management - From Incentives to Controls, James Lam, (2014), Second Editions, John Wiley and Sons

Risk Management and Financial Institutions, (2015) John C. Hull, John Wiley and Sons

Risk Management in Banking, Joel Bessis (2019) Second Edition, John Wiley and Sons.

The Essentials of Risk Management, Michel Crouhy and Dan Galai, McGraw Hill

Case Studies

Fraud at Bank of Baroda: Manage Risk or Manage crisis

Padhy Leather: Minimizing Commercial Risk through a Letter of Credit

Power China: International Strategy and Risk Management

Journals/Magazines

International Journal of Risk Assessment and Management, Inderscience

Journal of Risk Research, Taylor & Francis

Risk Management, Springer

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):

Students would be in a position to understand documentation required for submitting loan proposals.

Students would be able to undertake credit appraisal in limited way.

Students would be able to explain the nuances of credit management.

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

G.S. Popli & S.K. Puri (2013), "Strategic Credit Management in Banks, First edition, PHI Learning Private Limited.

Indian Institute of Banking & Finance (2018), "Bankers' Handbook on Credit Management, Second Edition, Taxmann, New Delhi.

Prasanna Chandra (2019), Projects: Planning, Analysis, Selection, Financing, Implementation and Review, 9th Edition, McGraw Hill Education.

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

Economic Modelling Journal

Impact Assessment and Project Appraisal 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

Credits: 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 Arbitraders 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

Allman, K. A. (2010). "Modeling Structured Finance Cash Flows with Microsoft Excel: A Step-by-Step Guide", John Wiley & Sons.

Fabozzi, F.J., H. A. Davis, and M. Choudhry (2006). "Introduction to Structured Finance", John Wiley and Sons

Hirsa, A., & Neftci, S. N. (2013). "An introduction to the mathematics of financial derivatives", Academic Press.

Hull, J. C., & Basu, S. (2018). "Options, futures, and other derivatives – 9th Edition". Pearson Education India.

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

Credits: 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

Alastair Day (2012) Mastering Financial Modeling in Microsoft Excel by, Pearson publishers, First Edition.

Extracting necessary financial data from various resources such as Yahoo Finance, Google Finance, Ace Equity, CMIE and Bloomberg Terminals.

Francis J. Clauss (2010) Corporate Financial Analysis with Microsoft Excel by, The McGraw-Hill Companies.

Industry & Equity Research reports of various companies.

Paul Pignataro (2013) Financial Modeling & Valuation by Wiley Finance series, First Edition.

Reading form 10K, 10Q, Quarterly and Annual reports.

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.

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):

Students would understand the basic concept of financial planning.

Select the tax friendly & suitable investment, insurance and retirement products for clients.

Students would be able to 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

Dun & Bradstreet (2009), Wealth Management, Tata McGraw Hill Publishing Company Ltd.

Indian Institute of Banking & Finance (2017), Introduction to Financial Planning, 4th edition, Taxmann, New Delhi

Indian Institute of Banking & Finance (2017), Investment Planning Tax Planning and Estate Planning, Taxmann Publications Pvt. Ltd.

Indian Institute of Banking & Finance (2017), Risk Analysis, Insurance and Retirement Planning, Taxmann Publications Pvt. Ltd.

Mittra, 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: F6

Credits: 3

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:

Students would display an awareness of the basic concepts on Security Analysis and Portfolio Management.

Students would demonstrate ability to analyse investment opportunities in stock markets.

Students would demonstrate an ability to evaluate portfolio performance.

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 for Equity Valuation: Economy and Industry Analysis. Company level 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 and Selection, Sharpe's Index Model Capital Asset Pricing Model. Arbitrage Pricing Theory

Portfolio Revision: Constant Dollar Value Plan. Constant Ratio Plan. Variable Ratio Plan. Modification of Formulae Plan, Dollar Cost Averaging

Unit III Institutional and Managed Portfolio: Mutual Funds – Open-end and Close ended.

Suggested Readings

Bodie, Z., Kane, A., & Marcus, A. J. (2013). Investments and portfolio management. McGraw Hill Education (India) Private Limited 11th Edition.

Charles P. Jones (2012), Investments: Analysis and Management”, John Wiley & Sons. 13th Edition.

Fisher and Jordon (2012), “Security Analysis and Portfolio Management”, Prentice Hall of India 7th Edition.

Elton and Gruber, (2010), “Modern Portfolio Theory and Investment Analysis”, John Wiley and Sons. 9th Edition.

Francis J C, (2012). ‘Investments: Analysis and Management, McGraw Hill 11th Edition.

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

Dr.Vinod K. Singhania and Dr.Monica Singhania (2019), Students' Guide to Income Tax including GST, 61st Edition, Taxmann Publishers.

Dr.Vinod K. Singhania and Dr.Kapil Singhania (2019), Direct Taxes law & practice, Professional Edition, Taxmann Publishers.

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

Credits: 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 acquaint them in dealing with cross border acquisitions.

Course Outcome(s):

Students would be able to explain the rationale of joint ventures and Mergers and Acquisitions (M&A).

Students would be capable of supporting the conduct of a due diligence prior to M&A.

Students would be able to explain defense strategies in the event of takeover.

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

Hull, John C., Merger & Acquisition, Pearson, 2018

Hull, Basu Merger & Acquisition, Pearson India, 2017

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: F9

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

Financial Institution & Markets - L. M. Bhole. (Tata McGraw - Hill Publishing Corporation Limited, New Delhi).

Financial Markets - Gordon & Natarajan. (BPB Publications).

Indian Financial Systems - M. Y. Khan. (Tata McGraw - Hill Publishing Corporation Limited, New Delhi).

Investment Management - V. K. Blialla. (S. Chand & Company Publishers Ltd.,)

Project Financing- Asset based Financial Engineering- John D Finnerty-John Wiley & Sons Inc, New York

Projects - Planning, Analysis, Selection, Implementation and Review - Prasanna Chandra. (Tata McGraw - Hill Publishing Corporation Limited, New Delhi).

Case Studies

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/>.

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

Nikhil Chandra Shil, Bhagban Das (2017), “Financial Management – A strategic Perspective” Sage Publishers, 1st Edition.

Prasanna Chandra (2014), “Strategic Financial Management” Mc Grawhill publishers, paperback Edition.

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

Edward Blocher and David Stout and Paul Juras and Steven Smith (2019), Cost Management: A Strategic Emphasis, 8th Edition McGraw Hill Education (India) Ltd.

John Shank and Vijay Govindarajan (2008), Strategic Cost Management, The New Tool for Competitive Advantage, Simon & Schuster.

Michael Maher, Frank Selto, Ronald Hilton (2008),Cost Management: Strategies for Business Decisions , 4th Edition McGraw-Hill

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 Divisional Transfer Pricing

Business Excellence Model

Journals/Magazines

International Journal of Accounting

Journal of Cost Management

Journal of management accounting research

FINANCIAL ANALYTICS

Code: F12

Credits: 3

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):

Students would learn why, when and how to use financial analytics

Students would gain insights into probabilistic reasoning and potential outcomes that inform decision making.

Students would obtain familiarity with stochastic models.

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

Predictive Analytics Process

Define Project

Data Collection
Data Analysis
Statistics
Modelling
Deployment
Model Monitoring

Algorithms

Time series Algorithms
Regression Algorithms
Cluster Algorithms
Outlier Algorithms
Neural Network Algorithms
Ensemble Algorithms

Simple Linear Regression Model

Regression Model & Equation
Estimated Regression Equation
Interpretation of Correlation Coefficient

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: F13

Credits: 3

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

International Corporate Finance – Jeff Madura – Cengage Learning.

International Financial Management – Cheol S Eun and Bruce G Resnick – McGraw Hill

International Finance – Rajiv Srivastava – Oxford Publication

International Finance by Piet Sercu – Princeton University

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

PRIVATE EQUITY

Code: F14

Credits: 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

Neha Bhuwania (2014), Guide to Private Equity, 1st Edition, Taxmann Publications Pvt. Ltd.

Cyril Demaria (2016), Introduction to Private Equity, Venture, Growth, LBO & Turn-Around Capital, 2nd Edition, Wiley India Pvt. Ltd.

Mark Bishop (2012), The Future of Private Equity: Beyond the Mega Buyout, First Edition, Palgrave Macmillan.

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

FIXED INCOME SECURITIES

Code: F15

Credits: 3

Course Objectives:

The course is designed to provide a description and analysis of fixed income securities. This course helps to develop the relevant knowledge and understanding of fixed income instruments and interest rate models for students aiming for a career in the fixed income field. The course will provide an overview of the major institutions, organisations and investors, and the recent developments in fixed income, covering both theoretical background and practical implementation.

Course Outcomes:

Upon completion of this course, the students are expected to get the relevant knowledge and understanding of the fixed income instruments/markets. This course may provide the foundation to the students for understanding and learning the subsequent courses like Securities Analysis and Portfolio Management, Derivatives & structured Finance, Risk Management, etc. Reasonable knowledge and expertise in this area may open up job opportunities as: Trader/Fund Manager, Portfolio Manager, Risk Manager, Market/Risk Analysts, and Domain Specialists in Software companies, etc.

Unit I Fixed Income Securities: Various Classification - Basic Features of Fixed Income Security, Classification of Debt Instruments based on their Features, Markets based on currency of Debt Issue, Issuing Sectors and Sub-Sectors Wise Classification of Debt Instruments, Regulatory Classification of Debt Instruments (in India).

Risk and Yield/Return Measures - Risk and Return in Bonds: Meaning and Linkages, Risks Associated with Fixed Income Securities, Interest Rate Risk, Reinvestment Risk, Yield Curve Risk, Liquidity Risk, Call Risk (Timing Risk), Credit Risk, Legal Risk, Foreign Exchange Risk, Volatility Risk, Sovereign Risk (Country Risk, Political Risk). Return Measures for Fixed Income Securities: Nominal Return / Coupon Rate (CR), Current Yield (CY), Average Return or Yield to Maturity (YTM), Return till the Call (Put) Date (YTC / YTP), Yield to Worst (YTW) and Yield to Best (YTB)

Unit II Term Structure of Interest Rates - Interest Rates: Meaning and Different Types, Some Important Interest Rates in Indian Debt Market, Major Determinants of Rate of Interest, Term Structure of Interest Rates: Different Types, Yield Curve, Methods of Constructing Yield Curve, Zero Coupon Yield / Spot Rate Curve. Forward Rate Curve, The Credit Spread and Non-GSec. ZCYC, Theories of Interest Rate Term Structure.

Unit III Pricing and Valuation of Bonds - Valuation of Bond: Meaning, Broader Steps & Important Issues. Bond Valuation in-between two Coupon Payment Dates, Selection of Day Count Conventions, Selection of Single or Multiple Discounting Rates, Presence of Some Special Feature (s), Valuation of Floating Rate Bond, Valuation of Bond with Embedded Options, Valuation of FI Securities: RBI-FIMMDA Guidelines

Bond Price Sensitivity - Bond Price Sensitivity to Interest Rates: Meaning, Price-Yield Relationship, Various Interest Rate Sensitivity Measures, Duration or Macaulay Duration, Modified Duration, Effective Duration, M-Duration of Floating Rate Bond, Price Value of a Basis Point (PVBVP) or PV01, Portfolio

Sensitivity Measure, Limitations of Duration/M-Duration/PV01, Convexity: A Supplement to M-Duration.

Suggested Readings

A V Rajwade, 2008; Handbook on Debt Securities and Interest Rate Derivatives, Tata McGraw-Hill

Bruce Tuckman, 2002; Fixed Income Securities: Tools for Today's Markets (2nd Ed.), John Wiley & Sons, Inc.

Frank J. Fabozzi, 2001; The Handbook of Fixed Income Securities (6th Ed.), McGraw-Hill

Frank J. Fabozzi, 2005; Fixed Income Mathematics: Analytical and Statistical Techniques (4th edition), McGraw-Hill Companies, Inc.

Frank J. Fabozzi, 2011; Bond Markets, Analysis and Strategies (7th Ed.), Pearson Publication

Moorad Choudhry, The Bond and Money Markets: Strategy, Trading, Analysis; Butterworth- Heinemann.

Saunders A. and Cornett M. 2003, Financial Institutions Management, McGraw-Hill, Boston, pp 180-257

Sundaresan, Suresh M, 2002, Fixed Income Markets and their Derivatives (2nd Ed.), Thomson Asia, Singapore

Journals/Magazines

Financial Analysts Journal

Journal of Derivatives

Journal of Econometrics

Journal of Finance

Journal of Financial Markets

RBI (Internal Debt Management Department Mumbai) July 2016; Government Securities Market: A Primer; Source: <https://rbi.org.in/Scripts/PublicationsView.aspx?id=16413>

Reserve Bank of India, July 2015; Master Circular – Prudential Norms for Classification, Valuation and Operation of Investment Portfolio by Banks.

FINANCIAL ECONOMETRICS

Code: F16

Credits: 3

Course Objective(s):

To enable and equip the students with the basic functions and tools of financial econometrics

To develop the knowledge and skills expected of a manager about applications of econometric methods with respect to various business activities in the domain area of a business organization.

Course Outcome(s):

Helping students to formulate and specify the quantitative model to business issues followed by its estimation, interpretation the results which can be used for forecasting and policy decisions

Unit I Applications of Econometrics in Business: Nature and scope of applied econometrics in business, understanding the structure of data for analysis and applications, Introduction to various econometrics software packages – Eviews, Stata and R.

Regression Model: Simple vs Multiple Linear regression, Fitting and interpreting a regression model, Problem of estimation and inferences (OLS and MLE methods), Evaluating a regression model, scaling, functional form and calibrating the models, Qualitative & Time as a Variable, Non-Linear Regression Model, Data Transformation, Estimation & Interpreting Nonlinear Regression Models.

Unit II Selecting the Best Models: Multicollinearity and Variable Selection, Heteroscedastity, Autocorrelation: problem identification and solution, Model miss-specification and diagnostic checking. Predictive Powers vs. Model Fit

Time Series Analysis: Testing for Trend and Unit Roots: DF, ADF, PP, KPSS test, Structural Change, Seasonality, Problems in testing Unit root. Persistence and Co-integration, Causality Analysis

Unit III Panel Data Analysis: Fixed Effect, Random Effect, Hausman Specification Test, Dynamic Panel, System GMM Estimate, Unit Root, Cointegration, Causality test.

Limited Dependent Regression: Tobit Regression

Suggested Readings

Gujarati, D. N. (2015). *Econometrics: By Examples*, 2nd Edition by McGraw-Hill Education, New Delhi.

Gujarati, D. N. (2017). *Basic econometrics*, 5th Edition by McGraw-Hill Education, New Delhi.

Studenmund, A. H. (2017). *Using econometrics: A practical guide*, 7th edition by Pearson India Education Services Ltd., New Delhi.

W. H. Greene (2018), *Econometric Analysis*, 8th edition by Pearson India Education Services Ltd., New Delhi.

Walter Enders (2018), *Applied Econometric Time Series*, Fourth edition by John Wiley and Sons, Inc. Company, New York.

Case Studies

The Consumer Packaging Case, Nopane Advertising – Harvard Case

Sarah Gets Diamond Case- Harvard Case

Guest First Hotel – Harvard Case

Compass Maritime Services, LLC: Valuing Ships- Harvard Case

A-CAT Corp.- Forecasting: Ivey case

Journals/Magazines

Journal of Applied Econometrics

Journal of Banking and Finance

Journal of Financial and Quantitative Analysis

Review of Financial Studies

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

Aaker, D.A. (1991). Managing Brand Equity. New York: Free Press.

Aaker, D.A. (1996). Building Strong Brands. New York: Free Press.

Kapferer, Jean- Noel. (1997). Strategic Brand Management. Dover, NH Kogan Page.

Marketing Management (2015) 15/e by [Philip Kotler](#)

Product management - Donal R. Lehmann, Russel S. Winer

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

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: Meaning, Evolution of IMC, Reasons for growth and Characteristics of IMC – Role of IMC in Marketing – Communication Process: Traditional and Alternative Response Hierarchy Models – Source, Message & Channel factors - Establishing Objectives and Budgeting: Determining IMCs Objectives: Sales vs. Communication Objectives, DAGMAR, Setting Objectives for the IMC Program, Planning & developing IMC Program – Establishing & Allocating promotional budgeting.

Unit II Elements of IMC 1. Advertising – Features, Advantages and Disadvantages, Fundamentals of Advertising Campaigns – Brand Positioning through Advertising – Planning Process – The Creative Brief – Creating an Appeal, Sales Promotion – Different Types of Sales Promotion, Advantages and Disadvantages. 2. Public Relation and Publicity – Types of PR, Process, Advantages and Disadvantages, Types of Publicity. 3. Direct Marketing – Features, Advantages and Disadvantages. 4. Personal Selling – Features, Advantages and Disadvantages – Media Platforms: Print, Out-of-Home and Digital (Radio, TV & Internet) - Significance of Indian Readership Survey.

Unit III Meaning and importance of measuring communication effectiveness - The testing process, measuring the effectiveness of other promotional tools – Regulations of Advertising & Promotion: Self-Regulation & Government Regulation, Role of ASCI - The ethical, social, and legal aspects of advertising and promotion.

Suggested Readings

Advertising and Promotions-Belch & Celch, Tata McGraw Hill 2001

Advertising Management – Rajeev Batra, John G. Myers & David A Aaker PHI

Contemporary Advertising Irwin/McGraw-Hill (International Edition)

Integrated Marketing Communications – Kenneth E. Clow & Donald E. Baack, Pearson, 2014.

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 Objectives: 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:

Students will be able to analyse the personal, cultural and environmental dimensions that influence consumer behavior decision making.

Students would be able demonstrate how knowledge of consumer behavior can be applied to marketing.

Students would be able to prepare a coherent report on consumer behavior issues.

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

Engel F James & Blackwell D Roger (2017), “Consumer Behaviour” (Hold Semesters International Editions) Japan.

Harward John A, Sheth Jagdish N. (2015), “Theory of buyer behaviour”, John Wiley & Sons Inc. New York.

Majumdar, R. (2017), “Consumer Behaviour – Insights from Indian Market”, PHI Learning Pvt Ltd, New Delhi.

Schiffman Leon G & Kanuk L L. (2017), “Consumer Behaviour”, Prentice Hall of India, New Delhi.

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

SERVICES MARKETING

Code: M4

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.

Students will understand the key issues in managing customer satisfaction and service quality.

Students would be 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

Govind Apte, "Services Marketing", Oxford University Press, 2011.

Harrison, T., "Financial Services Marketing", Pearson Education, New Delhi, 2008.

Hoffman, K.D. & Bateson, J.E.G., "Marketing of Services", Cengage Learning, New Delhi, 2009.

Lovelock Christopher, Jochen Wirtz, Jayanta Chatterjee, "Services Marketing—People, Technology, Strategy", 7th Edition, Pearson, 2011.

- Naresh K. Malhotra, Satyabhusan Dash, “Marketing Research”, 7th edition, Pearson, 2019.
- Nargundkar, R., “Services Marketing – Text and Cases”, Tata McGraw Hill, New Delhi, 2008.
- Pezzullo, M.A., “Marketing Financial Services”, Macmillan Publication, 2009.
- Shajahan, S., “Services Marketing – Concepts, Practices & Cases From Indian Environment”, Himalaya Publishing Company, Mumbai, 2008.
- Srinivasan R, “Services Marketing: The Indian Context”, PHI Learning, 2012.
- Valarie A Zeithaml, Mary Jo Bitner, Dwayne D Gremier and Ajay Pandit., “Services Marketing”: McGraw-Hill Pub. Co., 6th Ed. 2013.
- Varun Goenka, Pradeep Kumar Bhattacharjee, “Marketing Management, Indian Cases”, Pearson, 2018.
- Verma, Harsh, V., “Services Marketing: Text & Cases”, Pearson Education, New Delhi, 2008.
- 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

Maruti

Pricing Dilemma – 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

Francis Buttle (2017), “Customer Relationship Management: Concepts and Technologies”, Routledge, New Delhi.

Greenberg, P. (2016), “CRM – Essential customer strategies for the 21st century”, 3rd Edition, Tata McGraw – Hill, New Delhi.

Mullick N.H. (2017), “Customer Relationship Management”, Oxford University Press, New Delhi.

Rai, A.K. (2017), “Customer Relationship Management – Concepts and Cases”, Prentice Hall of India, New Delhi.

Shajahan, S. (2017), “Relationship Marketing – Text & Cases”, Tata McGraw Hill, New Delhi.

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

Credits: 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

Industrial Marketing – Analysis, Planning and Control By Robert Reeder, Edward G. Briety and Betty Reeder – Prentice Hall of India.

Industrial Marketing – By Krishna K. Havaldar – Tata McGraw Hill

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: M7

Credits: 3

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):

Students would be able to identify factors in formulating a marketing strategy.

Students would comprehend legal and ethical issues in marketing.

Students would be able to analyze consequences of adopting different marketing strategies.

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

Aaker, D A (2005) Strategic Market Management, John Wiley & Sons, New York

Bishop, B. (2000) “Strategic Marketing for the Digital Age”, Excel Books, New Delhi.

Ferrell, O. C. and M D Hartline (2017) Marketing Management Strategies, (6th edition) Cengage Learning, New Delhi.

Gilligan, C and Wilson, M S R (2003) Strategic Marketing Planning, Butterworth-Heinemann, New Delhi.

Jain, Subhash C., (2004) “Marketing Strategy” Planning, Implementing and Learning. Cengage Learning, London.

Mathur, U C (2006) Strategic Marketing Management Text and Cases, Macmillan India Ltd. New Delhi.

Nag A (2008) Strategic Marketing (2nd edn.), Macmillan India Ltd. New Delhi.

Sahaf, M A (2008) “Strategic Marketing”, Prentice Hall of India Pvt Ltd. New Delhi.

Shajahan, S (2010) Strategic Marketing Text and Cases, Viva Books, New Delhi.

West, Douglas, John Ford and Essam Ibrahim (2006) Strategic Marketing: Creating Competitive Advantage. Oxford University Press, New Delhi.

Xavier, M J (2007) Strategic Marketing, Response Books, New Delhi.

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: M8

Credits: 3

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:

Student would be able to understand and design strategies on Digital Marketing.

Students would be able to understand the different tools used in digital marketing

Students would be able to be able to understand contemporary marketing strategies and ways to reach customers.

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

Ardlow (2001), Principles of Internet Marketing, Thomson Learning.

Barker (2013), Social Media Marketing, Cengage Learning.

Chaffey (2006), Internet Marketing Strategy, Prentice Hall.

Digital Marketing 2020 Grow Your Business with Digital Marketing by Danny Star

Digital Marketing Strategy An Integrated Approach to Online Marketing by Simon Kingsnorth

Faster, Smarter, Louder Master Attention in a Noisy Digital Market Aaron Agius, Gián Clancey

Hanson Ward (2000), Principles of Internet Marketing, South Western College Pubs.

Hanson Ward (2007), Internet Marketing and e-Commerce, South Western College Publications.

Richard Gay (2012), Online Marketing – a customer-led approach, Oxford.

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: M9

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, 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

Badi, R V and Badi N V (2007), "Rural marketing", Himalaya Publishing House, Mumbai.

Balram Dogra, Karminder Ghuman (2008), "Rural marketing - concepts and practices", Tata McGraw-Hill Publishing Company Ltd., New Delhi.

Habeeb-ur-Rahman, K S (2004), "Rural marketing in India", Himalaya Publishing House, Mumbai.

Krishnamacharyulu, C S G, Lalitha Ramakrishnan (2002), "Rural marketing Text and cases", Pearson Education (Singapore) Pvt. Ltd, Delhi.

Krishnamoorthy, R (2008), "Introduction to Rural marketing", Himalaya Publishing House, Mumbai.

Pradeep Kashyap, Siddhartha Raut (2006), "The rural marketing Text and Practices", Himal Impressions, New Delhi.

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

Acharya S S and Agarwal N L (2015) Agricultural Marketing in India. Oxford & IBH Publishing Co. Pvt. Ltd., New Delhi

Badi, R V and Badi N V (2007), “Rural marketing”, Himalaya Publishing House, Mumbai.

Balram Dogra, Karmander Ghuman (2009), “Rural marketing - concepts and practices”, Tata McGraw-Hill Publishing Company Ltd., New Delhi.

Habeeb-ur-Rahman, K S (2004), “Rural marketing in India”, Himalaya Publishing House, Mumbai.

Krishnamacharyulu, C S G, Lalitha Ramakrishnan (2009), “Rural marketing Text and cases”, Pearson Education (Singapore) Pvt. Ltd, Delhi.

Krishnamoorthy, R (2008), “Introduction to Rural marketing”, Himalaya Publishing House, Mumbai.

Pradeep Kashyap, Siddhartha Raut (2016), “The rural marketing Text and Practices”, Himal Impressions, New Delhi.

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):

Students would be able to explain the numerous stages of the selling process.

Students would be able to prepare a sales forecast.

Students would be to chalk out a distribution plan given a situation.

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

David Jobber, Geoff Lancaster (2019), “Selling and Sales Management”, Pearson Education, New Delhi.

Havalder K.K. and Vasant M.C. (2017), “Sales and Distribution Management”, Tata McGraw Hill, New Delhi.

John F. Tanner Jr., D. Honeycutt., Robert C. Erffmeyer. (2013), “ Sales Management shaping future sales Leaders”, Pearson Education.

Manning Gerald L, Reece Barry L (2016), “Selling Today – Creating Customer Value”, Pearson Education, New Delhi.

Ovid Riso (ed.) (1993), “the Dartnell Sales Sales Promotion Handbook”, UBS Publishers Ltd., New Delhi

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 would be able to learn about the retail and various aspects of retail business.

Students would be able to develop their knowledge about the Indian retail sector, its buying process and related business strategy.

Students would be able to understand aspects like ethics, tools and softwares used, job and entrepreneurial prospects in retail.

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

Barry Berman and Joel Evans (2004), Retail Management: A Strategic Approach, Prentice Hall, 9th Edition.

Chetan Bajaj, Rajnish Tuli, Nidhi Varma Srivastava (2010), "Retail Management Second Edition", OXFORD publication

Managing Retail, 2nd edition by Piyush Kumar Sinha & Dwarika Prasad Uniyal-Oxford Publication.

Michael Levy, Barton Weitz: Retailing Management, 5th Edition, Tata McGraw-Hill publication.

Retailing Management Text & Cases, 3rd Edition by Swapna Pradhan, Tata McGraw-Hill.

Case Studies

Nordstrom Case on customer service

Big bazaar 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):

Students will be well versed with various aspects and importance of International business and functioning of MNCs.

Students would be familiarized with International business culture and its importance

Students would be familiarized 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

Global Marketing 9th edition, Warren J. Keegan, Pace University, Mark C. Green, Simpson College, ©2017, Pearson

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

Andreasen A.R. (2014), “Social Marketing in 21st Century, Sage Publications, London.

Gerald Hastings. (2007), “Social Marketing”, Butterworth – Heinemann, Elsevier, New Delhi.

Marvin E. Goldberg, Martin Fishbein, Susan Middlestadt (2018), “Social Marketing”, Psychology Press.

Nancy R. Lee, Philip Kotler. (2019), “Influencing Behaviours for Good”, Sage Publications, New Delhi.

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

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

Batra, Rajiv. (2000), Advertising Management, Prentice Hall.

Chiranjeev, Avinash. (2000). Electronic Media Management, Authors Press.

Gunarathne, Shelton A. (2000). Handbook of Media in Asia, Sage.

Herrick F. Dennis. (2012). Media management in the age of giants. Albuquerque: University of New Mexico Press.

Keeble, R.C. (2005). Print journalism: a critical introduction. Oxon. Routledge.

Kohli-Khandelkar Vanitha. (2006). The Indian media business. New Delhi: Sage.

Making Media: Production, Practices, and Professions by Mark Deuze

Masters of the Word: How Media Shaped History from the Alphabet to the Internet by William J. Bernstein

Media Management: A Casebook Approach by George Sylvie

Padmaja, R. (2008). Marketing of newspapers. New Delhi: Kanishka Publishers.

Stradling, Linda (2010). Production management for TV and Film: The professional's guide. London: Methuen Drama.

The Media Handbook: A Complete Guide to Advertising Media Selection, Planning, Research, and Buying by Helen Katz

Tyagi C.L., Kumar, Arun. (2004). Advertising management. New Delhi: Atlantic Publishers and Distributors.

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):

Students would gain understanding of the process of marketing analytics.

Students would be able to identify and measure factors that affect customers.

Students would demonstrate understanding of the customer choices and predict future trends in sales.

Unit I Introduction to Marketing Analytics, Marketing Insight, Modelling Drivers of demand, Targeting Prospective Customers, LIFT Chart, When Customers are likely to buy, Customer Lifetime Value (CLV), RFM Analysis, Pay Per Click (PPC) Marketing, Retail Conversion Rate, Introduction to Recommender System

Unit II RFM analysis, Simple Multiple Binary Linear Models, Principal component analysis (PCA) and perceptual maps, Exploratory factor analysis (EFA), Confirmatory Factor Analysis (CFA), Introduction to Structural Equation Modelling (SEM), Association Rules–Market Basket Analysis

Unit III Customer analysis using discriminant analysis, Conjoint Analysis for customer choice, Calculating customer life time value, Customer value analysis using Markov chain, Use of classification tree for market segmentation, Forecasting for new product Sales: Using S curves to forecast sales of new product, Time Series Analysis, Survival Analysis, Customer Churn Analysis, Estimating SCAN*PRO Model for Sales

Suggested Readings

A Ohri (2012), “**R for Business Analytics**”.

Arnab K.Laha (2015), “**How to Make The Right Decision**”.

Bhasker Gupta, “**Interview Questions in Business Analytics**”.

Chris Chapman; Elea McDonnell Feit (2019), “**R for Marketing Research and Analytics**”.

Cory Lesmeister (2017), “**Mastering Machine Learning with R**”.

Dr.Umesh R. Hodeghatta and Umesha Nayak, “**Business Analytics Using R - A Practical Approach**”.

Glyn Davis and Branko Pecar (2013), “**Business Statistics using Excel**”.

Grigsby Mile, (2018) Marketing Analytics A practical guide to improving consumer insights using data techniques (2nd Ed) Kogan Page Ltd.

Halady Rao Purba (2013), “**Business Analytics an Application Focus**”.

Ilya Katsov (2017) Introduction to Algorithmic Marketing: Artificial Intelligence for Marketing Operations, Grid Dynamics

Jank Wolfgang (2011), “**Business Analytics for Managers**”.

Jared P. Lander (2013), “**R for Everyone: Advanced Analytics and Graphics**”.

Johannes Ledolter (2013), “**Data Mining and Business Analytics with R**”.

Joseph F. Hair, William C. Black, Barry J. Babin and Rolph E. Anderson (2015), “**Multivariate Data Analysis**”.

Prasad R N and Acharya Seema (2013), “**Fundamentals of Business Analytics**”.

Subhashini Sharma Tripathi, “**Learn Business Analytics in Six Steps Using SAS and R**”.

Thomas A. Runkler, “**Data Analytics Models and Algorithms for Intelligent Data Analysis**”.

Journals/Magazines

Industrial Management & Data Systems

Journal of Business Research

Journal of Retailing

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:

Students would be able to gain understanding of the processes and factors that affect work and training

Students will be able to articulate the scope and approaches to various training methods.

Students would be able to demonstrate skills in evaluation of training and understand sector specific processes of training.

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

Armstrong, Michael (2010), "A handbook of Human Resource Management", Kogan Page India, New Delhi.

Blanchard, N., Thacker, J.W., (2004), 'Effective Training Systems, Strategies and practices', (2e) –Pearson Education, Singapore. pp-115

Bray, T., (2006), 'The Training Design Manual', Kogan Page, London, p- 183

Dipak Bhattacharya (2016), Training and Development: Theories and Applications, Sage Publications

Goldstein, I. L., and Ford, J.K., (2002), 'Training in Organizations', Wadsworth, Thomson Learning, Singapore, pp34, 63-66

JanaKiram, B., (2008), Training & Development, Dreamtech Press, New Delhi.

Lynton, Rolf. P., (2000), Training for Development, Sage publication, New Delhi.

Noe, R. (2014), Employee Training and Development (4e) Tata McGraw Hill, New Delhi

Rothwell, W. J., and Kazanas, H. C., (2004), 'Mastering the Instructional Design Process: A Systematic Approach' (3e), San Francisco, CA: Jossey-Bass.

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:

Students would be in a position to outline the need and significance of diversity management.

Students would be able to identify the elements of a "great place to work".

Students would be able to outline the scope and the significance of the employer branding.

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

Abhijit Bhaduri (2012), Don't Hire the Best, Collins Business, Noida

Bernard Marr, Data-Driven HR: How to Use Analytics and Metrics to Drive Performance, Kogan Page Limited, 2018

Glenn Elliott & Debra Corey, Build It: The Rebel Playbook for World-Class Employee Engagement, John Wiley & Sons Ltd., 2018

Laszlo Bock, John Murray (2015), Work Rules, London

Lucy Adams, HR Disrupted: It's Time For Something Different, Practical Inspiration Publishing, 2017

Peter Thiel (2014), Zero to One, Virgin Books, London

Ramesh Soundarrajan (2017), Winning on HR Analytics, Sage Publications, Los Angeles.

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 students will be able to demonstrate descriptive knowledge of the field of industrial relations.

Apply the essential concepts of industrial relations and their interrelationship at the personal, organisational and national levels.

Recognise and consider the social, historical and justice issues within industrial relations.

Investigate solutions to industrial relations problems based on research and assessment of current practices.

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

Bare Acts of Different Labour Laws.

Budd J.W., (2019), Labor Relations: Striking a Balance, McGraw Hill, 5th Edition

Ghosh P. & Nandan S., Industrial Relations and Labour Laws, (2017), Industrial Relations and Labour Laws, McGraw Hill.

Govindaraju N.S., (2019), Managing Labour Relations, Niruta Publications.

Mamoria C.B & Others (2011) Dynamics of Industrial Relations, Himalaya, Mumbai.

P L Mallik, Eastern Book; Labour Laws, Bharat Law House, New Delhi (Latest Edition).

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, 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

Bare Acts of Different Labour Laws.

Budd J.W., (2019), Labor Relations: Striking a Balance, McGraw Hill, 5th Edition

Deodhar P., Labour Welfare Trade Unionism and Industrial Relations, Himalaya Publishing House.

Ghosh P. & Nandan S., Industrial Relations and Labour Laws, (2017), Industrial Relations and Labour Laws, McGraw Hill.

Govindaraju N.S., (2019), Managing Labour Relations, Niruta Publications.

Gupta P. (2019), Industrial Relations and Labour Laws for Managers, Sage Publications.

Mamoria C.B & Others (2011) Dynamics of Industrial Relations, Himalaya, Mumbai.

Sarma A. M., (2015), Aspects of Labour Welfare and Social Security, Himalaya Publishing House.

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:

Examine the process for identifying high potential talent and developing a pipeline of talent to serve organizational present and future needs.

Analyze the processes for talent development and succession planning.

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

Anil Kumar Singh, Somesh Dhamija & Masood Hasan, 2009, Talent Management in India, Atlantic
Berger & Berger, 3rd Edition, The Talent Management Handbook, Tata McGraw Hill
Conaty & Charan, 2010, The Talent Masters, random House Business Books

David DeLong & Steve Trautman, 2011, The Executive Guide to High-Impact Talent Management, Tata McGraw Hill

Joshi & Vohra, 2017, Talent Management, Cengage

Marc Effron, 2018, One page Talent Management, HBR Press

T V Rao, 2011, Hurconomics for Talent Management, Pearson

William A. Schiemann, Reinventing Talent Management, Wiley

Case Studies

Case Study of Accenture Human Performance 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:

Students would be able to develop an understanding of the process of OD and its interventions.

Students would be able to describe various processes of team building and techniques of designed intervention at various levels.

Students would be capable of describing Personal, Interpersonal and Group Process Interventions and understand its consequences.

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

Bushe and Marshak, (2017) Dialogic Organization Development: The Theory and Practice of Transformational Change (1st Ed)

Donald F. Harvey, Donald R. Brown, (2001), “An Experiential Approach to Organization Development”, Prentice Hall

French, W, L and Bell, C.H. (2010), Organization Development – Behavioral Science Interventions for Organization Improvement. Pearson Education,

Grieves, J. Oxford Publishing, (2010), Organizational Change – Themes and Issues.

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

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 stake-holders [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

Deresky, H. (2017) International Management: Managing Across Borders and Cultures, 4th Ed, Prentice Hall India,

Drlarry, E and John, D. (2002) The Secret Of A Winning Culture: Building High-Performance Teams, Prentice Hall India,

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: H8

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 Outcome(s):

Students would be able to demonstrate the ability to apply leadership and change management principles

Students would be able to articulate the key characteristics of 'Level 5 leadership'

Students would be capable of providing a lucid explanation of the contents of the book 'Good to Great' by Jim Collins and 'Our Iceberg is Melting' by Jim Kotter

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

Jim Collins, (2001) Good to Great

Leaders at all levels – Ram Charan, John Wiley & Sons

Organisational Behavior – Fred Luthans, McGraw-Hill education

Prasad Kaipa and Navi Radjou, (2013) Smart to Wise – Acting and leading with wisdom

Rathgeber and Kotter, (2006) Our Iceberg is melting:

Roger Martin, (2007), How successful leaders think –Harvard Business Review, June

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

BALANCED SCORE CARD

Code: H9

Credits: 3

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

Kaplan and Norton, (1996) Balanced Scorecard, Translating strategy into action, Harvard Business Review Press

Kaplan and Norton, (2003) Strategy maps -Converting Intangible Assets Into Tangible, Harvard Business Review Press

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 HUMAN RESOURCE MANAGEMENT

Code: H10

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:

Develop the understanding of the concept of human resource management and its strategic relevance in organizations.

Identify the linkages between HRM functions and operations and organizational strategies, structures and culture.

Analyze problems and develop managerial solutions to HR problems at both workplace and organizational level.

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

Agarwala, T., 2007. Strategy and Human Resource Management. Oxford University Press.

Dreher, D., 2005. Human Resource Strategy: A Behavioral Perspective for the General Manager. Tata McGraw-Hill Publishing Company Limited.

Mello, A., J., 2014. Strategic Human Resource Management. Cengage Learning.

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

Brian E. Becker Mark A. Huselid, Dave Ulrich (2001) The HR Scorecard: Linking People Strategy, and Performance,

Durdana Ovais and Rajni Gyanchandani, (2017) HR Audit, Everest Publications

T.V.Rao (2008), HRD Score Card 2500: Based on HRD Audit, Sage publications

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

Competing 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:

Students would be able to articulate reasons, process, statistical means and caveats for HR analytics.

Students would be able to explain the factors affecting staffing, attrition, and impacts of organizational interventions.

Students would be capable of visualizing the information, using various tools and develop deeper understanding of collaborative networks.

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

Berrett-Koehler Publishers. 2. Fitz-enz, J., & Mattox, J. (2014). Predictive Analytics for Human Resources. Wiley.

Edwards, M. R., & Edwards, K. (2016). Predictive HR Analytics: Mastering the HR Metric. London: Kogan Page.

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:

Students will understand the complexities that prevail in a supply chain.

Students would be able to understand the significance of supply chain drivers.

Students would be able to recommend measures to overcome bottlenecks in a supply chain.

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

Bozarth, C. Cecil & Handfield, B. Robert, (2006) Introduction to Operations and Supply Chain Management, Pearson Education, New Delhi.

Chopra, Sunil & Meindel, Peter (2002) Supply Chain Management: Strategy, Planning, and Operation, Prentice Hall of India Pvt. Ltd., New Delhi.

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.

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 the 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:

An overview of service and operations management as a management function in general is obtained by the student.

Students gain an exposure to analytical tools specific to service industries.

Students would be able to design an efficient system for proper conveyance of services.

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

James A. Fitzsimmons and Mona J. Fitzsimmons, Service Management, fourth edition, McGraw-Hill, ISBN 0-07-286820-1.

Johnston Robert & Clark Graham (2005), Service Operations Management: Improving Service Delivery, Pearson.

Metters; King Metters; Pullman; Walton, "Successful Service Operations Management 2e", Cengage Learning.

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:

Students would be capable of critically appreciating the organizational and communication requirements for fostering quality management.

The significance of the contribution of quality gurus' to the management of modern organisations would be understood by the students.

From a strategic perspective, students will be able to explain how TQM, Six sigma, Customer focus, etc., engender improved business results.

Unit I Evolution of Quality Management, Principals 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

Dale H. Besterfield, Carol Besterfield Michna, Glen Besterfield, & Mary Besterfield Sacre, Total Quality Management, Prentice Hall of India Pvt. Ltd, New Delhi.

David L. Goetsch, Stanley Davis, Stanley B. Davis, Quality Management, Prentice Hall of India Pvt. Ltd, New Delhi.

Howard S. Gitlow, Quality Management, Tata McGraw-Hill, New Delhi.

James R. Evans, Total Quality Management, Organization and Strategy, Thomson, South Western.

Joel E. Ross, Total Quality Management: Text, Cases and Reading, St. Lice Press.

John S. Oakland, Total Quality Management: Text with Cases, Butterworth – Heinemann.

John T. Rabbitt, Peter A. Bergh, The ISO 9000 Book: A Global Competitor's Guide to Compliance and Certification, Quality Resource.

S. Thomas Foster, Jr., Managing Quality, Prentice Hall of India Pvt. Ltd., New Delhi.

Case Studies

Paradise Bearings

AT&T Universal card services

Indfos 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 companies.

Students will be able to analyse lean techniques for application in industry.

Students will be able to formulate lean management strategy for supply chain management.

Unit I INTRODUCTION TO LEAN MANAGEMENT: What is Lean Management? The Birth of Lean, Lean Enterprise versus Traditional Mass Production, What is Value? What can be called Value Addition? Muda: Eight Deadly Wastes. House of Lean, Visual Management, Improving Workplace Productivity: 5S. Stability through Lean Systems, Jidoka, Standardized Operations, Standardized WIP.

Unit II LEAN MANAGEMENT TOOLS AND TECHNIQUES: Continuous Flow Vs Batch Production, Just-in-Time Production, Components of JIT: Kanban and Heijunka. Total Productive Maintenance: Overall Equipment Efficiency. Value Stream Mapping, Fundamentals of Process Improvement, Lean Business Process Management.

Unit III LEAN THINKING: Hoshin Planning. The Culture of Lean Production. Customer Focused Quality. Quality Function Deployment. Kano Quality Model. Taguchi Loss Function. FMEA. Lean supply chain management, Lean Supplier development, Lean Project Management, Beyond Lean Management and Application of Lean management in various areas.

Suggested Readings

Alan Robinson (1991), "Continuous Improvement in Operations", Productivity Press, Portland, Oregon.

Andy Brophy (2012), "FT Guide to Lean: How to streamline your organisation, engage employees and create a competitive edge", Pearson.

Askin R G and Goldberg J B (2003), "Design and Analysis of Lean Production Systems", John Wiley and Sons Inc.

Dennis, P. (2016), "Lean Production Simplified: A Plain-Language Guide to the World's Most Powerful Production System", Productivity Press.

Eliyahu M. Goldratt and Jeff Cox (2004), "The Goal – A Process of Ongoing Improvement", Third Revised Addition, North River Press.

- James Womack and Daniel Jones (2003), “Lean Thinking”, Free Press, Revised Edition.
- James Womack, Daniel Jones, and Daniel Roos (1990), “The Machine That Changed the World”, Rawson Associates.
- Jeffrey Liker (2004), “The Toyota Way”, McGraw-Hill.
- Jeffrey Liker and David Meier (2006), “The Toyota Way Fieldbook”, McGraw-Hill.
- John Nicholas (2011), “Lean Production for Competitive Advantage – A Comprehensive Guide to Lean Methodologies and Management Practices”, CRC Press - Taylor and Francis Group, LLC.
- Joseph A De Feo and William W Bearnard (2004), “Juran Institute’s Six Sigma Break Through and Beyond”, Tata McGraw Hill, New Delhi.
- Kenichi Sekine (1992), “One-Piece Flow”, Productivity Press, Portland, Oregon.
- 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.
- Michael L George, David T Rowlands and Bill Kastle (2004), “What is Lean Six Sigma”, McGraw Hill, New York.
- Micheal Wader (2002), “Lean Tools: A Pocket Guide to Implementing Lean Practices”, Productivity and Quality Publishing Pvt. Ltd.
- Nicholas, J. (2018), “Lean production for competitive advantage”, 2nd ed. Boca Raton, FL: Productivity Press.
- Paksoy, T., Weber, G. and Huber, S. (2019), “Lean and Green Supply Chain Management”, 1st ed, Springer International Publishing.
- Poke – Yoke (1992), "Improving Product Quality by Preventing Defects", Productivity Press.
- Richard B Chase, Robert Jacobs F and Nicholas J Aquilano (2003), “Operations Management for Competitive Advantage”, McGraw-Hill/Irwin.

Case Studies

Decoding the DNA of the Toyota Production System

JIT at Arnold Palmer Hospital

Murphy Manufacturing - Don't say Lean without Preparation

Challenge for Supplier Program Is Sustaining Lean Improvements

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

Operations Research An introduction – Hamdy A. Taha Pearson Education, 9th Edition

Operations Research Principles and Applications - G Srinivasan, PHI, 2nd Edition

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

- Hayes, R. (2005). Operations, strategy, and technology. Hoboken, NJ: Wiley.
- Hill, A., Hill, T. and Hill, T. (2009). Manufacturing operations strategy. Basingstoke: Palgrave Macmillan.
- Lowson, R. (2003). Strategic operations management. London: Routledge.
- Slack, N. and Lewis, M. (2017). Operations Strategy. Harlow, United Kingdom: Pearson Education Limited.
- Van Mieghem, J. A., & Allon, G. (2014). Operations Strategy: Principles and Practice. (2nd ed.) Belmont, MA: Dynamic Ideas.
- Waters, C. (2006). Operations strategy. London: Thomson Learning.

Case Studies

- Paradise Bearings
- AT&T Universal card services.
- Indfos 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

Cook, T. (2011). Mastering Purchasing Management for Inbound Supply Chains. CRC Press Taylor & Francis Group

Fred Sollish and John Semanik (2011). Strategic Global Sourcing: Best Practices, Wiley.

Johnson, Leenders, Flynn (2011). Purchasing and Supply Management. McGraw-Hill/Irwin.

Locke (2013), “The Promise and Limits of Private Power”, Cambridge University Press.

Marc Helmold, and Brian Terry (2017) Global Sourcing and Supply Management Excellence in China: Procurement Guide for Supply Experts. Springer Singapore

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: OP8 _____ Credits: 3

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

- Ackerman, K. B. (2012). Practical handbook of warehousing. Springer Science & Business Media.
- Ghani, G., Laporte, G., & Musmanno, R. (2004). Introduction to logistics systems planning and control. John Wiley & Sons.
- Guo, X. (2016). Storage Policies and Maintenance Support Strategies in Warehousing Systems. Springer.
- Hamberg, R. and Verriet, J. (2012). Automation in warehouse development. Verlag London: Springer.
- Mulcahy, D. E., & Sydow, J. (2008). A supply chain logistics program for warehouse management. CRC Press.
- Richards, G. (2017). Warehouse management: a complete guide to improving efficiency and minimizing costs in the modern warehouse. Kogan Page Publishers.
- 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 MaspexWadowice, 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: OP9 _____ Credits: 3

Course Objectives:

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 Outcomes:

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

Dubey Sanjiva Shankar (2017), “Technology and Innovation Management”, PHI.

Ettlie J E (2006), “Managing innovation: New technology, new products, and new services in a global economy”, Elsevier.

Narayanan V K (2006), Managing technology and innovation for competitive advantage, Pearson Education India.

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

Credits: 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

Altekar, Rahul (2006) Supply Chain Management, Prentice Hall of India Pvt. Ltd., New Delhi.

Bozarth, C. Cecil & Handfield, B. Robert, (2006) Introduction to Operations and Supply Chain Management, Pearson Education, New Delhi.

Chopra, Sunil & Meindel, Peter (2002) Supply Chain Management: Strategy, Planning, and Operation, Prentice Hall of India Pvt. Ltd., New Delhi.

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.

Essentials of Inventory Management by Max Muller

Inventory Management: Advanced Methods for Managing Inventory within Business Systems by Geoff Relph, Catherine Milner .

R.B. Handfield, & E.L. Nichols, Jr. (2005) Introduction to Supply Chain Management, Prentice Hall of India Pvt. Ltd., New Delhi.

The Logistics and Supply Chain Toolkit: Over 100 Tools and Guides for Supply Chain, Transport, Warehousing and Inventory Management by Gwynne Richards , Susan Grinstead

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

OPERATIONS ANALYTICS

Code: OP11

Credits: 3

Course Objectives:

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. Advanced Forecasting: Time Series Analysis.

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, Supply Chain Network Design and Analysis. Review of Forecasting Models, ARIMA Models.

Unit III Applications of Linear Programming: Make/ Buy Decisions, Facility Location, Assignment, and Transportation Models. 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

Business Analytics by James Evans from Pearson

Business Analytics: Data Analysis & Decision Making by Albright et al. from Cengage Learning

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

CLOUD COMPUTING FOR BUSINESS

Code: S1

Credits: 3

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 lead to the design and development of simple cloud service. It also focused on some key challenges and issues around cloud computing.

Course Outcomes:

Students will be able to understand and address key security and compliance challenges of cloud computing.

Students will be able to demonstrate the architecture of the modern data center and the mechanisms of service orchestration.

Students will also understand different characteristics of public, private and hybrid cloud deployment models.

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 - MSEXchange - Vmotion – VMWare vCenter Converter - Hyper-V Live 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, Amazon Ec2, Google Apps for Business, Salesforce.com, Ramco-On-Demand

Suggested Readings

"Cloud Computing: A Practical Approach for Learning and Implementation" A Srinivasan, J Suresh, Pearson

Cloud Computing: Concepts, Technology & Architecture, 2014, Erl (Author), Publisher: Pearson

Cloud Computing: Master the Concepts, Architecture and Applications with Real-world examples and Case studies - 2019

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

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:

Students would be able to explain the basic concepts of ERP and its application.

Students would be able to explain various modules of ERP.

Students would be able to work practically on ERP system.

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

Ashim Raj Singla (2016), “Enterprise Resource Planning”, Paperback

D.J. Shyam (2009), “Enterprise Resource Management”, Hardcover.

Dimpi Srivastava & Aarti Batra (2010), “ERP Systems Paperback– Import”

Rüdiger Buck- Emden Addison- Wesley, (2000), “The SAPR/3 System: An Introduction to ERP and Business Software Technology”.

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:

Students will be able to identify the basic concepts and various data models used in database design, ER modelling concepts and architecture use and construct queries using SQL.

Students will be able to recognize and apply normalization and functional dependency, indexing and hashing technique used in database design.

Students will be able to apply and relate the concept of transaction, concurrency control and recovery in database.

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 Relationship Types; 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 (BCNF);

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

An Introduction to Database Management Systems, Seventh Edition, by Satinder Bal Gupta and Aditya Mittal - 2016

Database Systems Concepts – Silberschatz - 2013

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:

Students will understand various technologies supporting ecommerce, including Web services and electronic payment systems.

Students will be able to measure enablers and issues in business-to-consumer ecommerce.

Students will be able to articulate scenarios for B2B e-commerce, including SCM, CRM and EDI

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 Sites. Revenue Models over Internet; Emerging Trends in e-Commerce, Mobile Commerce, Internet based Business Models. Practical Assignment & Case Studies.

Suggested Readings

David Reske (2017), “Digital Marketing in the Zone: Break Through the Clutter to Be More Confident Successful and Happy”, Morgan James Publishing.

Digital Marketing Strategy: An Integrated Approach to Online Marketing By Simon Kingsnorth Kogan Page Publishers

Judah Phillips, “E-commerce Analytics: Analyze and Improve the Impact of Your Digital Strategy” FT Press.

Kenneth C. Laudon, Carol Guercio Traver (2017), E-Commerce: Business, Technology, and Society, Pearson Education.

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

Efraim Turban, Ramesh Sharda, and Dursun Delen (2014), “**Business Intelligence and Analytics: Systems for Decision Support**”, 10th Edition, Pearson Publications, New Delhi, India.

Ponniah and Paulraj (2010), “**Data Warehousing Fundamentals for IT Professionals**”, Second Edition, Wiley-Blackwell, ISBN 9780470462072.

Ralph Kimball and Margy Ross (2013), “**The Data Warehouse Toolkit: The Complete Guide to Dimensional Modeling**”, Third Edition, Wiley Publications, New Delhi, India.

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

Clinton W. Brownley (2016), “**Foundations for Analytics with Python**”, O’Reilly Media, USA.

James Payne (2015), “**Beginning Python: Using Python 2.6 and Python 3.1**”, Wiley India Pvt. Ltd., New Delhi, India.

Jared P. Lander (2015), “**R for Everyone: Advanced Analytics and Graphics**”, Pearson India Education Services Pvt. Ltd., Noida, India.

Joseph F. Hair, William C. Black, Barry J. Babin and Rolph E. Anderson (2015), “Multivariate Data Analysis”, Pearson Education, New Delhi, India.

K G. Srinivasa, G M. Siddesh, Chetan Shetty and B J. Sowmya (2017), “**Statistical Programming in R**”, Oxford University Press, New Delhi, India.

Kenneth Alfred Lambert (2012), “**Fundamentals of Python – First Programs**”, Cengage Learning, USA.

Rao, Umesh Hodeghatta, Nayak and Umesh (2017), Business Analytics Using R - A Practical Approach, APress, eBook ISBN: 978-1-4842-25

Robert I. Kabacoff (2015), “**R in Action: Data Analysis and Graphics with R**”, Dreamtech Press, New Delhi, India.

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 Data Visualization: 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

Michael Alexander (2016), Excel Dashboards and Reports for Dummies, 3rd Edition, John Wiley & Sons, Inc., Hoboken, New Jersey

Michael Alexander and John Walkenback (2013), Microsoft Excel Dashboards & Reports, 2nd Edition, John Wiley & Sons, Inc., Hoboken, New Jersey

Rob Collie and Avichal Singh (2016), Power Pivot Power BI, 2nd Edition, Holy Macro! Books, FL, 32954, USA

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, Continuous 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

Ben Jones (2014), Communicating Data with Tableau: Designing, Developing, and Delivering Data Visualizations, O'Reilly Media, USA

David Baldwin (2016), Mastering Tableau, Packt Publishing Ltd., UK

George Peck (2016), Tableau 9: The Official Guide, 2nd Edition, McGraw Hill Education, USA

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

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 Models of E-Governance

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 Digital Technologies to Improve Public Services

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

Backus, Michiel (2001), e-Governance in Developing Countries, IICD Research Brief.

C.S.R.Prabhu (2004), “E-Governance: Concepts and Case Studies”, Prentice-Hall of India Private Limited.

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

Credits: 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

Cyber Security for Dummies, ®Palo Alto Networks® Edition–By John Wiley & Sons, Inc. 2014 (Soft Copy)

Harish Chander (2012), “CYBER LAWS AND IT PROTECTION”, PHI Learning Pvt. Ltd.

Kenneth Geers (2011), Strategic Cyber Security, Ccd Coe Publication, (Softcopy)

Peter W. Singer Allan Friedman (2014), “Cyber security and Cyber war”, OUP USA,

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

IT Infrastructure Architecture- Infrastructure Building Blocks and Concepts Third Edition by Sjaak Laan

Lord of the Infrastructure: A Roadmap for IT Infrastructure Managers, by Art Carapola

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

Acharya, Shanker and Mohan, Rakesh (Eds) (2011). India's Economy: Performance and Challenges., Oxford University Press, New Delhi.

Ahluwalia, I. J (1985) Industrial Growth In India: Stagnation since the Mid-Sixties, Oxford

Ahluwalia, I. J. (1991). Productivity and growth in Indian manufacturing, Oxford University Press, New Delhi.

Babu, M. Suresh, (2017). Hastening slowly: India's Industrial growth in the era of Economic reforms, 1st Ed., Orient BlackSwan.

Government of India (2019), Annual Economic Survey, Economic Division, New Delhi, Ministry of Finance, New Delhi.

Kathuria, V., Raj, S.N.R., and Sen, K. (Ed.) (2014). Productivity in Indian Manufacturing: Measurements, methods and Analysis. 1st Ed., Routledge India, New Delhi.

Lall, Sanjaya (1982): Developing Countries as Exporters of Technology: The Indian experience, Macmillan, London.

Pushpangathan K and N Shanta (2009) The Dynamics of Competition: Understanding India's Manufacturing Sector, Oxford University Press, New Delhi.

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.

Tendulkar, Suresh D (Eds.) (2006), India: Industrialisation in a Reforming Economy, Academic Foundation, New Delhi.

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 woollen 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

Aswini Kumar Mishra, Vairam Arunachalam and Debasis Patnaik (2018) Current Issues in the Economy and Finance of India, Springer Nature, Switzerland AG.

Bhatia, H.L. (2018) Public Finance, Vikas Publishing House, New Delhi.

Government of India (2019) Economic Survey, Ministry of Finance, Economic Division, New Delhi.

Krzysztof Jajuga Hermann Locarek – Junge Lucjan T and Orłowski Karsten Staehr (2019) Contemporary Trends and Challenges in Finance, Springer Nature, Switzerland AG.

Meenakshi, Rajeev and Vani, B. P. (2017) Financial Access of the Urban Poor in India, A Story of Exclusion, Springer, India.

Merlin Harold Hunter (2019) Outlines of Public Finance, Forgotten Books, New Delhi.

Puja Mehr (2018) The Lost Decade (2008-18): How India's Growth Story Devolved into Growth Without a Story, Ebury Press, India.

Richard Musgrave and Peggy Musgrave (2017) Public Finance in Theory and Practice, McGraw Hill Education, New Delhi.

Sriram, M. S. (2017) Inclusive Finance India Report 2017, SAGE Publications Pvt. Ltd, New Delhi.

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-Swacch 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

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.

Banerjee, G. & Swapna (ed.) (2010) Accumulation by Dispossession: Transformative Cities in the New Global Order, New Delhi: Sage.

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.

Hnatkovska, Viktoria & Amartya Lahiri,(2013) Structural Transformation and the Rural Urban Divide, Working Paper, International Growth Center, London School of Economics.

Joop De Wit (2017) *Urban Poverty, Local Governance and Everyday Politics in Mumbai*, Routledge South Asian Edition.

Klasen, Stephan & Janneke Pieters (2015) What Explains the Stagnation of Female Labor Force Participation in Urban India? *World Bank Economic Review* 29(3).

Kundu, A. (2006) 'Trends and Patterns of Urbanization and their Economic Implications,' *India Infrastructure Report 2006*, New Delhi: Oxford University Press.

Kundu, A., Mohanan, P.C. & Varghese, K.(2013) *Spatial and Social Inequalities in Human Development: India in the Global Context*, United Nations Development Programme.

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.

Malhotra, R. (2014) *India Public Policy Report 2014*, New Delhi: Oxford University Press.

MoHUPA (2015) *Annual Report 2014–15*, Ministry of Housing and Urban Poverty Alleviation, Government of India.

Planning Commission (2012) *Report of Committee on JNNURM-II: Clean Bastis, Safe Communities, and Peoples Cities*, Planning Commission, New Delhi, Government of India.

Sivaramakrishnan, K.C. (2011) *Re-Visioning Indian Cities: The Urban Renewal Mission*, New Delhi: Sage.

United Nations (2012) *World Urbanization Prospects: The 2011 Revision*, ST/ESA/SER.A/322, New York, Population Division, Department of Economic and Social Affairs.

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

Roland Berger Strategy Consultants. The Digital Transformation of Industry.

The Oxford Handbook of the Digital Economy, Edited by Martin Peitz and Joel Waldfogel (2012) OUP

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 programme 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

Bhattacharya A.K., Ecotourism and Livelihoods, Concept Publishing Company, New Delhi

Criteria and Indicators for Sustainable Forest Management, Kotwal P.C. and M.D. Omprakash, International Book Distributors, Dehradun

Dasgupta S. and D. Debnath, Community Forest Management in Tribal States of India (with special reference to Madhya Pradesh), International Book Distributors

Elinor Ostrom, Governing the Commons: The Evolution of Institutions for Collective Action,

Jeffrey Sayer, The Science of Sustainable Development: Local Livelihoods and the Global Environment, Cambridge University Press

Natural Resources, Agarwal et al., International Institute for Environment & Development

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.

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

Energy Economics – Concepts, Issues, Markets and Governance. Subhes C Bhattacharya. Springer.

Papers published by Prayas energy group, India.

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

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

Charles Kolstad, (2010) Intermediate Environmental Economics, Oxford University Press, 2nd edition.

Kenneth Arrow et al. (2004) "Are We Consuming Too Much?" Journal of Economic Perspectives, 18(3): 147-172.

Robert N. Stavins (ed.), (2005) Economics of the Environment: Selected Readings, W.W.Norton, 5th edition.

Roger Perman, Yue Ma, James McGilvray and Michael Common, (2003) Natural Resource and Environmental Economics, Pearson Education/Addison Wesley, 3rd edition.

Roger Perman, Yue Ma, Michael Common, David Maddison and James McGilvray, (2011) "Natural Resource and Environmental Economics", Pearson Education/Addison Wesley, 4th edition, 2011

ECONOMETRICS

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 Regression Analysis and Econometric Models

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 Econometric Tests and Forecasting

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

Baltagi, B.H. (1988), Econometrics, New York, Springer

Goldberger, A.S. (1998), Introductory Econometrics, New York, Oxford University Press.

Gujarati, D. (1999) Essentials of Econometrics, Second Edition, McGraw Hill.

Gujarati, D. (2002): Basic Econometrics, Third Edition, McGraw Hill.

Jay L. Devore, (2010) Probability and Statistics for Engineers, Cengage Learning.

Johnston. J. (1991) Econometric Methods, London, McGraw Hill Book Co.

Koutsoyiannis, A. (1977): Theory of Econometrics, 2nd Edition, London, McMillan.

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

Abhijit Banerjee, Gita Gopinath, Raghuram Rajan and Mihir Sharma (eds) (2019). What The Economy Needs Now, Jaggernaut.

Amit Kapoor and Chirag Yadav (2019). The Age of Awakening: The Story of the Indian Economy since Independence, Penguin/ Viking.

Arpan Kumar Kar, Shuchi Sinha and Gupta, M. P. (2018). Digital India, Reflections and Practice, Springer International Publishing.

Arvind Subramanian (2018). Of Counsel: The Challenges of the Modi-Jaitley Economy, Penguin Random House India Pvt Ltd.

Bhattacharya, A.K. (2018). The Rise of Goliath: Twelve Disruptions that Changed India, Penguin Random House.

Bimal Jalan (2018). India Ahead: 2025 and Beyond, Rupa Publications, India.

Christophe Jaffrelot, Atul Kohli and Kanta Murali (2019). Business and Politics in India (Modern South Asia), Oxford University Press, New York.

Government of India (2019). Economic Survey, Ministry of Finance, Economic Division, New Delhi.

Niraja Gopal Jayal (2018). Re-forming India: The Nation Today, Penguin Random House India Pvt Ltd.

Raghuram G. Rajan (2019). The Third Pillar: How Markets and the State Leave the Community Behind, Harper Collins, India.

Reethika Khera (2019). Dissent on Aadhaar: Big Data Meets Big Brother, Orient Black Swan.

Sandip Sen and Aarohi Sen (2019). India Emerging: From Policy Paralysis to Hyper Economic, Bloomsbury, New Delhi.

Sanjaya Baru and Meghnad Desai (2018). The Bombay Plan: Blueprint for Economic Resurgence, Rupa Publications, India.

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

MONETARY ECONOMICS

Code: E10

Credits: 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, cyclical 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

Carlin, W. and D. Soskice Macroeconomics: Imperfections, Institutions and Policies. Oxford: Oxford University Press.

Jagdish Handa, Monetary Economics, (2009), Routledge

Lewis, M.K. and P.D. Mizen Monetary Economics. Oxford; New York: Oxford University Press.

M L Jingham, Monetary Economics, S Chand

N. Jadhav, (2006) Monetary Policy, Financial Stability and Central Banking in India, Macmillan.

R.B.I. Bulletin, Annual Report and Report on Currency and Finance (latest).

R.B.I. State Finances: A Study of Budgets, (latest).

Rakesh Mohan, (2011) Growth with Financial Stability - Central Banking in an Emerging Market, Oxford University Press.

Rakesh Mohan, (2008) - Growth Record of Indian Economy: 1950-2008. A Story of Sustained Savings and Investment, Economic and Political Weekly, May.

RBI (2013) Financial Stability Report, Mumbai, Reserve Bank of India.

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

Articles in economic and political weekly

India infrastructure report – PwC.

Journal of infrastructure development – sage publications

Powerline 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

Acharya, S.S & N.L. Agarwal. (2004). Agricultural Marketing in India, 4th Ed., Oxford University Press, New Delhi.

Bhalla, G. S. (2007). Indian Agriculture since Independence, National Book Trust, New Delhi.

Bhalla, G. S., & Singh, G. (2012). Economic Liberalisation and Indian Agriculture: A District-level Study, Sage Publications, Delhi.

Datt, R. & Sundharm, K. P. M. (2013). Indian Economy, S. Chand & Co. Ltd. Delhi

Government of India (2013). The National Food Security Act, The Gazette of India, Government of India, New Delhi.

Krishnaji, N., & Krishnan, T. N. (Eds) (2000). Public Support for Food Security: The Public Distribution in India, Sage Publications, New Delhi.

Mohanty, B. B. (ed.) (2016). Critical Perspectives on Agrarian Transition: India in the Global Debate, Routledge, New York.

Rao, C. H. Hanumantha. (2005) Agriculture, Food Security, Poverty and Environment: Essays on Post - Reform India, Oxford University Press, New Delhi.

Reddy, Narasimha, & Mishra, Srijit (Eds) (2010).Agrarian Crisis in India, Oxford University Press, New Delhi

Vaidyanathan, A. (2009). Agricultural Growth in India, Oxford University Press, New Delhi.

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

Credits: 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. Solving system 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

Fundamental Methods of Mathematical Economics Paperback – 1 Jul 2017 by Chiang (Author), Wainwright (Author)

Intermediate (+2 of CBSE level) Mathematics books covering relevant portions.

Klein, Erwin: Mathematical Methods in Theoretical Economics, Academic Press.

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).

Various issues of Journal of Mathematical Economics, Science Direct.

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

Arvind Virmani (2010) From Unipolar to Tripolar World Multipolar Transition Paradox, New Delhi, Academic Foundation.

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.

Dominick Salvatore, (2011) International Economics: Trade and Finance, London, John Wiley International Student Edition.

Elisa Baku, Exchange rate predictability in emerging markets, Journal of International Economics, vol.157, May 2019.

Ghuman. R.S. (2001) International Economics, Singapore, John Wiley and Sons.

International Trade and International Finance: Explorations of Contemporary Issues (2016) Editors: Roy, Malabika, Sinha Roy, Saikat (Eds.), Springer India

James Gerber (2012) International Economics, New Delhi, Pearson Publication.

Paul R. Krugman & Maurice Obstfeld (2009) International Economics Theory and Policy, New Delhi, Pearson Education Publication.

Sebastian Stumpner (July 2019), Trade and the geographic spread of the great recession, Journal of International Economics, Vol 119, p: 169-180.

Soderston, Bo (2005) International Economics, London, The Macmillan Press Ltd.

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

Hishrich, Peters (1992), “Entrepreneurship: starting, Developing and Managing a New Enterprise”, Irwin.

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

Financial Institution & Markets - L. M. Bhole. (Tata McGraw - Hill Publishing Corporation Limited, New Delhi).

Financial Markets - Gordon & Natarajan. (BPB Publications).

Indian Financial Systems - M. Y. Khan. (Tata McGraw - Hill Publishing Corporation Limited, New Delhi).

Investment Management - V. K. Blialla. (S. Chand & Company Publishers Ltd.,)

Project Financing- Asset based Financial Engineering- John D Finnerty-John Wiley & Sons Inc, New York

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: ED3

Credits: 3

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

Entrepreneurship Development and Small Business Enterprises by Poornima M., Charantimath. Pearson, 2018

Entrepreneurship Development, by Sharma Sangeeta. PHI Learning Private Limited, 2017

Good To Great: Why Some Companies Make the Leap...And Others Don't, by Jim Collins. RHUK; Latest edition, 2001

Innovation and Entrepreneurship, by Peter F. Drucker. Harper Business, 2006

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 Rembrand Koning. 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

Killing Marketing: How Innovative Businesses Are Turning Marketing Cost into Profit

SEO 2018 (No Bullsh*t Strategy)

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

Changing the world without Losing Your Mind: Leadership Lessons from Three Decades of Social Entrepreneurship by Alex Counts

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

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 that 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

Family Business (2e), Ernesto J. Poza., Thomson, South-Western, Mason OH, USA (2007)

Managing the Family Business: Theory and Practice, Thomas Zellweger, Edward Elgar, Publishing Massachusetts, USA (2017)

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

Burns, P. Corporate Entrepreneurship: Entrepreneurship and Innovation in Large Organizations. Palgrave Macmillan, 2013. ISBN: 9780230304031

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)

Stellios 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

Credits: 3

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

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>

Newton David (2011). *Business Model for Entrepreneurial Ventures Developing Sound Metrics for long term success*. E3 Free Market Press, California

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

Osterwalder, A., Pigneur, Y., In Clark, T., & Smith, A. (2010). *Business model generation: A handbook for visionaries, game changers, and challengers*.

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

Credits: 3

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

Barringer, R.B., Ireland, D.R. (2012) Entrepreneurship: Successfully Launching New Ventures, 4th edition. Pearson Education.

Daniel Priestley (2018), 'Entrepreneur Revolution; How to develop your Entrepreneurial Mindset & Start a Business that works' Second Edition, John Wiley and Sons Ltd.

Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd (2018), 'Entrepreneurship' Indian Edition McGraw Hall

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, if else, 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

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.

Arnab K.Laha (2015), “**How to Make The Right Decision**”, Random House Publishers India Pvt. Ltd., Gurgaon, Haryana, India.

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.

Dr. Umesh R. Hodeghatta and Umesha 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.

Glyn Davis and Branko Pecar (2013), “**Business Statistics using Excel**”, Oxford University Press, New Delhi.

Halady Rao Purba (2013), “**Business Analytics an Application Focus**”, PHI Learning Private Limited, New Delhi.

Jank Wolfgang (2011), “**Business Analytics for Managers**”, Springer Science + Business Media, ISBN 978-1-4614-0405-7.

Jared P. Lander (2013), “**R for Everyone: Advanced Analytics and Graphics**”, Pearson Education Inc., New Jersey, USA.

Jared P. Lander (2013), “**R for Everyone: Advanced Analytics and Graphics**”, Pearson Education Inc., New Jersey, USA.

Johannes Ledolter (2013), “**Data Mining and Business Analytics with R**”, John Wiley & Sons, Inc., New Jersey, USA.

Joseph F. Hair, William C. Black, Barry J. Babin and Rolph E. Anderson (2015), “**Multivariate Data Analysis**”, Pearson Education, New Delhi, India.

Prasad R N and Acharya Seema (2013), “**Fundamentals of Business Analytics**”, Wiley India Pvt. Ltd., New Delhi, India.

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.

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

US Crime

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:

Students would gain an overview of the Python ecosystem.

Students would be able to demonstrate application of machine learning models to various industryrelevant data science problems.

Students will be able to prepare data for analysis, perform simple statistical analysis, create meaningful data visualizations, and predict future trends from data.

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

Clinton W. Brownley (2016), “**Foundations for Analytics with Python**”, O’Reilly Media, USA.

James Payne (2015), “**Beginning Python: Using Python 2.6 and Python 3.1**”, Wiley India Pvt. Ltd., New Delhi, India.

Joseph F. Hair, William C. Black, Barry J. Babin and Rolph E. Anderson (2015), “Multivariate Data Analysis”, Pearson Education, New Delhi, India.

Kenneth Alfred Lambert (2012), “**Fundamentals of Python – First Programs**”, Cengage Learning, USA.

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, Continuous 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

Ben Jones (2014), Communicating Data with Tableau: Designing, Developing, and Delivering Data Visualizations, O'Reilly Media, USA

Daniel G. Murray (2013), Tableau Your Data: Fast and Easy Visual Analysis with Tableau Software, John Wiley & sons, Inc., USA

David Baldwin (2016), Mastering Tableau, Packt Publishing Ltd., UK

George Peck (2016), Tableau 9: The Official Guide, 2nd Edition, McGraw Hill Education, USA

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

Advanced Web Metrics with Google Analytics Book by Brian Clifton

Google Analytics Breakthrough -FerasAlhlou

Social Media Analytics - Techniques and Insights for Extracting Business Value Out of Social Media 1 Edition by Matthew Ganis, Avinash Kohirkar, Ed Brill

Social Media Measurement and Management: Entrepreneurial Digital Analytics Paperback – Import, 8 Jul 2019 by Jeremy Harris Lipschultz

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

Ashish Singh Bhatia, Yu-Wei, David Chiu (2017), “**Machine Learning with R Cookbook**”, Packt Publishing Ltd., Mumbai, India.

Cory Lesmeister (2017), “Mastering Machine Learning with R”, Packt Publishing Ltd., Mumbai, India.

James D. Miller, Rui Miguel Forte (2017), “**Mastering Predictive Analytics with R: Machine Learning Techniques for Advanced Models**”, Packt Publishing Ltd., Mumbai, India.

Jared P. Lander (2013), “**R for Everyone: Advanced Analytics and Graphics**”, Pearson Education Inc., New Jersey, USA.

K.G. Srinivasa, G.M. Siddesh, Chetan Shetty, B.J. Sowmya (2017), “**Statistical Programming in R**”, Oxford University Press, New Delhi, India.

Kuntal Ganguly (2017), “**R Data Analysis Cookbook**”, Packt Publishing Ltd., Mumbai, India.

Yu-Wei, David Chiu (2016), “**R for Data Science Cookbook**”, Packt Publishing Ltd., Mumbai, India.

Case Studies

H₂O Background

Biopsy – Tumor Data

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

Credits: 3

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 networks - 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

Dan Toomey (2017), “**Jupyter for Data Science**”, Packt Publishing Ltd., UK.

James Payne, “**Beginning Python – Using Python 2.6 and Python 3.1**”, Wiley India Pvt. Ltd., New Delhi, India.

Navin Kumar Manaswi (2018), “**Deep Learning with Applications using Python**”, Replika Press Pvt. Ltd., New Delhi, India.

Prateek Joshi (2016), “**Python Machine Learning Cookbook**”, Packt Publishing Ltd., UK.

Tom M. Mitchell (2019), “**Machine Learning**”, McGraw Hill Education (India) Private Ltd., New Delhi, India.

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:

Students would be capable of identifying and applying appropriate techniques and tools to solve problems in managing huge quantity of data.

Students will design and implement big data analytics solutions to various industry-relevant problems.

Students will firmly process real-time data streams and implement real-time big data analytics solutions.

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 Spark Core:

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

Ben Spivey, Joey Echeverria. "Hadoop Security Protecting Your Big Data Problem" O'Reilly Media, 2015

E. Capriolo, D. Wampler and J. Rutherglen, “Programming Hive”, O ‘Reilly, 2012

Hben Spiivery, “Cassandra: The Definitive Guide”, O ‘Reilly, 2010

Hric Sammer, “Hadoop Operations” O ‘Reilly, 2012

Lars George, “HBasc: The Definitive Guide”, O ‘Reilly, 2011

Michael Minelli, Michelle Chambers, and Ambiga Dhiraj,” Big Data, Big Analytics: Emerging Business Intelligence and Analytics Trends for Today’s Wiley, 2013

P.J.Sadalage and M.Fowler, “NoSQL Distilled: A Brief Guide to the Emerging World of Polygloy Persistence”, Addison- Wesley Professional, 2012

Tom White, “Hadoop: The Definitive Guide”, Third Edition, O ‘Reilly, 2012.

Vignesh Prajapati, “Big Data Analytics with R and Hadoop”, Packet Publishing 2013

Case Studies

American Express

Energy Future Holdings Corporation

British Airways

Centres 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

Alan Beaulieu (2009), “**Learning SQL**”, O'Reilly Media, Inc., USA.

Anthony Molinaro (2005), “**SQL Cookbook**”, O'Reilly Cookbooks, USA.

Clydebank Technology (2015), “**SQL: QuickStart Guide – The Simplified Beginner's Guide To SQL**”, CreateSpace Independent Publishing Platform, USA

Gordon S. Linoff (2015), “**Data Analysis Using SQL and Excel**”, 2nd Edition, John Wiley & Sons, New Delhi, India.

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

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 Educational Objectives:

To familiarize the students with basics of management theory and practice.

To impart knowledge in the domain of international business environment.

To develop business acumen of executives with sensitivity to global management and business issues.

To equip students with necessary skills and knowledge that will help them to take up roles in organizations having domestic and global operations and to take up businesses having global operations.

Program Outcomes:

Students will be able to analyze and explain the basic concepts of management theory and practice

Students can evaluate the impact of global issues on an organization's international business operations

Students will be able to prepare international business plan

Students can assess the impact of cultural diversity on the policies of an organization

Students would handle the responsibilities in the domain of domestic and global business environment

Students will be well versed with software packages and would be able to apply them in managerial decision making

PGDM- International Business (PGDM-IB)

Course Curriculum

First Year

Trimester I		
Course Code	Course 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	International Business - I	3
Total Credits		21

Trimester II		
Course Code	Course 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	International Business - II	3
207	Export Marketing	2
208	Foreign Language – French	3
Total Credits		23

Trimester III		
Course Code	Course 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
308	Design Thinking	NC
	Contemporary Issues/ Seminars	1
	Comprehensive Viva	1
Total Credits		22

Summer Internship Program (SIP) 8 Weeks

Second Year

Trimester IV		
Course Code	Course 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		
Course Code	Course Name	Credits
501	Corporate Governance, Business Ethics and Corporate Social Responsibility	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		
Course Code	Course Name	Credits
601	MNC Strategies in Emerging Markets	3
602	WTO and Regional Trading Agreements	3
603	Project Management	3
	Long Term Research Project	3
	Comprehensive Viva	2
Total Credits		14

Term	Credits
1	21
2	23
3	22
4	21
5	18
6	14
Total No. of Credits	119

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

Risk Management
Financial Analysis and Credit Management
Derivatives and Structured Finance
Financial Modelling
Financial Planning and Wealth Management
Security Analysis and Portfolio Mgmt
Tax Planning and Management
Corporate Restructuring, Mergers and Acquisitions
Entrepreneurial Finance
Strategic Financial Management
Strategic Cost Management
Financial Analytics
Foreign Exchange Arithmetic
Private Equity
Fixed Income Securities
Financial Econometrics

Marketing

Product and Brand Management
Integrated Marketing Communications
Consumer Behaviour
Services Marketing
Customer Relationship Management
B2B Marketing
Strategic Marketing
Digital Marketing
Rural Marketing
Agri-Business Marketing
Sales and Distribution Management
Retail Management
Global Marketing Management
Social Marketing

	Media Management Marketing Analytics	
Human Resource	Learning and Development Contemporary HRM Industrial Relations I Industrial Relations II Talent Management Organization Development Cross Cultural Management Leadership and Change Management Balanced Scorecard Strategic Human Resource Management HR Auditing HR Analytics	
Operations	Supply Chain Management Management of Service Operations Total Quality Management Lean Management Optimization Models for Industry Operations Strategy Strategic Sourcing Warehouse Management Technology and Innovations Management Advanced Inventory Modelling Operations Analytics	
Systems	Cloud Computing for Business Enterprise Resource Planning Relational Database Management system e-Commerce Data Mining and Business Intelligence Data Modelling with R and Python Data Visualising using Advanced Excel Data Visualising using Tableau	

	<p>Digital Governance</p> <p>Cyber Security and Cyber Laws</p> <p>IT Infrastructure</p>	
Economics	<p>Industrial Economics</p> <p>Public Finance</p> <p>Urban Economics</p> <p>Digital Economy</p> <p>Natural Resource Management</p> <p>Energy Economics</p> <p>Environmental Economics</p> <p>Econometrics</p> <p>Contemporary Government Policies & Business</p> <p>Monetary Economics</p> <p>Economics of Infrastructure</p> <p>Agricultural Economics</p> <p>Mathematical Economics</p> <p>International Economics</p>	
Entrepreneurship	<p>Creating a New Venture from Idea to launch</p> <p>Entrepreneurial Finance</p> <p>Creativity, Innovation and Entrepreneurship</p> <p>Digital Marketing for Startups and SMEs</p> <p>Social Entrepreneurship and Social Innovation</p> <p>Family Business Management</p> <p>Corporate Entrepreneurship</p> <p>Business Model for Sustainable Growth</p> <p>Aligning Startups with their Market</p> <p>Detailed Project Report (DPR)</p>	
Business Analytics	<p>R Studio for Data Science and Machine Learning (ver.1.2.1335)</p> <p>Python for Data Science and Machine Learning (ver.3.7.3)</p> <p>Data Visualising using Tableau</p> <p>Web and Social Media Analytics</p> <p>Deep Learning and Artificial Intelligence using R Studio (ver.1.2.1335)</p> <p>Deep Learning and Artificial Intelligence using Advanced Python (ver.3.7.3)</p>	

	Big Data Analytics	
	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

Course Code	Course Name
101	Management and Organizational Behaviour
102	Statistics for Management
103	Economics for Managers
104	Financial Accounting
105	Personality Development and Business Communication
106	Marketing Management
107	International Business - I

MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR

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

Interpret the management theories and relate it to industry situations.

Analyze individual and group behaviour, and understand the implications of organizational behaviour on the process of management.

Practice decision making in dynamic organizational settings.

Describe and assess the basic design elements of organizational structure and evaluate their impact.

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

Aswathappa K., (2014) Organizational Behavior, Himalaya Publishing House, Mumbai.

Fred Luthans, (2015) Organizational Behavior, McGraw Hill Education, New York.

Robbins, Judge and Sanghi, (2018) Organizational Behavior, Pearson Education Inc.

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 in turn help in better decision making

Course Outcome(s):

Students will be able to explain key terminology used in business statistical analysis.

Students would be able to explain important issues surrounding sampling.

Students would have the capacity to calculate and infer the results of Bivariate and Multivariate Regression and Correlation Analysis for the purpose of forecasting

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

Amir D. Aczel, and Jayvee Sounderpandian (2008), “Complete Business Statistics”, Seventh Edition New Delhi: McGraw-Hill Education.

Barry Render, Ralph M. Stair, Jr., Michael E. Hanna, and Badri R.N. (2017). “Quantitative Analysis for Management”, Thirteenth Edition New Delhi: Pearson

David P. Doane and Lori E. Seward (2012), “Applied Statistics in Business and Economics”, Fourth Edition New Delhi: McGraw-Hill Education.

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.

Douglas A. Lind, William G. Marchal, and Samuel A. Wathen (2017), “Statistical Techniques in Business and Economics”, Seventeenth Edition New Delhi: McGraw-Hill Education.

Glyn Davis and Branko Pecar, “Business Statistics using Excel”. (2014). Second Edition. Faridabad: Oxford University Press.

Gupta S. C (2011), “Fundamentals of Statistics”, New Delhi: Himalaya Publishing House.

Hooda R. P. (2013), “Statistics for Business and Economics”, Fifth Edition. Noida: Vikas Publishing House Private Limited.

Richard I. Levin, David S. Rubin, Sanjay Rastogi, Masood H. Siddiqui, (2018), “Statistics for Management”. Eighth Edition. New Delhi: Pearson Education.

Srivastava T.N., and Shailaja Rego (2016), “Statistics for Management”, Third Edition New Delhi: McGraw-Hill Education.

Vimala Veeraraghavan and Suhas Shetgovekar, “Textbook of Parametric and Nonparametric Statistics” (2019). First Edition. New Delhi: Sage Publications India Private Limited.

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.

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):

Students would be able to distinguish different economic systems.

Students would understand the principles associated with supply and demand in determining market equilibrium.

Students would be able to articulate the role of behavioral economics approach to decision making.

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

Keat Paul G., Young, Philip K.Y., and Banerjee, Sreejata (2017), Managerial Economics: Economic Tools for today's Decision Makers, Sixth Edition, Pearson India.

Michael R. Baye, (2016), Managerial Economics and Business Strategy, McGraw HD Ed

Robert Pindyck and Daniel Rubinfeld, Microeconomics (2017), Eight edition, Pearson Education Asia.

S Charles Maurice, Christopher R Thomas (2019), Managerial Economics, 13th Ed, McGraw HD Ed

William D. Nordhaus, Paul A. Samuelson (2017), Micro Economics, 19th Ed, Indian Edition, McGraw Hill

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):

Students would be able demonstrate the need for financial accounting.

Students would be able to prepare primary financial statements of a company

Students would have the ability to interpret financial statements of a company

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

Ambrish Gupta (2012), “Financial Accounting for Management an Analytical Perspective”, Fourth Edition, by Pearson Publishers.

Charles T. Horngren, Gart L.Sundem, John A.Elloitt (2017), “Introduction to Financial Accounting”, 11th Edition, Pearson Publishers.

Dolphy D’Souza, Vishal Bansal (2017), “Indian Accounting Standards, Interpretations, Issues & Practical Application”, Snow White Publications.

Godwin, Alderman, Sanyal, (2016), “Financial Accounting, Cengage Learning.

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

Pareesh Shah (2013), Financial Accounting for Management”, Oxford University Press Second Edition.

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):

Students' comprehension capabilities are elevated

Students' presentation skills are heightened

Students' performance at diverse interviews and managerial interactions would improve.

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

B.N.Gosh (2012), Managing Soft Skills for Personality Development, Tata McGraw-Hill.

Barun K Mitra (2011), "Personality Development & Soft Skills", Oxford.

Hory Shankar Mukerjee (2013), Business Communication.

How to Talk to Anyone- Leil Lowndes

Lesikar, Raymond V., & Flatley, Marie E., (2005) "Basic Business Communication – Skills for Empowering the Internet Generation", Tenth Edition, Tata McGraw Hill, New Delhi

Locker, Kitty O., Kaczmarek, Stephen Kyo, (2007), “Business Communication – Building Critical Skills”, Tata McGraw Hill, New Delhi

Murphy, Herta A., Hildebrandt, Herbert W., & Thomas, Jane P., (2008) “Effective Business Communication”, Seventh Edition, Tata McGraw Hill, New Delhi

Raman M., & Singh, P., (2006) “Business Communication”, Oxford University Press, New Delhi.

Talk Like Ted- 9 Public Speaking Secrets by Carmine Galo

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

Code: 106

Credits: 3

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):

Students would have the ability to explain the evolution of marketing management concept

Students would have the capacity to appreciate the relevance of segmentation, targeting and positioning.

Students would demonstrate the ability to undertake test marketing.

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

Etzel, M. J., Walker, B.J., Stanton, W.J., & Pandit, A. (2017), “Marketing – Concepts and Cases”, Tata McGraw Hill, New Delhi.

Kotler, P., Keller, K.L., Koshy, A., and Jha, M. (2016), “Marketing Management – A South Asian Perspective”, Dorling Kindersley (India) Pvt. Ltd., New Delhi.

Kotler, Philip (2016), "Marketing Management - Analysis, Planning, Implementation and Control", Prentice Hall, Delhi.

Lamb, C.W., Hair, J. F., Mc Daniel C., "Marketing", Thomson Asia Pte Ltd, Bangalore, 2016.

Lamb, C.W., Hair, J.F., Sharma, D., Mc Daniel, C. (2017), "MKTG: A South Asian Perspective", Cengage Learning, New Delhi.

Panda, T.K. (2015), "Marketing Management – Text and Cases' Excel Books, New Delhi,

Ramaswamy V.S., Namakumari, S. (2018), Marketing Management Indian Context, Global Prospective, Sage Publications, New Delhi.

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

INTERNATIONAL BUSINESS - I

Code: 107

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):

Students will get to learn the factors influencing globalization, privatization and liberalization & explain how international factors affect domestic concerns

Students are expected to enhance their cognitive knowledge of global issues

Students will be able to know the various market entry strategies & explain the main institutions that shape the global marketplace

Students will get to know various international trade theories

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

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

- Aswathappa K. (2006), “International Business”, The McGraw –Hill Company.
- Charles W L Hill & Arun Kumar Jain (2005), “International Business: Competing in the Global Market Place”, The McGraw –Hill Company.
- Czinkota, Ronkainen, Moffett (2017), “International Business”, Cengage Publications.
- Daniels, Radebaugh and Sullivan (2008), “International Business – Environments and Operations”, Pearson Education, Eleventh Edition.
- Francis Cherunilam (2005), “International Business: Text and Cases”, Prentice Hall India.
- Francis Cherunilam (2007), “International Business Environment”, Himalaya Publishing House, 2007.
- Justin Paul “International Business” Publisher: PHI Learning Pvt. Ltd- New Delhi
- Oded Shenkar & Yadong Luo (2004), “International Business”, Wiley Publication.
- P. SubbaRao (2005), “International Business: Text and Cases”, Himalaya Publishing House.
- 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

Trimester II

Course Code	Course Name
201	Human Resource Management
202	Operations Research
203	Financial Management
204	Macro Economics
205	IT Applications for Management
206	International Business –II
207	Export Marketing
208	Foreign Language – French

HUMAN RESOURCE MANAGEMENT

Code: 201

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, a student would come to know about the theory and application of human resource management.

Students will get acquainted with performance assessment methods, improvements and resultant in terms of employee service condition reviews.

Students would acquire a brief idea about employee's compensation and their participation in 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

Denisi, Griffin and Sarkar (2014) Human Resource Management, Cengage New Delhi.

Dessler and Varkkey. (2017) Human Resource Management, Pearson New Delhi.

Durai, Pravin (2010) Human Resource Management Pearson, Delhi

Jyothi P and Venkatesh (2014) Human Resource Management, Oxford, New Delhi.

Khanka, Dr SS (2011) Human Resource Management, S Chand, New Delhi

Mathis and Jackson, (2016) Human Resource Management, Pearson, Delhi

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

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):

Students would be able to describe quantitative methods used in decision making.

Students will be able to use software to model a real world problem

Students will be able to propose optimal strategy using decision making methods under uncertainty and game theory.

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 $(2 \times n)$ and $(m \times 2)$ games, Linear Programming Model for $m \times n$ games.

Suggested Readings

Anderson Sweeney Williams Martin, “An Introduction to Management Science Quantitative Approaches to Decision Making “, Thirteenth Edition, Cengage Learning.

Barry Render, Ralph M. Stair, JR., Michael E. Hanna (2007), “Quantitative Analysis for Management”, New Delhi, Pearson Education.

Hamdy A. Taha, (2008), “Operations Research: An Introduction”, Eighth Edition, Pearson Education.

Panneerselvam R, (2008), “Operations Research”, New Delhi, Prentice Hall of India Pct. Ltd.

Srinivasan G, (2008), “Operations Research”, New Delhi, PHI Learning Pvt. Ltd.

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):

Students would be able to explain the key functions of a finance manager.

Students would be able to prepare a working capital requirement.

Students would have the capacity to determine when a company should issue debt instruments and when to offer equity, or a combination of both, when making capital structure decisions.

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

I M Pandey (2016), Financial Management, 11th Edition, Vikas Publishing House.

I.M. Pandey & Ramesh Bhat (2017), Cases in Financial Management, 3rd Edition, Tata McGraw Hill Publishers.

Jonathan Berk, Peter DeMarzo and Ashok Thampy (2010), Financial Management, First Edition, Pearson Publishers.

Khan, MY and Jain P K (2017), Financial Management: Text, Problems and Cases, Mc Graw Hill Education (India) Pvt Ltd.

Prasanna Chandra (2017), Financial Management: Theory and Practice Ninth Edition, Tata McGraw Hill Publishers.

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: 204

Credits: 3

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):

Students would be able to describe the main theories in macro economics.

Students would be able to apply the concepts of aggregated demand and supply to analyse economic situations.

Students would be able to explain the impact of various macro economic policies.

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

Agarwal, Vanita (2010). Macroeconomics: Theory and Policy, 1st Ed., Pearson Education, South Asia.

D'Souza, Erol. (2012). Macroeconomics, 2nd Ed., Pearson Education, South Asia.

Dornbusch, Rudiger, Fischer, Stanley, and Startz, Richard (2015). Macroeconomics, 11th Ed., Mac Graw Hill.

Goyal, Ashima (2016). Macroeconomics and Markets in Developing and Emerging Economies, 1st Ed., Routledge India, Oxon and New York.

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: 205

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):

Students will be conversant with the Basic and Essential Concepts of MS-Excel

Students will be able to analyze and resolve basic information technology problems

Students would be able to describe the fundamental elements of information technology

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

Beginning Microsoft Excel 2010 by Abbott Katz

Microsoft Excel 2016 Step by Step – Curtis Frye

Microsoft Office Professional 2013: Step by Step by Melton B

Rajaraman. V. (2013). Introduction to Information Technology. 2nd Ed. PHI Learning.

Schwartz (2011). Microsoft Office 2010 for Windows. 1st Ed. Pearson Education India.

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

INTERNATIONAL BUSINESS - II

Code: 206

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):

Students would understand the significance of culture in International Business.

Students would be able to appreciate the importance of ethics in international business.

Students would gain knowledge about recruitment and compensation in global context.

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

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

Charles W L Hill & Arun Kumar Jain, (2005). "International Business: Competing in the Global Market Place", The McGraw –Hill Company.

Czinkota, Ronkainen, Moffett, (2017) "International Business, Cengage Publications,

Daniels, Radebaugh and Sullivan, (2008), "International Business – Environments and Operations", Pearson Education, Eleventh Edition, Aswathappa K., "International Business" (2006), The McGraw –Hill Company

Francis Cherunilam, (2005), "International Business: Text and Cases", Prentice Hall India.

Francis Cherunilam, (2007) "International Business Environment", Himalaya Publishing House.

Oded Shenkar & Yadong Luo, (2004), "International Business", Wiley Publication

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

EXPORT MARKETING

Code: 207

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

C. Jeevanandam "International Trade Policy, Practices, Procedures & Documentation" Sultan Chand & Sons. New Delhi, latest edition.

Export Performance and Export Marketing Strategies 2017 Edition (English, Hardcover, Sanjay K. Jain) ISBN: 9788190002646, 9788190002646

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.)

FOREIGN LANGUAGE - FRENCH

Code: 208

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):

Students would have an elementary capability to engage in greetings and small talk.

Students would demonstrate the capacity to provide a self -introduction.

Students would be able to construct simple sentences in past, present and future tense.

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

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

Trimester III

Course Code	Course Name
301	Production and Operations Management
302	Cost and Management Accounting
303	Business Analytics for Managers
304	International Marketing Research
305	Priming for Placements (Business Aptitude)
306	Start Ups and Entrepreneurship
307	Global Finance and Foreign Currencies
308	Design Thinking
	Contemporary Issues
	Comprehensive Viva

PRODUCTION AND OPERATIONS MANAGEMENT

Code: 301

Credits: 3

Course Objective:

To emphasize importance of Operations function.

To present contemporary view of Production and Operations Management

Course Outcome:

Students would be in a position to explain the planning, design and operations of a manufacturing firm.

Students would be able to provide quantitative techniques to assist in decision making of operations management.

Students would be able to highlight quality control measures in the sphere of operations management.

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

B Mahadevan, "Operations Management", Pearson Education.

Chary S.N. (2006), "Production & Operation Management", Fourth Edition, New Delhi, Tata McGraw Hill.

J B Venkataratnam, Production and Operations Management: e-Learning Portal, IPE website

Krajewski and Srivastava, 'Operations Management' Eleventh Edition (2015), Pearson Education.

R Panneer Selvam, Production and Operations Management (2012) PHI.

Richard B. Chase, F. Robert Jacobs & Nicholas J. Aquilano, (2005), “Operations Management for competitive Advantage”, Eleventh Edition, McGraw Hill.

William J Stevenson, “Production / Operation Management”, Ninth Edition, New Delhi, Tata McGraw Hill.

Case Studies

Capacity Planning Case Study (1998 to 2012 sales data)

Sphinx Steel Company- Process Flow Chart

Ginger Hotels Case Study

Waiting Times at Post offices

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):

Students would be able to distinguish between basic concepts of cost.

Students would be capable of preparing a Cost sheet.

Students would have the ability to utilize cost volume profit analysis for decision making

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

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.

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.

Horngren, Datar & Foster, Rajan (2017), “Cost Accounting, A Managerial Emphasis”, Pearson Edition, 16th edition.

Robert Anthony, Hawkins, and Merchant (2017), Accounting Text & Cases: 13th Edition by TATA McGraw Hill Publishers.

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/Magazines

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):

Students would be able to identify, model and solve decision problems in different settings.

Students would be capable of interpreting data findings effectively.

Students would be able to analyse and interpret data using an ethically responsible approach.

Unit I Introduction to Business Analytics and Data

Types of Digital Data: Structured Data, Unstructured Data, and Semi-Structured Data; Overview of Business Analytics; Functional Applications of Business Analytics in Management.

Unit II Business Analytics using R

Introduction to R Programming; Installing R and R Studio; Data Structures in R: Vectors, Dataframes, Lists, Matrices and Array Operations; Summarizing Data: Numerical and Graphical Summaries; Data Visualization in R: Histogram, Bar Chart, Scatter Plot, Box Plot, Corrgram, Corrplot, ggplot2; Data Manipulation in R: Built-in Functions, Apply Functions, Date and Time Functions, Dplyr Functions, Pipe Operator; Data Transformation: Filtering, Dropping, Merging, Sorting, Reshaping of Data, Detecting Missing Values in the Data, Imputation; Data Import and Export Techniques in R; Statements: Conditional Statements and Control Statements.

Statistical Applications: Parametric One and Two Sample Tests: Z-test, t-test, Chi-square test, and ANOVA; Non-parametric Test: Mann Whitney U test, Wilcoxon test, Kruskal Wallis test; Correlation Analysis; Simple and Multiple Linear Regression.

Unit III Business Analytics using Python

Introduction to Python Programming; Installing Python, Pycharm and Anaconda; Data Structures in Python: Variables, Files, Lists, Dictionaries, Tuples, and Sets; Functions: In-built, User-defined and Lambda Functions; Statements: Conditional Statements and Control Statements; Exception Handling.

Data Import and Export Techniques in Python; Summarizing Data: Numerical and Graphical Summaries; Data Visualization in Python: Matplotlib and Seaborn libraries; Data Analysis: Numpy, Pandas and Sklearn Libraries; Model building for Simple and Multiple Linear Regression.

Suggested Readings

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.

Arnab K.Laha (2015), **“How to Make The Right Decision”**, Random House Publishers India Pvt. Ltd., Gurgaon, Haryana, India.

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.

Dr. Umesh R. Hodeghatta and Umesha 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.

Glyn Davis and Branko Pecar (2013), **“Business Statistics using Excel”**, Oxford University Press, New Delhi.

Halady Rao Purba (2013), **“Business Analytics an Application Focus”**, PHI Learning Private Limited, New Delhi.

Jank Wolfgang (2011), **“Business Analytics for Managers”**, Springer Science + Business Media, ISBN 978-1-4614-0405-7.

Jared P. Lander (2013), **“R for Everyone: Advanced Analytics and Graphics”**, Pearson Education Inc., New Jersey, USA.

Johannes Ledolter (2013), **“Data Mining and Business Analytics with R”**, John Wiley & Sons, Inc., New Jersey, USA.

Joseph F. Hair, William C. Black, Barry J. Babin and Rolph E. Anderson (2015), **“Multivariate Data Analysis”**, Pearson Education, New Delhi, India.

Prasad R N and Acharya Seema (2013), **“Fundamentals of Business Analytics”**, Wiley India Pvt. Ltd., New Delhi, India.

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.

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, Springer Open

IEEE Transactions on Knowledge and Data Engineering

Industrial Management & Data Systems

Journal of Business Research

Journal of Machine Learning Research

INTERNATIONAL MARKETING RESEARCH

Code: 304

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):

Students would be able to identify typical sources and application of secondary research.

Students would be able to identify and distinguish between exploratory, descriptive and causal research

Students would have the capacity to use applied market research and elements of the market planning process to create a marketing plan.

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

Easwaran, Sunanda., Singh, S.J., “ Marketing Research – Concepts, Practices, and Cases”, Oxford University Press, New Delhi, 2018.

Green Paul E & Tull Donald S, “Research for Marketing Decisions”, Prentice Hall India Ltd., New Delhi, 2017.

Luck David J Ruhin S Ronald: “Marketing Research”, Prentice Hall India, New Delhi, 2017.

Majumdar, R., “Marketing Research – Text, Applications and Case Studies”, New Age International Pvt. Ltd., New Delhi, 2018.

Malhotra, Naresh K., “Marketing Research – An Applied Orientation”, Pearson Education, 7th Edition, 2019.

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/Magazines

afaqs Reporter

Harvard Business Review

Journal of Marketing Research

Pitch

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:

Students' logical and reasoning capabilities are assessed.

Students would demonstrate a command of a good vocabulary

Students' capacity to execute numerical calculations will reflect speed and accuracy

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):

Appreciate self-employment needs, and favourable disposition to entrepreneurial possibilities.

Aware of the institutional support to entrepreneurs in the areas of trainee, finance, marketing, etc.

Understand the importance and difficulties in idea generation for product / service development and the methods that could be adopted for the purpose.

Ability to develop a business plan

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

Baron, R.A. & Himieleski K.M. (2018). Essential of Entrepreneurship Changing the World, One Idea at a Time, Cheltenham, UK: Edward Elgar Publishing

Charantimath, Poornima M (2019). Entrepreneurship Development and Small Business Enterprises, Pearson Education

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>

GLOBAL FINANCE AND FOREIGN CURRENCIES

Code: 307

Credits: 3

Course Objectives:

To acquaint the students with intricacies of foreign exchange market.

To give an understanding of foreign risk management.

Course Outcomes:

Students would get well versed with how speculation arbitrage and other activities happen in foreign exchange market

They get to learn and understand concepts such as, Purchasing Power parity and International Fisher Effect

They get to know how country risk analysis is done with reference to foreign currency risk

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

International Corporate Finance – Jeff Madura – Cengage Learning.

International Finance – Rajiv Srivastava – Oxford Publication

International Finance by Piet Sercu – Princeton University

International Financial Management – Cheol S Eun and Bruce G Resnick – McGraw Hill

International Financial Management – Thummuluri Siddaiah – Pearson.

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 – Europe's Enron

The Case of Airbus – Dollar Exposure

The Case of Porsche –Powers Profit with Currency Plays

Mexican Peso Crisis

Argentinean Peso Crisis

Currency manipulation by China.

Journals/Magazines

Journal of International Money and Finance – Elsevier

Journal of International Money and Finance – Wiley Online

Trimester IV

Course Code	Course Name
401	Strategic Management
402	International Business Laws
403	Elective 1 – Subject 1
404	Elective 1 – Subject 2
405	Elective 2 – Subject 1
406	Elective 2 – Subject 2
	Project Work & Viva Voce

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 learn the principles of strategy formulation, strategy execution and strategic control in organizations.

Students would be able to elucidate the pros and cons of diverse growth strategies.

Students would be able to spell out the role of strategic leadership and strategic entrepreneurship in the realization of above average returns.

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

Charles, W.L. Hill., Gareth Jones & Houghton Mifflin, (6thEdn, 2003) Strategic Management – An Integrated Approach, All India Publishers.

Concepts in Strategic Management and Business Policy - Toward Global Sustainability Thomas L. Wheelen and J.David Hunger. Pearson

Gregory G. Dess, (1993) Strategic Management, Tata McGraw-Hill, New Delhi.

H. Igor Ansoff, (1965/1987) Corporate Strategy, Tata McGraw-Hill, New Delhi/Penguin, New Delhi.

M.E.Porter, (1980) Competitive Strategy, Free Press, Illinois.

M.E.Porter, (1985) Competitive Advantage, Free Press, Illinois.

M.E.Porter, (1990) Competitive Advantage of Nations, Macmillan, New Delhi.

Nitish Sengupta, & J.S. Chandan, (2003) Strategic Management Contemporary Concepts and Cases, Vision Books, New Delhi.

R.Srinivasan, (2ndEdn) Strategic Management -- The Indian Context, Prentice Hall of India Pvt. Ltd., New Delhi.

Richard Pettinger, & Palgrave, (2004) Contemporary Strategic Management, Macmillan, New Delhi.

Richard Pettinger, (1996) Introduction to Corporate Strategy, Macmillan, New Delhi.

Strategic Management, P. S. Ananthanarayanan and N.Chandrasekaran, Oxford University Press.

Strategic Management: Concepts: Competitiveness and Globalization, Hitt, Ireland and Hoskisson, Pearson

Strategic Management: Formulation, Implementation and Control, John Pearce, Richard Robinson, Amita Mittal Tata McGraw-Hill Education Pvt. Ltd.

Upendra Kachru, (2005) Strategic Management, Excel Books, New Delhi.

Case Studies

Mahindra & Mahindra

Mindtree

Indigo

Sona Steering

TVS Motor

Vijaya Dairy

JSW

Journals/Magazines

Sloan Management Review

Harvard Business Review

Vikalpa – IIM Ahmedabad

Management	Review	–	IIM	Bangalore
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INTERNATIONAL BUSINESS LAWS

Code: 402

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 affecting the corporate business

Focus on recent amendments to Acts

Course Outcomes

Students would be able to identify the basic principles behind legal agreements.

Students would know the procedure to register a joint stock company.

Students could demonstrate an understanding of the various types of meetings of a company.

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

Datey VS, (2019) GST Ready Reckoner, Taxman.

Kapoor ND, (2018) Elements of Mercantile Law, Sultan Chand & Sons New Delhi.

Motiwal OP, Awasthi HIC (2010), International Trade-the law and Practice: Bhowmik and Company, New Delhi.

Pollock Fredrick & Mulla Dinshaw Fardunji, (2018) The Indian Contract Act, 1872, Lexi Nexis

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/>

Trimester V

Course Code	Course Name
501	Corporate Governance, Business Ethics and Corporate Social Responsibility
502	International Brand Management
503	Elective 1 – Subject 3
504	Elective 1 – Subject 4
505	Elective 2 – Subject 3
506	Elective 2 – Subject 4

CORPORATE GOVERNANCE, BUSINESS ETHICS AND CORPORATE SOCIAL RESPONSIBILITY

Code: 501

Credits: 3

Course Objective(s): To familiarize the students with the understanding of issues and practices of corporate governance in the Indian scenario.

Course Outcome(s):

Students would be able to explain the growing primacy of corporate governance in the Indian scenario.

Students would be able to summarize the findings of the various committees established to report on Corporate governance issues.

Students would be able to underscore the importance of regulations to further corporate governance.

Unit I Conceptual Framework of Corporate Governance: Introduction: Need and Scope - Evolution and Development of Corporate Governance in India - Elements of Good Corporate Governance. Board Composition Types of Directors-Executive Director, Non-Executive Director, Shadow Director, Independent Director, Women Director, Lead Director, Role, Responsibilities, Chairman, CEO, Separation of Roles; Board Sub-Committees - Mandatory and Non-Mandatory Committees, Composition, Role and Responsibilities, SEBI (Listing Obligations and Disclosure Requirements) Kotak Committee on Corporate Governance, Shareholder Activism-Class Action Suit, Responsibilities of Board, Performance Review of Board and Individual Director.

Unit II Business Ethics: Ethics - Meaning, Importance; Relationship between morals, values and ethics - Need and Significance of Business Ethics, Characteristics of Business Ethics, Insider Trading, Ethics in Compliance, Corporate Code of Ethics; Ethical Issues, Ethical Dilemma in Organizations - Integrity Pact; Ethics Committee; Stakeholders' Protection - Whistle Blower - Benefits of Business Ethics, Case Studies on Satyam, Kingfisher and ICICI.

Unit III Corporate Social Responsibility: Meaning and Definition of CSR, Difference between CSR and Philanthropy - Triple Bottom Line Approach - Relation between CSR and Corporate governance; environmental aspect of CSR - CSR-Legislation in India, Section 135 of Companies Act 2013, CSR – Current trends, Issues and challenges in India.

Suggested Readings

Asish K. Bhattacharyya (2016). Corporate Governance in India: Change and Continuity, Sage, New Delhi.

Bajpai, G. N. (2016). The Essential Book of Corporate Governance, Sage Publications, New Delhi.

CS Rupanjana De (2018). A Practical Guide to Corporate Social Responsibility: As Amended by the Insolvency and Bankruptcy Code (Amendment) Act, Bloomsbury, India.

Government of India (2019). Economic Survey, Ministry of Finance, Economic Division, New Delhi.

Michael Hilb (2017). Governance of Digitalization: The Role of Boards of Directors and Top Management Teams in Digital Value Creation, Haupt, Berne.

Nirbhay Lumde (2018). Corporate Social Responsibility in India: A Practitioner's Perspective, Notion Press, India.

OECD (2013). Boards of Directors of State-Owned Enterprises---An Overview of National Practices, OECD Publishing, Paris.

OECD (2016). Broadening the Ownership of State-Owned Enterprises. A Comparison of Governance Practices, OECD Publishing, Paris.

OECD (2019). Corporate Governance Fact book, OECD Publishing, Paris.

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

ICICI

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

INTERNATIONAL BRAND MANAGEMENT

Code: 502

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):

Understand key principles of branding.

Explain branding concepts and ideas

Understand and conduct the measurement of brand equity and brand performance.

Practically develop a brand, including positioning and communication.

Students would be able to appreciate the role of advertisements in brand building.

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

Aaker, David A. Building Strong Brands, Free Press, ISBN 9780029001516

Best Practice Cases in Branding: Lessons from the World's Strongest Brands, by Kevin Keller, Prentice Hall, latest edition

Brand Management Text & cases by U C Mathur, Macmillan publishers India ltd,2016

Keller, Kevin Lane, Strategic Brand Management, Second Edition, Prentice Hall, ISBN 0130411507], International Edition, 2nd Edition, ISBN 0131105833]

Kellogg on Branding: The Marketing Faculty of the Kellogg School of Management by Alice M. Tybout and Tim Calkins, latest edition

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

Trimester VI

Course Code	Course Name
601	MNC Strategies in Emerging Markets
602	WTO and Regional Trading Agreements
603	Project Management
	Long Term Research Project
	Comprehensive Viva

MNC STRATEGIES IN EMERGING MARKETS

Code: 601

Credits: 3

Course Objective(s):

To impart knowledge with regard to the meaning scope and potential of emerging markets globally

To make students familiar with grass root innovations for emerging markets

To make students understand the 4Ps of marketing with regard to emerging markets

Course Outcome(s):

Students would be able to understand and appreciate the significance of emerging markets

Students would be able to formulate strategies for the emerging markets

Students would learn about the strategy implementation of existing players targeted at bottom of the pyramid markets

Unit I Emerging Market – Definition, Meaning, Scope and opportunities and Challenges - Issues in Emerging markets - Top Emerging marketers - Fortune at the bottom of the pyramid – an analysis - Planning the Business Portfolio for the Emerging Markets- Creating rural customer equity.

Unit II Consumer behavior in Emerging markets - Characteristics affecting the consumer behavior in Emerging markets - Types of buying decision behavior of a consumer in Emerging markets - The rural buyer decision process- Decision making for new products- An Overview of Emerging market research. MNC product strategy - Product and Service Decisions - Product Line Decisions for Emerging markets- Pricing strategies for Emerging markets

Unit III Segmentation, Targeting and positioning strategies of MNCs in Emerging 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 Emerging markets. Rural distribution strategy

Suggested Readings

Fortune at the Bottom of the Pyramid, C.K Prahalad, Pearson (2019)

Rural Marketing in India: A Case Study in India: A Case Study G. SrinivasRao (2018)

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

Code: 602

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 will be able to understand the institutional framework of World Trade Organisation.

Students will be able to understand the legal regime of subsidies and countervailing measures under the organisation's machinery.

Students will be able to understand trade blocks and RTAs and its implications

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

Bhagwati, In Defense of Globalization (2nd ed. 2007)

Handbook of International Trade Agreements: Country, regional and global approaches (2018), 1st Edition (Edited by Robert E. Looney), Routledge International Handbook.

How to rescue the WTO, Jul 19th 2018, The Economist.

Jayshree Sengupta, Is WTO relevant to India? India Matters, 2017, Observer Research Foundation (ORF).

Manoj Mate, The WTO And Development Policy Space In India, Legal Studies Research Paper Series No. 2019-19, School of Law, University of California.

Meredith A, Crowley (2019), Trade War: The Clash of Economic Systems Threatening Global Prosperity. Vox CEPR Publication.

N.K. Jain, WTO Concepts, Challenges and Global Development, Regal Publications

Status of WTO legal Instruments: WTO publication, 2019.

Stiglitz and Charlton, Fair Trade for All: How Trade Can Promote Development (2007)

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

World Trade Organization: Implications for Indian Economy (ed) P K. Vasudeva (2005), Pearson Education (Singapore) Pte.Ltd., Indian Branch, 482, Patparganj, Delhi, India

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.

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.

PROJECT MANAGEMENT

Code: 603

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):

Students would comprehend the significance of Project Management.

Students would be able to amplify market, technical, financial and economic feasibility.

Students will be able to explain various project management aspects including contract management, project procurement, service level agreements etc.

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

Bruce T. Barkeley, “Project Management-In New Product Development”, (2008), Tata McGraw-Hill

Erik Larson and Clifford Gray (2017), “Project Management – The Managerial Process”, Sixth Edition, McGraw Hill.

Harold Kerzner, “Project Management: A Systems Approach to Planning, Scheduling, and Controlling”, (2017), 12th Edition, John Wiley & Sons.

Jack R. Meredith, Samuel J. Mantel Jr. (2012), “Project Management – A Managerial Approach”, Eighth edition, John Wiley & Sons.

Jeffrey K. Pinto (2009), “Project Management”, Pearson Education.

Kathy Schwalbe, (2014), “Information Technology Project Management”, Seventh Edition, Cengage.

P. K. Joy (1994), “Total Project Management: The Indian Context”, MacMillan India Pvt. Ltd., First Edition.

Panneerselvam R (2009), “Project Management”, Prentice Hall India Learning Private Limited, First Edition.

Prasanna Chandra (2017), “Projects: Planning, Analysis, Selection, Financing, Implementation, and Review”, Eighth edition, Tata McGraw Hill Education.

Rajeev M. Gupta, (2014), “Project Management”, Second Edition, PHI Learning Pvt. Ltd.

Robert K. Wysocki, Robert Beck Jr, David B. Crane (2014), “Effective Project Management: Traditional, Agile, Extreme”, Seventh Edition Wiley.

Sitangshu Khathua (2013), “Project Management and Appraisal”, Oxford University Press.

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., Visakhapatnam.

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

RISK MANAGEMENT

Code: F1

Credits: 3

Course Objectives:

This course will help to gain knowledge and an insight into the spectrum of risks faced by businesses and to learn techniques of managing risks. It may build the capacity for applying such learning to address risk related issues in real business scenarios.

Course Outcomes:

Upon the completion of the course, the students are expected to be able to understand the risk and address the risk related issues. They are expected to be well versed with the tools and techniques for identifying and assessing potential risks and the management of credit risk and enterprise risk.

Unit I **Introduction of Risk:** Concept, Risk and Uncertainty, Classification of Risks, Types of Risk: Strategic and Operational Risk, Business Risk, Finance Risk, Information Risk & Liquidity Risk. **Sources and Evaluation of Risks:** Identification and Sources of Risk, Qualification of Risk and various methodologies, Impact of Business Risk, Role of Risk Manager and Risk Committee in identifying Risk.

Unit II **Risk Management:** Concept, Objectives and process of Risk Management, Importance of Risk Management & Risk Management Techniques **Evaluation of Risk Management Strategies:** Internal Control environment and linkages with risk management, Integrated Risk Reporting and Stakeholder responsibilities. IT Risk Management-Disaster Recovery. **Risk Model:** VAR, Stress Testing, Scenario Analysis. Country and Sovereign Risk Models and Management

Unit III **Credit Risk Measurement and Management:** Component of credit risk, evaluating and mitigating risk, Qualitative and Quantitative Techniques to manage risk, credit scoring models **Enterprise Risk Management:** Definition, Scope and Techniques **Operational Risk Management:** Definition, Scope and Techniques

Suggested Readings

Credit Risk Management for Indian Banks (2013). K Vadyanathan, Sage Publications.

Enterprise Risk Management - From Incentives to Controls, James Lam, (2014), Second Editions, John Wiley and Sons

Risk Management and Financial Institutions, (2015) John C. Hull, John Wiley and Sons

Risk Management in Banking, Joel Bessis (2019) Second Edition, John Wiley and Sons.

The Essentials of Risk Management, Michel Crouhy and Dan Galai, McGraw Hill

Case Studies

Fraud at Bank of Baroda: Manage Risk or Manage crisis

Padhy Leather: Minimizing Commercial Risk through a Letter of Credit

Power China: International Strategy and Risk Management

Journals/Magazines

International Journal of Risk Assessment and Management, Inderscience

Journal of Risk Research, Taylor & Francis

Risk Management, Springer

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):

Students would be in a position to understand documentation required for submitting loan proposals.

Students would be able to undertake credit appraisal in limited way.

Students would be able to explain the nuances of credit management.

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

G.S. Popli & S.K. Puri (2013), "Strategic Credit Management in Banks, First edition, PHI Learning Private Limited.

Indian Institute of Banking & Finance (2018), "Bankers' Handbook on Credit Management, Second Edition, Taxmann, New Delhi.

Prasanna Chandra (2019), Projects: Planning, Analysis, Selection, Financing, Implementation and Review, 9th Edition, McGraw Hill Education.

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

Economic Modelling Journal

Impact Assessment and Project Appraisal 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

Credits: 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

Allman, K. A. (2010). "Modeling Structured Finance Cash Flows with Microsoft Excel: A Step-by-Step Guide", John Wiley & Sons.

Fabozzi, F.J., H. A. Davis, and M. Choudhry (2006). "Introduction to Structured Finance", John Wiley and Sons

Hirsa, A., & Neftci, S. N. (2013). "An introduction to the mathematics of financial derivatives", Academic Press.

Hull, J. C., & Basu, S. (2018). "Options, futures, and other derivatives – 9th Edition". Pearson Education India.

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

Credits: 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

Alastair Day (2012) Mastering Financial Modeling in Microsoft Excel by, Pearson publishers, First Edition.

Extracting necessary financial data from various resources such as Yahoo Finance, Google Finance, Ace Equity, CMIE and Bloomberg Terminals.

Francis J. Clauss (2010) Corporate Financial Analysis with Microsoft Excel by, The McGraw-Hill Companies.

Industry & Equity Research reports of various companies.

Paul Pignataro (2013) Financial Modeling & Valuation by Wiley Finance series, First Edition.

Reading form 10K, 10Q, Quarterly and Annual reports.

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):

Students would understand the basic concept of financial planning.

Select the tax friendly & suitable investment, insurance and retirement products for clients.

Students would be able to 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

Dun & Bradstreet (2009), Wealth Management, Tata McGraw Hill Publishing Company Ltd.

Indian Institute of Banking & Finance (2017), Introduction to Financial Planning, 4th edition, Taxmann, New Delhi

Indian Institute of Banking & Finance (2017), Investment Planning Tax Planning and Estate Planning, Taxmann Publications Pvt. Ltd.

Indian Institute of Banking & Finance (2017), Risk Analysis, Insurance and Retirement Planning, Taxmann Publications Pvt. Ltd.

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: F6

Credits: 3

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:

Students would display an awareness of the basic concepts on Security Analysis and Portfolio Management.

Students would demonstrate ability to analyse investment opportunities in stock markets.

Students would demonstrate an ability to evaluate portfolio performance.

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 for Equity Valuation: Economy and Industry Analysis. Company level 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 and Selection, Sharpe's Index Model Capital Asset Pricing Model. Arbitrage Pricing Theory

Portfolio Revision: Constant Dollar Value Plan. Constant Ratio Plan. Variable Ratio Plan. Modification of Formulae Plan, Dollar Cost Averaging

Unit III Institutional and Managed Portfolio: Mutual Funds – Open-end and Close ended. Measures of Performance of Mutual Funds – Sharpe's Measure. Treynor's Measure and

Suggested Readings

Bodie, Z., Kane, A., & Marcus, A. J. (2013). Investments and portfolio management. McGraw Hill Education (India) Private Limited 11th Edition.

Charles P. Jones (2012), Investments: Analysis and Management”, John Wiley & Sons. 13th Edition.

Fisher and Jordon (2012), “Security Analysis and Portfolio Management”, Prentice Hall of India 7th Edition.

Elton and Gruber, (2010), “Modern Portfolio Theory and Investment Analysis”, John Wiley and Sons. 9th Edition.

Francis J C, (2012). ‘Investments: Analysis and Management, McGraw Hill 11th Edition.

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

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

Dr.Vinod K. Singhania and Dr.Monica Singhania (2019), Students' Guide to Income Tax including GST, 61st Edition, Taxmann Publishers.

Dr.Vinod K. Singhania and Dr.Kapil Singhania (2019), Direct Taxes law & practice, Professional Edition, Taxmann Publishers.

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

Credits: 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 acquaint them in dealing with cross border acquisitions.

Course Outcome(s):

Students would be able to explain the rationale of joint ventures and Mergers and Acquisitions (M&A).

Students would be capable of supporting the conduct of a due diligence prior to M&A.

Students would be able to explain defense strategies in the event of takeover.

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

Hull, John C., Merger & Acquisition, Pearson, 2018

Hull, Basu Merger & Acquisition, Pearson India, 2017

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: F9

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

Financial Institution & Markets - L. M. Bhole. (Tata McGraw - Hill Publishing Corporation Limited, New Delhi).

Financial Markets - Gordon & Natarajan. (BPB Publications).

Indian Financial Systems - M. Y. Khan. (Tata McGraw - Hill Publishing Corporation Limited, New Delhi).

Investment Management - V. K. Blialla. (S. Chand & Company Publishers Ltd.,)

Project Financing- Asset based Financial Engineering- John D Finnerty-John Wiley & Sons Inc, New York

Projects - Planning, Analysis, Selection, Implementation and Review - Prasanna Chandra. (Tata McGraw - Hill Publishing Corporation Limited, New Delhi).

Case Studies

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/>.

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

Nikhil Chandra Shil, Bhagban Das (2017), “Financial Management – A strategic Perspective” Sage Publishers, 1st Edition.

Prasanna Chandra (2014), “Strategic Financial Management” Mc Grawhill publishers, paperback Edition.

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

Edward Blocher and David Stout and Paul Juras and Steven Smith (2019), Cost Management: A Strategic Emphasis, 8th Edition McGraw Hill Education (India) Ltd.

John Shank and Vijay Govindarajan (2008), Strategic Cost Management, The New Tool for Competitive Advantage, Simon & Schuster.

Michael Maher, Frank Selto, Ronald Hilton (2008),Cost Management: Strategies for Business Decisions , 4th Edition McGraw-Hill

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 Divisional Transfer Pricing

Business Excellence Model

Journals/Magazines

International Journal of Accounting

Journal of Cost Management

Journal of management accounting research

FINANCIAL ANALYTICS

Code: F12

Credits: 3

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):

Students would learn why, when and how to use financial analytics

Students would gain insights into probabilistic reasoning and potential outcomes that inform decision making.

Students would obtain familiarity with stochastic models.

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

Predictive Analytics Process

Define Project

Data Collection

Data Analysis

Statistics

Modelling

Deployment

Model Monitoring

Algorithms

Time series Algorithms

Regression Algorithms

Cluster Algorithms

Outlier Algorithms

Neural Network Algorithms

Ensemble Algorithms

Simple Linear Regression Model

Regression Model & Equation

Estimated Regression Equation

Interpretation of Correlation Coefficient

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

FOREIGN EXCHANGE ARITHMETIC

Code: F13

Credits: 3

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

International Corporate Finance – Jeff Madura – Cengage Learning.

International Financial Management – Cheol S Eun and Bruce G Resnick – McGraw Hill

International Finance – Rajiv Srivastava – Oxford Publication

International Finance by Piet Sercu – Princeton University

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

PRIVATE EQUITY

Code: F14

Credits: 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

Neha Bhuwania (2014), Guide to Private Equity, 1st Edition, Taxmann Publications Pvt. Ltd.

Cyril Demaria (2016), Introduction to Private Equity, Venture, Growth, LBO & Turn-Around Capital, 2nd Edition, Wiley India Pvt. Ltd.

Mark Bishop (2012), The Future of Private Equity: Beyond the Mega Buyout, First Edition, Palgrave Macmillan.

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

FIXED INCOME SECURITIES

Code: F15

Credits: 3

Course Objectives:

The course is designed to provide a description and analysis of fixed income securities. This course helps to develop the relevant knowledge and understanding of fixed income instruments and interest rate models for students aiming for a career in the fixed income field. The course will provide an overview of the major institutions, organisations and investors, and the recent developments in fixed income, covering both theoretical background and practical implementation.

Course Outcomes:

Upon completion of this course, the students are expected to get the relevant knowledge and understanding of the fixed income instruments/markets. This course may provide the foundation to the students for understanding and learning the subsequent courses like Securities Analysis and Portfolio Management, Derivatives & structured Finance, Risk Management, etc. Reasonable knowledge and expertise in this area may open up job opportunities as: Trader/Fund Manager, Portfolio Manager, Risk Manager, Market/Risk Analysts, and Domain Specialists in Software companies, etc.

Unit I Fixed Income Securities: Various Classification - Basic Features of Fixed Income Security, Classification of Debt Instruments based on their Features, Markets based on currency of Debt Issue, Issuing Sectors and Sub-Sectors Wise Classification of Debt Instruments, Regulatory Classification of Debt Instruments (in India).

Risk and Yield/Return Measures - Risk and Return in Bonds: Meaning and Linkages, Risks Associated with Fixed Income Securities, Interest Rate Risk, Reinvestment Risk, Yield Curve Risk, Liquidity Risk, Call Risk (Timing Risk), Credit Risk, Legal Risk, Foreign Exchange Risk, Volatility Risk, Sovereign Risk (Country Risk, Political Risk). Return Measures for Fixed Income Securities: Nominal Return / Coupon Rate (CR), Current Yield (CY), Average Return or Yield to Maturity (YTM), Return till the Call (Put) Date (YTC / YTP), Yield to Worst (YTW) and Yield to Best (YTB)

Unit II Term Structure of Interest Rates - Interest Rates: Meaning and Different Types, Some Important Interest Rates in Indian Debt Market, Major Determinants of Rate of Interest, Term Structure of Interest Rates: Different Types, Yield Curve, Methods of Constructing Yield Curve, Zero Coupon Yield / Spot Rate Curve. Forward Rate Curve, The Credit Spread and Non-GSec. ZCYC, Theories of Interest Rate Term Structure.

Unit III Pricing and Valuation of Bonds - Valuation of Bond: Meaning, Broader Steps & Important Issues. Bond Valuation in-between two Coupon Payment Dates, Selection of Day Count Conventions, Selection of Single or Multiple Discounting Rates, Presence of Some Special Feature (s), Valuation of Floating Rate Bond, Valuation of Bond with Embedded Options, Valuation of FI Securities: RBI-FIMMDA Guidelines

Bond Price Sensitivity - Bond Price Sensitivity to Interest Rates: Meaning, Price-Yield Relationship, Various Interest Rate Sensitivity Measures, Duration or Macaulay Duration, Modified Duration, Effective Duration,

M-Duration of Floating Rate Bond, Price Value of a Basis Point (PVBP) or PV01, Portfolio Sensitivity Measure, Limitations of Duration/M-Duration/PV01, Convexity: A Supplement to M-Duration.

Suggested Readings

A V Rajwade, 2008; Handbook on Debt Securities and Interest Rate Derivatives, Tata McGraw-Hill

Bruce Tuckman, 2002; Fixed Income Securities: Tools for Today's Markets (2nd Ed.), John Wiley & Sons, Inc.

Frank J. Fabozzi, 2001; The Handbook of Fixed Income Securities (6th Ed.), McGraw-Hill

Frank J. Fabozzi, 2005; Fixed Income Mathematics: Analytical and Statistical Techniques (4th edition), McGraw-Hill Companies, Inc.

Frank J. Fabozzi, 2011; Bond Markets, Analysis and Strategies (7th Ed.), Pearson Publication

Moorad Choudhry, The Bond and Money Markets: Strategy, Trading, Analysis; Butterworth- Heinemann.

Saunders A. and Cornett M. 2003, Financial Institutions Management, McGraw-Hill, Boston, pp 180-257

Sundaresan, Suresh M, 2002, Fixed Income Markets and their Derivatives (2nd Ed.), Thomson Asia, Singapore

Journals/Magazines

Financial Analysts Journal

Journal of Derivatives

Journal of Econometrics

Journal of Finance

Journal of Financial Markets

RBI (Internal Debt Management Department Mumbai) July 2016; Government Securities Market: A Primer; Source: <https://rbi.org.in/Scripts/PublicationsView.aspx?id=16413>

Reserve Bank of India, July 2015; Master Circular – Prudential Norms for Classification, Valuation and Operation of Investment Portfolio by Banks.

FINANCIAL ECONOMETRICS

Code: F16

Credits: 3

Course Objective(s):

To enable and equip the students with the basic functions and tools of financial econometrics

To develop the knowledge and skills expected of a manager about applications of econometric methods with respect to various business activities in the domain area of a business organization.

Course Outcome(s):

Helping students to formulate and specify the quantitative model to business issues followed by its estimation, interpretation the results which can be used for forecasting and policy decisions

Unit I Applications of Econometrics in Business: Nature and scope of applied econometrics in business, understanding the structure of data for analysis and applications, Introduction to various econometrics software packages – Eviews, Stata and R.

Regression Model: Simple vs Multiple Linear regression, Fitting and interpreting a regression model, Problem of estimation and inferences (OLS and MLE methods), Evaluating a regression model, scaling, functional form and calibrating the models, Qualitative & Time as a Variable, Non-Linear Regression Model, Data Transformation, Estimation & Interpreting Nonlinear Regression Models.

Unit II Selecting the Best Models: Multicollinearity and Variable Selection, Heteroscedastity, Autocorrelation: problem identification and solution, Model miss-specification and diagnostic checking. Predictive Powers vs. Model Fit

Time Series Analysis: Testing for Trend and Unit Roots: DF, ADF, PP, KPSS test, Structural Change, Seasonality, Problems in testing Unit root. Persistence and Co-integration, Causality Analysis

Unit III Panel Data Analysis: Fixed Effect, Random Effect, Hausman Specification Test, Dynamic Panel, System GMM Estimate, Unit Root, Cointegration, Causality test.

Limited Dependent Regression: Tobit Regression

Suggested Readings

Gujarati, D. N. (2015). Econometrics: By Examples, 2nd Edition by McGraw-Hill Education, New Delhi.

Gujarati, D. N. (2017). Basic econometrics, 5th Edition by McGraw-Hill Education, New Delhi.

Studenmund, A. H. (2017). Using econometrics: A practical guide, 7th edition by Pearson India Education Services Ltd., New Delhi.

W. H. Greene (2018), Econometric Analysis, 8th edition by Pearson India Education Services Ltd., New Delhi.

Walter Enders (2018), Applied Econometric Time Series, Fourth edition by John Wiley and Sons, Inc. Company, New York.

Case Studies

The Consumer Packaging Case, Nopane Advertising – Harvard Case

Sarah Gets Diamond Case- Harvard Case

Guest First Hotel – Harvard Case

Compass Maritime Services, LLC: Valuing Ships- Harvard Case

A-CAT Corp.- Forecasting: Ivey case

Journals/Magazines

Journal of Applied Econometrics

Journal of Banking and Finance

Journal of Financial and Quantitative Analysis

Review of Financial Studies

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

Aaker, D.A. (1991). Managing Brand Equity. New York: Free Press.

Aaker, D.A. (1996). Building Strong Brands. New York: Free Press.

Kapferer, Jean- Noel. (1997). Strategic Brand Management. Dover, NH Kogan Page.

Marketing Management (2015) 15/e by [Philip Kotler](#)

Product management - Donal R. Lehmann, Russel S. Winer

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

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: Meaning, Evolution of IMC, Reasons for growth and Characteristics of IMC – Role of IMC in Marketing – Communication Process: Traditional and Alternative Response Hierarchy Models – Source, Message & Channel factors - Establishing Objectives and Budgeting: Determining IMCs Objectives: Sales vs. Communication Objectives, DAGMAR, Setting Objectives for the IMC Program, Planning & developing IMC Program – Establishing & Allocating promotional budgeting.

Unit II Elements of IMC 1. Advertising – Features, Advantages and Disadvantages, Fundamentals of Advertising Campaigns – Brand Positioning through Advertising – Planning Process – The Creative Brief – Creating an Appeal, Sales Promotion – Different Types of Sales Promotion, Advantages and Disadvantages. 2. Public Relation and Publicity – Types of PR, Process, Advantages and Disadvantages, Types of Publicity. 3. Direct Marketing – Features, Advantages and Disadvantages. 4. Personal Selling – Features, Advantages and Disadvantages – Media Platforms: Print, Out-of-Home and Digital (Radio, TV & Internet) - Significance of Indian Readership Survey.

Unit III Meaning and importance of measuring communication effectiveness - The testing process, measuring the effectiveness of other promotional tools – Regulations of Advertising & Promotion: Self-Regulation & Government Regulation, Role of ASCI - The ethical, social, and legal aspects of advertising and promotion.

Suggested Readings

Advertising and Promotions-Belch & Belch, Tata McGraw Hill 2001

Advertising Management – Rajeev Batra, John G. Myers & David A Aaker PHI

Contemporary Advertising Irwin/McGraw-Hill (International Edition)

Integrated Marketing Communications – Kenneth E. Clow & Donald E. Baack, Pearson, 2014.

Otto Kleppner'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 Objectives: 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:

Students will be able to analyse the personal, cultural and environmental dimensions that influence consumer behavior decision making.

Students would be able demonstrate how knowledge of consumer behavior can be applied to marketing.

Students would be able to prepare a coherent report on consumer behavior issues.

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

Engel F James & Blackwell D Roger (2017), “Consumer Behaviour” (Hold Semesters International Editions) Japan.

Harward John A, Sheth Jagdish N. (2015), “Theory of buyer behaviour”, John Wiley & Sons Inc. New York.

Majumdar, R. (2017), “Consumer Behaviour – Insights from Indian Market”, PHI Learning Pvt Ltd, New Delhi.

Schiffman Leon G & Kanuk L L. (2017), “Consumer Behaviour”, Prentice Hall of India, New Delhi.

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

SERVICES MARKETING

Code: M4

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.

Students will understand the key issues in managing customer satisfaction and service quality.

Students would be 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

Govind Apte, "Services Marketing", Oxford University Press, 2011.

Harrison, T., "Financial Services Marketing", Pearson Education, New Delhi, 2008.

Hoffman, K.D. & Bateson, J.E.G., "Marketing of Services", Cengage Learning, New Delhi, 2009.

Lovelock Christopher, Jochen Wirtz, Jayanta Chatterjee, "Services Marketing—People, Technology, Strategy", 7th Edition, Pearson, 2011.

Naresh K. Malhotra, Satyabhusan Dash, “Marketing Research”, 7th edition, Pearson, 2019.

Nargundkar, R., “Services Marketing – Text and Cases”, Tata McGraw Hill, New Delhi, 2008.

Pezzullo, M.A., “Marketing Financial Services”, Macmillan Publication, 2009.

Shajahan, S., “Services Marketing – Concepts, Practices & Cases From Indian Environment”, Himalaya Publishing Company, Mumbai, 2008.

Srinivasan R, “Services Marketing: The Indian Context”, PHI Learning, 2012.

Valarie A Zeithaml, Mary Jo Bitner, Dwayne D Gremier and Ajay Pandit., “Services Marketing”: McGraw-Hill Pub. Co., 6th Ed. 2013.

Varun Goenka, Pradeep Kumar Bhattacharjee, “Marketing Management, Indian Cases”, Pearson, 2018.

Verma, Harsh, V., “Services Marketing: Text & Cases”, Pearson Education, New Delhi, 2008.

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

Maruti

Pricing Dilemma – 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

Francis Buttle (2017), “Customer Relationship Management: Concepts and Technologies”, Routledge, New Delhi.

Greenberg, P. (2016), “CRM – Essential customer strategies for the 21st century”, 3rd Edition, Tata McGraw – Hill, New Delhi.

Mullick N.H. (2017), “Customer Relationship Management”, Oxford University Press, New Delhi.

Rai, A.K. (2017), “Customer Relationship Management – Concepts and Cases”, Prentice Hall of India, New Delhi.

Shajahan, S. (2017), “Relationship Marketing – Text & Cases”, Tata McGraw Hill, New Delhi.

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

Credits: 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

Industrial Marketing – Analysis, Planning and Control By Robert Reeder, Edward G. Briety and Betty Reeder – Prentice Hall of India.

Industrial Marketing – By Krishna K. Havaldar – Tata McGraw Hill

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: M7

Credits: 3

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):

Students would be able to identify factors in formulating a marketing strategy.

Students would comprehend legal and ethical issues in marketing.

Students would be able to analyze consequences of adopting different marketing strategies.

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

Aaker, D A (2005) Strategic Market Management, John Wiley & Sons, New York

Bishop, B. (2000) “Strategic Marketing for the Digital Age”, Excel Books, New Delhi.

Ferrell, O. C. and M D Hartline (2017) Marketing Management Strategies, (6th edition) Cengage Learning, New Delhi.

Gilligan, C and Wilson, M S R (2003) Strategic Marketing Planning, Butterworth-Heinemann, New Delhi.

Jain, Subhash C., (2004) “Marketing Strategy” Planning, Implementing and Learning. Cengage Learning, London.

Mathur, U C (2006) Strategic Marketing Management Text and Cases, Macmillan India Ltd. New Delhi.

Nag A (2008) Strategic Marketing (2nd edn.), Macmillan India Ltd. New Delhi.

Sahaf, M A (2008) “Strategic Marketing”, Prentice Hall of India Pvt Ltd. New Delhi.

Shajahan, S (2010) Strategic Marketing Text and Cases, Viva Books, New Delhi.

West, Douglas, John Ford and Essam Ibrahim (2006) Strategic Marketing: Creating Competitive Advantage. Oxford University Press, New Delhi.

Xavier, M J (2007) Strategic Marketing, Response Books, New Delhi.

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: M8

Credits: 3

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:

Student would be able to understand and design strategies on Digital Marketing.

Students would be able to understand the different tools used in digital marketing

Students would be able to be able to understand contemporary marketing strategies and ways to reach customers.

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

Ardlow (2001), Principles of Internet Marketing, Thomson Learning.

Barker (2013), Social Media Marketing, Cengage Learning.

Chaffey (2006), Internet Marketing Strategy, Prentice Hall.

Digital Marketing 2020 Grow Your Business with Digital Marketing by Danny Star

Digital Marketing Strategy An Integrated Approach to Online Marketing by Simon Kingsnorth

Faster, Smarter, Louder Master Attention in a Noisy Digital Market Aaron Agius, Gián Clancey

Hanson Ward (2000), Principles of Internet Marketing, South Western College Pubs.

Hanson Ward (2007), Internet Marketing and e-Commerce, South Western College Publications.

Richard Gay (2012), Online Marketing – a customer-led approach, Oxford.

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: M9

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, 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

Badi, R V and Badi N V (2007), "Rural marketing", Himalaya Publishing House, Mumbai.

Balram Dogra, Kariminder Ghuman (2008), "Rural marketing - concepts and practices", Tata McGraw-Hill Publishing Company Ltd., New Delhi.

Habeeb-ur-Rahman, K S (2004), "Rural marketing in India", Himalaya Publishing House, Mumbai.

Krishnamacharyulu, C S G, Lalitha Ramakrishnan (2002), "Rural marketing Text and cases", Pearson Education (Singapore) Pvt. Ltd, Delhi.

Krishnamoorthy, R (2008), "Introduction to Rural marketing", Himalaya Publishing House, Mumbai.

Pradeep Kashyap, Siddhartha Raut (2006), "The rural marketing Text and Practices", Himal Impressions, New Delhi.

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

Acharya S S and Agarwal N L (2015) Agricultural Marketing in India. Oxford & IBH Publishing Co. Pvt. Ltd., New Delhi

Badi, R V and Badi N V (2007), “Rural marketing”, Himalaya Publishing House, Mumbai.

Balram Dogra, Karminder Ghuman (2009), “Rural marketing - concepts and practices”, Tata McGraw-Hill Publishing Company Ltd., New Delhi.

Habeeb-ur-Rahman, K S (2004), “Rural marketing in India”, Himalaya Publishing House, Mumbai.

Krishnamacharyulu, C S G, Lalitha Ramakrishnan (2009), “Rural marketing Text and cases”, Pearson Education (Singapore) Pvt. Ltd, Delhi.

Krishnamoorthy, R (2008), “Introduction to Rural marketing”, Himalaya Publishing House, Mumbai.

Pradeep Kashyap, Siddhartha Raut (2016), “The rural marketing Text and Practices”, Himal Impressions, New Delhi.

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):

Students would be able to explain the numerous stages of the selling process.

Students would be able to prepare a sales forecast.

Students would be to chalk out a distribution plan given a situation.

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

David Jobber, Geoff Lancaster (2019), “Selling and Sales Management”, Pearson Education, New Delhi.

Havalder K.K. and Vasant M.C. (2017), “Sales and Distribution Management”, Tata McGraw Hill, New Delhi.

John F. Tanner Jr., D. Honeycutt., Robert C. Erffmeyer. (2013), “ Sales Management shaping future sales Leaders”, Pearson Education.

Manning Gerald L, Reece Barry L (2016), “Selling Today – Creating Customer Value”, Pearson Education, New Delhi.

Ovid Riso (ed.) (1993), “the Dartnell Sales Sales Promotion Handbook”, UBS Publishers Ltd., New Delhi

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 would be able to learn about the retail and various aspects of retail business.

Students would be able to develop their knowledge about the Indian retail sector, its buying process and related business strategy.

Students would be able to understand aspects like ethics, tools and softwares used, job and entrepreneurial prospects in retail.

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

Barry Berman and Joel Evans (2004), Retail Management: A Strategic Approach, Prentice Hall, 9th Edition.

Chetan Bajaj, Rajnish Tuli, Nidhi Varma Srivastava (2010), "Retail Management Second Edition", OXFORD publication

Managing Retail, 2nd edition by Piyush Kumar Sinha & Dwarika Prasad Uniyal-Oxford Publication.

Michael Levy, Barton Weitz: Retailing Management, 5th Edition, Tata McGraw-Hill publication.

Retailing Management Text & Cases, 3rd Edition by Swapna Pradhan, Tata McGraw-Hill.

Case Studies

Nordstrom Case on customer service

Big bazaar 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):

Students will be well versed with various aspects and importance of International business and functioning of MNCs.

Students would be familiarized with International business culture and its importance

Students would be familiarized 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

Global Marketing 9th edition, Warren J. Keegan, Pace University, Mark C. Green, Simpson College, ©2017, Pearson

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

Andreasen A.R. (2014), “Social Marketing in 21st Century, Sage Publications, London.

Gerald Hastings. (2007), “Social Marketing”, Butterworth – Heinemann, Elsevier, New Delhi.

Marvin E. Goldberg, Martin Fishbein, Susan Middlestadt (2018), “Social Marketing”, Psychology Press.

Nancy R. Lee, Philip Kotler. (2019), “Influencing Behaviours for Good”, Sage Publications, New Delhi.

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

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

Batra, Rajiv. (2000), Advertising Management, Prentice Hall.

Chiranjeev, Avinash. (2000). Electronic Media Management, Authors Press.

Gunarathne, Shelton A. (2000). Handbook of Media in Asia, Sage.

Herrick F. Dennis. (2012). Media management in the age of giants. Albuquerque: University of New Mexico Press.

Keeble, R.C. (2005). Print journalism: a critical introduction. Oxon. Routledge.

Kohli-Khandelkar Vanitha. (2006). The Indian media business. New Delhi: Sage.

Making Media: Production, Practices, and Professions by Mark Deuze

Masters of the Word: How Media Shaped History from the Alphabet to the Internet by William J. Bernstein

Media Management: A Casebook Approach by George Sylvie

Padmaja, R. (2008). Marketing of newspapers. New Delhi: Kanishka Publishers.

Stradling, Linda (2010). Production management for TV and Film: The professional's guide. London: Methuen Drama.

The Media Handbook: A Complete Guide to Advertising Media Selection, Planning, Research, and Buying by Helen Katz

Tyagi C.L., Kumar, Arun. (2004). Advertising management. New Delhi: Atlantic Publishers and Distributors.

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):

Students would gain understanding of the process of marketing analytics.

Students would be able to identify and measure factors that affect customers.

Students would demonstrate understanding of the customer choices and predict future trends in sales.

Unit I Introduction to Marketing Analytics, Marketing Insight, Modelling Drivers of demand, Targeting Prospective Customers, LIFT Chart, When Customers are likely to buy, Customer Lifetime Value (CLV), RFM Analysis, Pay Per Click (PPC) Marketing, Retail Conversion Rate, Introduction to Recommender System

Unit II RFM analysis, Simple Multiple Binary Linear Models, Principal component analysis (PCA) and perceptual maps, Exploratory factor analysis (EFA), Confirmatory Factor Analysis (CFA), Introduction to Structural Equation Modelling (SEM), Association Rules–Market Basket Analysis

Unit III Customer analysis using discriminant analysis, Conjoint Analysis for customer choice, Calculating customer life time value, Customer value analysis using Markov chain, Use of classification tree for market segmentation, Forecasting for new product Sales: Using S curves to forecast sales of new product, Time Series Analysis, Survival Analysis, Customer Churn Analysis, Estimating SCAN*PRO Model for Sales

Suggested Readings

A Ohri (2012), “**R for Business Analytics**”.

Arnab K.Laha (2015), “**How to Make The Right Decision**”.

Bhasker Gupta, “**Interview Questions in Business Analytics**”.

Chris Chapman; Elea McDonnell Feit (2019), “**R for Marketing Research and Analytics**”.

Cory Lesmeister (2017), “**Mastering Machine Learning with R**”.

Dr.Umesh R. Hodeghatta and UmeshaNayak, “**Business Analytics Using R - A Practical Approach**”.

Glyn Davis and BrankoPecar (2013), “**Business Statistics using Excel**”.

Grigsby Mile, (2018) Marketing Analytics A practical guide to improving consumer insights using data techniques (2nd Ed) Kogan Page Ltd.

Halady Rao Purba (2013), “**Business Analytics an Application Focus**”.

Ilya Katsov (2017) Introduction to Algorithmic Marketing: Artificial Intelligence for Marketing Operations, Grid Dynamics

Jank Wolfgang (2011), “**Business Analytics for Managers**”.

Jared P. Lander (2013), “**R for Everyone: Advanced Analytics and Graphics**”.

Johannes Ledolter (2013), “**Data Mining and Business Analytics with R**”.

Joseph F. Hair, William C. Black, Barry J. Babin and Rolph E. Anderson (2015), “**Multivariate Data Analysis**”.

Prasad R N and Acharya Seema (2013), “**Fundamentals of Business Analytics**”.

Subhashini Sharma Tripathi, “**Learn Business Analytics in Six Steps Using SAS and R**”.

Thomas A. Runkler, “**Data Analytics Models and Algorithms for Intelligent Data Analysis**”.

Journals/Magazines

Industrial Management & Data Systems

Journal of Business Research

Journal of Retailing

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:

Students would be able to gain understanding of the processes and factors that affect work and training

Students will be able to articulate the scope and approaches to various training methods.

Students would be able to demonstrate skills in evaluation of training and understand sector specific processes of training.

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

Armstrong, Michael (2010), "A handbook of Human Resource Management", Kogan Page India, New Delhi.

Blanchard, N., Thacker, J.W., (2004), 'Effective Training Systems, Strategies and practices', (2e) –Pearson Education, Singapore. pp-115

Bray, T., (2006), 'The Training Design Manual', Kogan Page, London, p- 183

Dipak Bhattacharya (2016), Training and Development: Theories and Applications, Sage Publications

Goldstein, I. L., and Ford, J.K., (2002), 'Training in Organizations', Wadsworth, Thomson Learning, Singapore, pp34, 63-66

JanaKiram, B., (2008), Training & Development, Dreamtech Press, New Delhi.

Lynton, Rolf. P., (2000), Training for Development, Sage publication, New Delhi.

Noe, R. (2014), Employee Training and Development (4e) Tata McGraw Hill, New Delhi

Rothwell, W. J., and Kazanas, H. C., (2004), 'Mastering the Instructional Design Process: A Systematic Approach' (3e), San Francisco, CA: Jossey-Bass.

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:

Students would be in a position to outline the need and significance of diversity management.

Students would be able to identify the elements of a "great place to work".

Students would be able to outline the scope and the significance of the employer branding.

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

Abhijit Bhaduri (2012), Don't Hire the Best, Collins Business, Noida

Bernard Marr, Data-Driven HR: How to Use Analytics and Metrics to Drive Performance, Kogan Page Limited, 2018

Glenn Elliott & Debra Corey, Build It: The Rebel Playbook for World-Class Employee Engagement, John Wiley & Sons Ltd., 2018

Laszlo Bock, John Murray (2015), Work Rules, London

Lucy Adams, HR Disrupted: It's Time For Something Different, Practical Inspiration Publishing, 2017

Peter Thiel (2014), Zero to One, Virgin Books, London

Ramesh Soundarrajan (2017), Winning on HR Analytics, Sage Publications, Los Angeles.

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 students will be able to demonstrate descriptive knowledge of the field of industrial relations.

Apply the essential concepts of industrial relations and their interrelationship at the personal, organisational and national levels.

Recognise and consider the social, historical and justice issues within industrial relations.

Investigate solutions to industrial relations problems based on research and assessment of current practices.

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 / Misconduct, 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

Bare Acts of Different Labour Laws.

Budd J.W., (2019), Labor Relations: Striking a Balance, McGraw Hill, 5th Edition

Ghosh P. & Nandan S., Industrial Relations and Labour Laws, (2017), Industrial Relations and Labour Laws, McGraw Hill.

Govindaraju N.S., (2019), Managing Labour Relations, Niruta Publications.

Mamoria C.B & Others (2011) Dynamics of Industrial Relations, Himalaya, Mumbai.

P L Mallik, Eastern Book; Labour Laws, Bharat Law House, New Delhi (Latest Edition).

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, 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

Bare Acts of Different Labour Laws.

Budd J.W., (2019), Labor Relations: Striking a Balance, McGraw Hill, 5th Edition

Deodhar P., Labour Welfare Trade Unionism and Industrial Relations, Himalaya Publishing House.

Ghosh P. & Nandan S., Industrial Relations and Labour Laws, (2017), Industrial Relations and Labour Laws, McGraw Hill.

Govindaraju N.S., (2019), Managing Labour Relations, Niruta Publications.

Gupta P. (2019), Industrial Relations and Labour Laws for Managers, Sage Publications.

Mamoria C.B & Others (2011) Dynamics of Industrial Relations, Himalaya, Mumbai.

Sarma A. M., (2015), Aspects of Labour Welfare and Social Security, Himalaya Publishing House.

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:

Examine the process for identifying high potential talent and developing a pipeline of talent to serve organizational present and future needs.

Analyze the processes for talent development and succession planning.

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

Anil Kumar Singh, Somesh Dhamija & Masood Hasan, 2009, Talent Management in India, Atlantic
Berger & Berger, 3rd Edition, The Talent Management Handbook, Tata McGraw Hill
Conaty & Charan, 2010, The Talent Masters, random House Business Books

David DeLong & Steve Trautman, 2011, The Executive Guide to High-Impact Talent Management, Tata McGraw Hill

Joshi & Vohra, 2017, Talent Management, Cengage

Marc Effron, 2018, One page Talent Management, HBR Press

T V Rao, 2011, Hurconomics for Talent Management, Pearson

William A. Schiemann, Reinventing Talent Management, Wiley

Case Studies

Case Study of Accenture Human Performance 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:

Students would be able to develop an understanding of the process of OD and its interventions.

Students would be able to describe various processes of team building and techniques of designed intervention at various levels.

Students would be capable of describing Personal, Interpersonal and Group Process Interventions and understand its consequences.

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

Bushe and Marshak, (2017) Dialogic Organization Development: The Theory and Practice of Transformational Change (1st Ed)

Donald F. Harvey, Donald R. Brown, (2001), “An Experiential Approach to Organization Development”, Prentice Hall

French, W, L and Bell, C.H. (2010), Organization Development – Behavioral Science Interventions for Organization Improvement. Pearson Education,

Grievies, J. Oxford Publishing, (2010), Organizational Change – Themes and Issues.

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

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 stake-holders [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

Deresky, H. (2017) International Management: Managing Across Borders and Cultures, 4th Ed, Prentice Hall India,

Drlarry, E and John, D. (2002) The Secret Of A Winning Culture: Building High-Performance Teams, Prentice Hall India,

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: H8

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 Outcome(s):

Students would be able to demonstrate the ability to apply leadership and change management principles

Students would be able to articulate the key characteristics of 'Level 5 leadership'

Students would be capable of providing a lucid explanation of the contents of the book 'Good to Great' by Jim Collins and 'Our Iceberg is Melting' by Jim Kotter

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

Jim Collins, (2001) Good to Great

Leaders at all levels – Ram Charan, John Wiley & Sons

Organisational Behavior – Fred Luthans, McGraw-Hill education

Prasad Kaipa and Navi Radjou, (2013) Smart to Wise – Acting and leading with wisdom

Rathgeber and Kotter, (2006) Our Iceberg is melting:

Roger Martin, (2007), How successful leaders think –Harvard Business Review, June

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

BALANCED SCORE CARD

Code: H9

Credits: 3

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

Kaplan and Norton, (1996) Balanced Scorecard, Translating strategy into action, Harvard Business Review Press

Kaplan and Norton, (2003) Strategy maps -Converting Intangible Assets Into Tangible, Harvard Business Review Press

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 HUMAN RESOURCE MANAGEMENT

Code: H10

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:

Develop the understanding of the concept of human resource management and its strategic relevance in organizations.

Identify the linkages between HRM functions and operations and organizational strategies, structures and culture.

Analyze problems and develop managerial solutions to HR problems at both workplace and organizational level.

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

Agarwala, T., 2007. Strategy and Human Resource Management. Oxford University Press.

Dreher, D., 2005. Human Resource Strategy: A Behavioral Perspective for the General Manager. Tata McGraw-Hill Publishing Company Limited.

Mello, A., J., 2014. Strategic Human Resource Management. Cengage Learning.

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

Brian E. Becker Mark A. Huselid, Dave Ulrich (2001) The HR Scorecard: Linking People Strategy, and Performance,

Durdana Ovais and Rajni Gyanchandani, (2017) HR Audit, Everest Publications

T.V.Rao (2008), HRD Score Card 2500: Based on HRD Audit, Sage publications

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

Competing 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:

Students would be able to articulate reasons, process, statistical means and caveats for HR analytics.

Students would be able to explain the factors affecting staffing, attrition, and impacts of organizational interventions.

Students would be capable of visualizing the information, using various tools and develop deeper understanding of collaborative networks.

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

Berrett-Koehler Publishers. 2. Fitz-enz, J., & Mattox, J. (2014). Predictive Analytics for Human Resources. Wiley.

Edwards, M. R., & Edwards, K. (2016). Predictive HR Analytics: Mastering the HR Metric. London: Kogan Page.

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:

Students will understand the complexities that prevail in a supply chain.

Students would be able to understand the significance of supply chain drivers.

Students would be able to recommend measures to overcome bottlenecks in a supply chain.

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

Bozarth, C. Cecil & Handfield, B. Robert, (2006) Introduction to Operations and Supply Chain Management, Pearson Education, New Delhi.

Chopra, Sunil & Meindel, Peter (2002) Supply Chain Management: Strategy, Planning, and Operation, Prentice Hall of India Pvt. Ltd., New Delhi.

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.

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 the 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:

An overview of service and operations management as a management function in general is obtained by the student.

Students gain an exposure to analytical tools specific to service industries.

Students would be able to design an efficient system for proper conveyance of services.

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

James A. Fitzsimmons and Mona J. Fitzsimmons, Service Management, fourth edition, McGraw-Hill, ISBN 0-07-286820-1.

Johnston Robert & Clark Graham (2005), Service Operations Management: Improving Service Delivery, Pearson.

Metters; King Metters; Pullman; Walton, "Successful Service Operations Management 2e", Cengage Learning.

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:

Students would be capable of critically appreciating the organizational and communication requirements for fostering quality management.

The significance of the contribution of quality gurus' to the management of modern organisations would be understood by the students.

From a strategic perspective, students will be able to explain how TQM, Six sigma, Customer focus, etc., engender improved business results.

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

Dale H. Besterfield, Carol Besterfield Michna, Glen Besterfield, & Mary Besterfield Sacre, Total Quality Management, Prentice Hall of India Pvt. Ltd, New Delhi.

David L. Goetsch, Stanley Davis, Stanley B. Davis, Quality Management, Prentice Hall of India Pvt. Ltd, New Delhi.

Howard S. Gitlow, Quality Management, Tata McGraw-Hill, New Delhi.

James R. Evans, Total Quality Management, Organization and Strategy, Thomson, South Western.

Joel E. Ross, Total Quality Management: Text, Cases and Reading, St. Lize Press.

John S. Oakland, Total Quality Management: Text with Cases, Butterworth – Heinemann.

John T. Rabbitt, Peter A. Bergh, The ISO 9000 Book: A Global Competitor's Guide to Compliance and Certification, Quality Resource.

S. Thomas Foster, Jr., Managing Quality, Prentice Hall of India Pvt. Ltd., New Delhi.

Case Studies

Paradise Bearings

AT&T Universal card services

Indfos 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 companies.

Students will be able to analyse lean techniques for application in industry.

Students will be able to formulate lean management strategy for supply chain management.

Unit I INTRODUCTION TO LEAN MANAGEMENT: What is Lean Management? The Birth of Lean, Lean Enterprise versus Traditional Mass Production, What is Value? What can be called Value Addition? Muda: Eight Deadly Wastes. House of Lean, Visual Management, Improving Workplace Productivity: 5S. Stability through Lean Systems, Jidoka, Standardized Operations, Standardized WIP.

Unit II LEAN MANAGEMENT TOOLS AND TECHNIQUES: Continuous Flow Vs Batch Production, Just-in-Time Production, Components of JIT: Kanban and Heijunka. Total Productive Maintenance: Overall Equipment Efficiency. Value Stream Mapping, Fundamentals of Process Improvement, Lean Business Process Management.

Unit III LEAN THINKING: Hoshin Planning. The Culture of Lean Production. Customer

Focused Quality. Quality Function Deployment. Kano Quality Model. Taguchi Loss Function. FMEA. Lean supply chain management, Lean Supplier development, Lean Project Management, Beyond Lean Management and Application of Lean management in various areas.

Suggested Readings

Alan Robinson (1991), "Continuous Improvement in Operations", Productivity Press, Portland, Oregon.

Andy Brophy (2012), "FT Guide to Lean: How to streamline your organisation, engage employees and create a competitive edge", Pearson.

Askin R G and Goldberg J B (2003), "Design and Analysis of Lean Production Systems", John Wiley and Sons Inc.

Dennis, P. (2016), "Lean Production Simplified: A Plain-Language Guide to the World's Most Powerful Production System", Productivity Press.

Eliyahu M. Goldratt and Jeff Cox (2004), "The Goal – A Process of Ongoing Improvement", Third Revised Addition, North River Press.

- James Womack and Daniel Jones (2003), "Lean Thinking", Free Press, Revised Edition.
- James Womack, Daniel Jones, and Daniel Roos (1990), "The Machine That Changed the World", Rawson Associates.
- Jeffrey Liker (2004), "The Toyota Way", McGraw-Hill.
- Jeffrey Liker and David Meier (2006), "The Toyota Way Fieldbook", McGraw-Hill.
- John Nicholas (2011), "Lean Production for Competitive Advantage – A Comprehensive Guide to Lean Methodologies and Management Practices", CRC Press - Taylor and Francis Group, LLC.
- Joseph A De Feo and William W Bearnard (2004), "Juran Institute's Six Sigma Break Through and Beyond", Tata McGraw Hill, New Delhi.
- Kenichi Sekine (1992), "One-Piece Flow", Productivity Press, Portland, Oregon.
- 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.
- Michael L George, David T Rowlands and Bill Kastle (2004), "What is Lean Six Sigma", McGraw Hill, New York.
- Micheal Wader (2002), "Lean Tools: A Pocket Guide to Implementing Lean Practices", Productivity and Quality Publishing Pvt. Ltd.
- Nicholas, J. (2018), "Lean production for competitive advantage", 2nd ed. Boca Raton, FL: Productivity Press.
- Paksoy, T., Weber, G. and Huber, S. (2019), "Lean and Green Supply Chain Management", 1st ed, Springer International Publishing.
- Poke – Yoke (1992), "Improving Product Quality by Preventing Defects", Productivity Press.
- Richard B Chase, Robert Jacobs F and Nicholas J Aquilano (2003), "Operations Management for Competitive Advantage", McGraw-Hill/Irwin.

Case Studies

Decoding the DNA of the Toyota Production System

JIT at Arnold Palmer Hospital

Murphy Manufacturing - Don't say Lean without Preparation

Challenge for Supplier Program Is Sustaining Lean Improvements

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

Operations Research An introduction – Hamdy A. Taha Pearson Education, 9th Edition

Operations Research Principles and Applications - G Srinivasan, PHI, 2nd Edition

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

- Hayes, R. (2005). Operations, strategy, and technology. Hoboken, NJ: Wiley.
- Hill, A., Hill, T. and Hill, T. (2009). Manufacturing operations strategy. Basingstoke: Palgrave Macmillan.
- Lowson, R. (2003). Strategic operations management. London: Routledge.
- Slack, N. and Lewis, M. (2017). Operations Strategy. Harlow, United Kingdom: Pearson Education Limited.
- Van Mieghem, J. A., & Allon, G. (2014). Operations Strategy: Principles and Practice. (2nd ed.) Belmont, MA: Dynamic Ideas.
- Waters, C. (2006). Operations strategy. London: Thomson Learning.

Case Studies

Paradise Bearings

AT&T Universal card services.

Indfos 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

Cook, T. (2011). Mastering Purchasing Management for Inbound Supply Chains. CRC Press Taylor & Francis Group

Fred Sollish and John Semanik (2011). Strategic Global Sourcing: Best Practices, Wiley.

Johnson, Leenders, Flynn (2011). Purchasing and Supply Management. McGraw-Hill/Irwin.

Locke (2013), "The Promise and Limits of Private Power", Cambridge University Press.

Marc Helmold, and Brian Terry (2017) Global Sourcing and Supply Management Excellence in China: Procurement Guide for Supply Experts. Springer Singapore

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: OP8 _____ Credits: 3

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

Ackerman, K. B. (2012). Practical handbook of warehousing. Springer Science & Business Media.

Ghani, G., Laporte, G., & Musmanno, R. (2004). Introduction to logistics systems planning and control. John Wiley & Sons.

Guo, X. (2016). Storage Policies and Maintenance Support Strategies in Warehousing Systems. Springer.

Hamberg, R. and Verriet, J. (2012). Automation in warehouse development. Verlag London: Springer.

Mulcahy, D. E., & Sydow, J. (2008). A supply chain logistics program for warehouse management. CRC Press.

Richards, G. (2017). Warehouse management: a complete guide to improving efficiency and minimizing costs in the modern warehouse. Kogan Page Publishers.

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 MaspexWadowice, 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: OP9 _____ Credits: 3

Course Objectives:

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 Outcomes:

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

Dubey Sanjiva Shankar (2017), "Technology and Innovation Management", PHI.

Ettlie J E (2006), "Managing innovation: New technology, new products, and new services in a global economy", Elsevier.

Narayanan V K (2006), Managing technology and innovation for competitive advantage, Pearson Education India.

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

Credits: 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

Altekar, Rahul (2006) Supply Chain Management, Prentice Hall of India Pvt. Ltd., New Delhi.

Bozarth, C. Cecil & Handfield, B. Robert, (2006) Introduction to Operations and Supply Chain Management, Pearson Education, New Delhi.

Chopra, Sunil & Meindel, Peter (2002) Supply Chain Management: Strategy, Planning, and Operation, Prentice Hall of India Pvt. Ltd., New Delhi.

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.

Essentials of Inventory Management by Max Muller

Inventory Management: Advanced Methods for Managing Inventory within Business Systems by Geoff Relph, Catherine Milner .

R.B. Handfield, & E.L. Nichols, Jr. (2005) Introduction to Supply Chain Management, Prentice Hall of India Pvt. Ltd., New Delhi.

The Logistics and Supply Chain Toolkit: Over 100 Tools and Guides for Supply Chain, Transport, Warehousing and Inventory Management by Gwynne Richards , Susan Grinstead

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

OPERATIONS ANALYTICS

Code: OP11

Credits: 3

Course Objectives:

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. Advanced Forecasting: Time Series Analysis.

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, Supply Chain Network Design and Analysis. Review of Forecasting Models, ARIMA Models.

Unit III Applications of Linear Programming: Make/ Buy Decisions, Facility Location, Assignment, and Transportation Models. 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

Business Analytics by James Evans from Pearson

Business Analytics: Data Analysis & Decision Making by Albright et al. from Cengage Learning

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

CLOUD COMPUTING FOR BUSINESS

Code: S1

Credits: 3

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 lead to the design and development of simple cloud service. It also focuses on some key challenges and issues around cloud computing.

Course Outcomes:

Students will be able to understand and address key security and compliance challenges of cloud computing.

Students will be able to demonstrate the architecture of the modern data center and the mechanisms of service orchestration.

Students will also understand different characteristics of public, private and hybrid cloud deployment models.

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 - MSExchange - 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

"Cloud Computing: A Practical Approach for Learning and Implementation" A Srinivasan, J Suresh, Pearson

Cloud Computing: Concepts, Technology & Architecture, 2014, Erl (Author), Publisher: Pearson

Cloud Computing: Master the Concepts, Architecture and Applications with Real-world examples and Case studies - 2019

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:

Students would be able to explain the basic concepts of ERP and its application.

Students would be able to explain various modules of ERP.

Students would be able to work practically on ERP system.

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

Ashim Raj Singla (2016), “Enterprise Resource Planning”, Paperback

D.J. Shyam (2009), “Enterprise Resource Management”, Hardcover.

Dimpi Srivastava & Aarti Batra (2010), “ERP Systems Paperback– Import”

Rüdiger Buck- Emden Addison- Wesley, (2000), “The SAPR/3 System: An Introduction to ERP and Business Software Technology”.

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:

Students will be able to identify the basic concepts and various data models used in database design, ER modelling concepts and architecture use and construct queries using SQL.

Students will be able to recognize and apply normalization and functional dependency, indexing and hashing technique used in database design.

Students will be able to apply and relate the concept of transaction, concurrency control and recovery in database.

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 Relationship Types; 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 (BCNF);

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

An Introduction to Database Management Systems, Seventh Edition, by Satinder Bal Gupta and Aditya Mittal - 2016

Database Systems Concepts – Silberschatz - 2013

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:

Students will understand various technologies supporting ecommerce, including Web services and electronic payment systems.

Students will be able to measure enablers and issues in business-to-consumer ecommerce.

Students will be able to articulate scenarios for B2B e-commerce, including SCM, CRM and EDI

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 Sites. Revenue Models over Internet; Emerging Trends in e-Commerce, Mobile Commerce, Internet based Business Models. Practical Assignment & Case Studies.

Suggested Readings

David Reske (2017), “Digital Marketing in the Zone: Break Through the Clutter to Be More Confident Successful and Happy”, Morgan James Publishing.

Digital Marketing Strategy: An Integrated Approach to Online Marketing By Simon Kingsnorth Kogan Page Publishers

Judah Phillips, “E-commerce Analytics: Analyze and Improve the Impact of Your Digital Strategy” FT Press.

Kenneth C. Laudon, Carol Guercio Traver (2017), E-Commerce: Business, Technology, and Society, Pearson Education.

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

Efraim Turban, Ramesh Sharda, and Dursun Delen (2014), “**Business Intelligence and Analytics: Systems for Decision Support**”, 10th Edition, Pearson Publications, New Delhi, India.

Ponniah and Paulraj (2010), “**Data Warehousing Fundamentals for IT Professionals**”, Second Edition, Wiley-Blackwell, ISBN 9780470462072.

Ralph Kimball and Margy Ross (2013), “**The Data Warehouse Toolkit: The Complete Guide to Dimensional Modeling**”, Third Edition, Wiley Publications, New Delhi, India.

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

Clinton W. Brownley (2016), “**Foundations for Analytics with Python**”, O’Reilly Media, USA.

James Payne (2015), “**Beginning Python: Using Python 2.6 and Python 3.1**”, Wiley India Pvt. Ltd., New Delhi, India.

Jared P. Lander (2015), “**R for Everyone: Advanced Analytics and Graphics**”, Pearson India Education Services Pvt. Ltd., Noida, India.

Joseph F. Hair, William C. Black, Barry J. Babin and Rolph E. Anderson (2015), “Multivariate Data Analysis”, Pearson Education, New Delhi, India.

K G. Srinivasa, G M. Siddesh, Chetan Shetty and B J. Sowmya (2017), “**Statistical Programming in R**”, Oxford University Press, New Delhi, India.

Kenneth Alfred Lambert (2012), “**Fundamentals of Python – First Programs**”, Cengage Learning, USA.

Rao, Umesh Hodeghatta, Nayak and Umesh (2017), Business Analytics Using R - A Practical Approach, APress, eBook ISBN: 978-1-4842-25

Robert I. Kabacoff (2015), “**R in Action: Data Analysis and Graphics with R**”, Dreamtech Press, New Delhi, India.

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 Data Visualization: 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

Michael Alexander (2016), Excel Dashboards and Reports for Dummies, 3rd Edition, John Wiley & Sons, Inc., Hoboken, New Jersey

Michael Alexander and John Walkenback (2013), Microsoft Excel Dashboards & Reports, 2nd Edition, John Wiley & Sons, Inc., Hoboken, New Jersey

Rob Collie and Avichal Singh (2016), Power Pivot Power BI, 2nd Edition, Holy Macro! Books, FL, 32954, USA

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, Continuous 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 Spotlighting, 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

Ben Jones (2014), Communicating Data with Tableau: Designing, Developing, and Delivering Data Visualizations, O'Reilly Media, USA

David Baldwin (2016), Mastering Tableau, Packt Publishing Ltd., UK

George Peck (2016), Tableau 9: The Official Guide, 2nd Edition, McGraw Hill Education, USA

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

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 Models of E-Governance

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 Digital Technologies to Improve Public Services

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 Challenges (Resistance to

Change, laws, Skills, Security Concerns, Competency, Capacity Building, Adaptation of Technology and Administrative Reforms)

Suggested Readings

Backus, Michiel (2001), e-Governance in Developing Countries, IICD Research Brief.

C.S.R.Prabhu (2004), “E-Governance: Concepts and Case Studies”, Prentice-Hall of India Private Limited.

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

Credits: 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

Cyber Security for Dummies, ®Palo Alto Networks® Edition–By John Wiley & Sons, Inc. 2014 (Soft Copy)
Harish Chander (2012), “CYBER LAWS AND IT PROTECTION”, PHI Learning Pvt. Ltd.
Kenneth Geers (2011), Strategic Cyber Security, Ccd Coe Publication, (Softcopy)
Peter W. Singer Allan Friedman (2014), “Cyber security and Cyber war”, OUP USA,
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

IT Infrastructure Architecture- Infrastructure Building Blocks and Concepts Third Edition by Sjaak Laan

Lord of the Infrastructure: A Roadmap for IT Infrastructure Managers, by Art Carapola

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

Acharya, Shanker and Mohan, Rakesh (Eds) (2011). India's Economy: Performance and Challenges., Oxford University Press, New Delhi.

Ahluwalia, I. J (1985) Industrial Growth In India: Stagnation since the Mid-Sixties, Oxford

Ahluwalia, I. J. (1991). Productivity and growth in Indian manufacturing, Oxford University Press, New Delhi.

Babu, M. Suresh, (2017). Hastening slowly: India's Industrial growth in the era of Economic reforms, 1st Ed., Orient BlackSwan.

Government of India (2019), Annual Economic Survey, Economic Division, New Delhi, Ministry of Finance, New Delhi.

Kathuria, V., Raj, S.N.R., and Sen, K. (Ed.) (2014). Productivity in Indian Manufacturing: Measurements, methods and Analysis. 1st Ed., Routledge India, New Delhi.

Lall, Sanjaya (1982): Developing Countries as Exporters of Technology: The Indian experience, Macmillan, London.

Pushpangathan K and N Shanta (2009) The Dynamics of Competition: Understanding India's Manufacturing Sector, Oxford University Press, New Delhi.

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.

Tendulkar, Suresh D (Eds.) (2006), India: Industrialisation in a Reforming Economy, Academic Foundation, New Delhi.

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 woollen 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

Aswini Kumar Mishra, Vairam Arunachalam and Debasis Patnaik (2018) Current Issues in the Economy and Finance of India, Springer Nature, Switzerland AG.

Bhatia, H.L. (2018) Public Finance, Vikas Publishing House, New Delhi.

Government of India (2019) Economic Survey, Ministry of Finance, Economic Division, New Delhi.

Krzysztof Jajuga, Hermann Locarek – Junge, Lucjan T and Orłowski Karsten Staehr (2019) Contemporary Trends and Challenges in Finance, Springer Nature, Switzerland AG.

Meenakshi, Rajeev and Vani, B. P. (2017) Financial Access of the Urban Poor in India, A Story of Exclusion, Springer, India.

Merlin Harold Hunter (2019) Outlines of Public Finance, Forgotten Books, New Delhi.

Puja Mehr (2018) The Lost Decade (2008-18): How India's Growth Story Devolved into Growth Without a Story, Ebury Press, India.

Richard Musgrave and Peggy Musgrave (2017) Public Finance in Theory and Practice, McGraw Hill Education, New Delhi.

Sriram, M. S. (2017) Inclusive Finance India Report 2017, SAGE Publications Pvt. Ltd, New Delhi.

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-Swacch 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

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.

Banerjee, G. & Swapna (ed.) (2010) Accumulation by Dispossession: Transformative Cities in the New Global Order, New Delhi: Sage.

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.

Hnatkovska, Viktoria & Amartya Lahiri,(2013) Structural Transformation and the Rural Urban Divide, Working Paper, International Growth Center, London School of Economics.

Joop De Wit (2017) Urban Poverty, Local Governance and Everyday Politics in Mumbai, Routledge South Asian Edition.

Klasen, Stephan & Janneke Pieters (2015) What Explains the Stagnation of Female Labor Force Participation in Urban India? World Bank Economic Review 29(3).

Kundu, A. (2006) Trends and Patterns of Urbanization and their Economic Implications,” India Infrastructure Report 2006, New Delhi: Oxford University Press.

Kundu, A., Mohanan, P.C. & Varghese, K.(2013) Spatial and Social Inequalities in Human Development: India in the Global Context, United Nations Development Programme.

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.

Malhotra, R. (2014) India Public Policy Report 2014, New Delhi: Oxford University Press.

MoHUPA (2015) Annual Report 2014–15, Ministry of Housing and Urban Poverty Alleviation, Government of India.

Planning Commission (2012) Report of Committee on JNNURM-II: Clean Bastis, Safe Communities, and Peoples Cities, Planning Commission, New Delhi, Government of India.

Sivaramakrishnan, K.C. (2011) Re-Visioning Indian Cities: The Urban Renewal Mission, New Delhi: Sage.

United Nations (2012) World Urbanization Prospects: The 2011 Revision, ST/ESA/SER.A/322, New York, Population Division, Department of Economic and Social Affairs.

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

Roland Berger Strategy Consultants. The Digital Transformation of Industry.

The Oxford Handbook of the Digital Economy, Edited by Martin Peitz and Joel Waldfogel (2012) OUP

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 programme 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

Bhattacharya A.K., Ecotourism and Livelihoods, Concept Publishing Company, New Delhi

Criteria and Indicators for Sustainable Forest Management, Kotwal P.C. and M.D. Omprakash, International Book Distributors, Dehradun

Dasgupta S. and D. Debnath, Community Forest Management in Tribal States of India (with special reference to Madhya Pradesh), International Book Distributors

Elinor Ostrom, Governing the Commons: The Evolution of Institutions for Collective Action,

Jeffrey Sayer, The Science of Sustainable Development: Local Livelihoods and the Global Environment, Cambridge University Press

Natural Resources, Agarwal et al., International Institute for Environment & Development

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.

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

Energy Economics – Concepts, Issues, Markets and Governance. Subhes C Bhattacharya. Springer.

Papers published by Prayas energy group, India.

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

Charles Kolstad, (2010) Intermediate Environmental Economics, Oxford University Press, 2nd edition.

Kenneth Arrow et al. (2004) "Are We Consuming Too Much?" Journal of Economic Perspectives, 18(3): 147-172.

Robert N. Stavins (ed.), (2005) Economics of the Environment: Selected Readings, W.W.Norton, 5th edition.

Roger Perman, Yue Ma, James McGilvray and Michael Common, (2003) Natural Resource and Environmental Economics, Pearson Education/Addison Wesley, 3rd edition.

Roger Perman, Yue Ma, Michael Common, David Maddison and James McGilvray, (2011) "Natural Resource and Environmental Economics", Pearson Education/Addison Wesley, 4th edition, 2011

ECONOMETRICS

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 Regression Analysis and Econometric Models

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 Econometric Tests and Forecasting

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

Baltagi, B.H. (1988), Econometrics, New York, Springer

Goldberger, A.S. (1998), Introductory Econometrics, New York, Oxford University Press.

Gujarati, D. (1999) Essentials of Econometrics, Second Edition, McGraw Hill.

Gujarati, D. (2002): Basic Econometrics, Third Edition, McGraw Hill.

Jay L. Devore, (2010) Probability and Statistics for Engineers, Cengage Learning.

Johnston. J. (1991) Econometric Methods, London, McGraw Hill Book Co.

Koutsoyiannis, A. (1977): Theory of Econometrics, 2nd Edition, London, McMillan.

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

Abhijit Banerjee, Gita Gopinath, Raghuram Rajan and Mihir Sharma (eds) (2019). What The Economy Needs Now, Jaggernaut.

Amit Kapoor and Chirag Yadav (2019). The Age of Awakening: The Story of the Indian Economy since Independence, Penguin/ Viking.

Arpan Kumar Kar, Shuchi Sinha and Gupta, M. P. (2018). Digital India, Reflections and Practice, Springer International Publishing.

Arvind Subramanian (2018). Of Counsel: The Challenges of the Modi-Jaitley Economy, Penguin Random House India Pvt Ltd.

Bhattacharya, A.K. (2018). The Rise of Goliath: Twelve Disruptions that Changed India, Penguin Random House.

Bimal Jalan (2018). India Ahead: 2025 and Beyond, Rupa Publications, India.

Christophe Jaffrelot, Atul Kohli and Kanta Murali (2019). Business and Politics in India (Modern South Asia), Oxford University Press, New York.

Government of India (2019). Economic Survey, Ministry of Finance, Economic Division, New Delhi.

Niraja Gopal Jayal (2018). Re-forming India: The Nation Today, Penguin Random House India Pvt Ltd.

Raghuram G. Rajan (2019). The Third Pillar: How Markets and the State Leave the Community Behind, Harper Collins, India.

Reethika Khera (2019). Dissent on Aadhaar: Big Data Meets Big Brother, Orient Black Swan.

Sandip Sen and Aaroahi Sen (2019). India Emerging: From Policy Paralysis to Hyper Economic, Bloomsbury, New Delhi.

Sanjaya Baru and Meghnad Desai (2018). The Bombay Plan: Blueprint for Economic Resurgence, Rupa Publications, India.

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

MONETARY ECONOMICS

Code: E10

Credits: 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, cyclical 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

Carlin, W. and D. Soskice Macroeconomics: Imperfections, Institutions and Policies. Oxford: Oxford University Press.

Jagdish Handa, Monetary Economics, (2009), Routledge

Lewis, M.K. and P.D. Mizen Monetary Economics. Oxford; New York: Oxford University Press.

M L Jingham, Monetary Economics, S Chand

N. Jadhav, (2006) Monetary Policy, Financial Stability and Central Banking in India, Macmillan.

R.B.I. Bulletin, Annual Report and Report on Currency and Finance (latest).

R.B.I. State Finances: A Study of Budgets, (latest).

Rakesh Mohan, (2011) Growth with Financial Stability - Central Banking in an Emerging Market, Oxford University Press.

Rakesh Mohan, (2008) - Growth Record of Indian Economy: 1950-2008. A Story of Sustained Savings and Investment, Economic and Political Weekly, May.

RBI (2013) Financial Stability Report, Mumbai, Reserve Bank of India.

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

Articles in economic and political weekly

India infrastructure report – PwC.

Journal of infrastructure development – sage publications

Powerline 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

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

Acharya, S.S & N.L. Agarwal. (2004). Agricultural Marketing in India, 4th Ed., Oxford University Press, New Delhi.

Bhalla, G. S. (2007). Indian Agriculture since Independence, National Book Trust, New Delhi.

Bhalla, G. S., & Singh, G. (2012). Economic Liberalisation and Indian Agriculture: A District-level Study, Sage Publications, Delhi.

Datt, R. & Sundharm, K. P. M. (2013). Indian Economy, S. Chand & Co. Ltd. Delhi

Government of India (2013). The National Food Security Act, The Gazette of India, Government of India, New Delhi.

Krishnaji, N., & Krishnan, T. N. (Eds) (2000). Public Support for Food Security: The Public Distribution in India, Sage Publications, New Delhi.

Mohanty, B. B. (ed.) (2016). *Critical Perspectives on Agrarian Transition: India in the Global Debate*, Routledge, New York.

Rao, C. H. Hanumantha. (2005) *Agriculture, Food Security, Poverty and Environment: Essays on Post - Reform India*, Oxford University Press, New Delhi.

Reddy, Narasimha, & Mishra, Srijit (Eds) (2010). *Agrarian Crisis in India*, Oxford University Press, New Delhi

Vaidyanathan, A. (2009). *Agricultural Growth in India*, Oxford University Press, New Delhi.

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

Credits: 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. Solving system 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

Fundamental Methods of Mathematical Economics Paperback – 1 Jul 2017 by Chiang (Author), Wainwright (Author)

Intermediate (+2 of CBSE level) Mathematics books covering relevant portions.

Klein, Erwin: Mathematical Methods in Theoretical Economics, Academic Press.

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).

Various issues of Journal of Mathematical Economics, Science Direct.

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

Arvind Virmani (2010) From Unipolar to Tripolar World Multipolar Transition Paradox, New Delhi, Academic Foundation.

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.

Dominick Salvatore, (2011) International Economics: Trade and Finance, London, John Wiley International Student Edition.

Elisa Baku, Exchange rate predictability in emerging markets, Journal of International Economics, vol.157, May 2019.

Ghuman. R.S. (2001) International Economics, Singapore, John Wiley and Sons.

International Trade and International Finance: Explorations of Contemporary Issues (2016) Editors: Roy, Malabika, Sinha Roy, Saikat (Eds.), Springer India

James Gerber (2012) International Economics, New Delhi, Pearson Publication.

Paul R. Krugman & Maurice Obstfeld (2009) International Economics Theory and Policy, New Delhi, Pearson Education Publication.

Sebastian Stumpner (July 2019), Trade and the geographic spread of the great recession, Journal of International Economics, Vol 119, p: 169-180.

Soderston, Bo (2005) International Economics, London, The Macmillan Press Ltd.

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: ED1

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

Hishrich, Peters (1992), “Entrepreneurship: starting, Developing and Managing a New Enterprise”, Irwin.

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

Financial Institution & Markets - L. M. Bhole. (Tata McGraw - Hill Publishing Corporation Limited, New Delhi).

Financial Markets - Gordon & Natarajan. (BPB Publications).

Indian Financial Systems - M. Y. Khan. (Tata McGraw - Hill Publishing Corporation Limited, New Delhi).

Investment Management - V. K. Blialla. (S. Chand & Company Publishers Ltd.,)

Project Financing- Asset based Financial Engineering- John D Finnerty-John Wiley & Sons Inc, New York

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: ED3

Credits: 3

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

Entrepreneurship Development and Small Business Enterprises by Poornima M., Charantimath. Pearson, 2018

Entrepreneurship Development, by Sharma Sangeeta. PHI Learning Private Limited, 2017

Good To Great: Why Some Companies Make the Leap...And Others Don't, by Jim Collins. RHUK; Latest edition, 2001

Innovation and Entrepreneurship, by Peter F. Drucker. Harper Business, 2006

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 Rembrand Koning. 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

Killing Marketing: How Innovative Businesses Are Turning Marketing Cost into Profit

SEO 2018 (No Bullsh*t Strategy)

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

Changing the world without Losing Your Mind: Leadership Lessons from Three Decades of Social Entrepreneurship by Alex Counts

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

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 that 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

Family Business (2e), Ernesto J. Poza., Thomson, South-Western, Mason OH, USA (2007)

Managing the Family Business: Theory and Practice, Thomas Zellweger, Edward Elgar, Publishing Massachusetts, USA (2017)

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

Burns, P. Corporate Entrepreneurship: Entrepreneurship and Innovation in Large Organizations. Palgrave Macmillan, 2013. ISBN: 9780230304031

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)

Stellios 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

Credits: 3

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

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>

Newton David (2011). *Business Model for Entrepreneurial Ventures Developing Sound Metrics for long term success*. E3 Free Market Press, California

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

Osterwalder, A., Pigneur, Y., In Clark, T., & Smith, A. (2010). *Business model generation: A handbook for visionaries, game changers, and challengers*.

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

Credits: 3

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

Barringer, R.B., Ireland, D.R. (2012) Entrepreneurship: Successfully Launching New Ventures, 4th edition. Pearson Education.

Daniel Priestley (2018), 'Entrepreneur Revolution; How to develop your Entrepreneurial Mindset & Start a Business that works' Second Edition, John Wiley and Sons Ltd.

Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd (2018), 'Entrepreneurship' Indian Edition McGraw Hall

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, if else, 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

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.

Arnab K.Laha (2015), “**How to Make The Right Decision**”, Random House Publishers India Pvt. Ltd., Gurgaon, Haryana, India.

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.

Dr. Umesh R. Hodeghatta and Umesha 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.

Glyn Davis and Branko Pecar (2013), “**Business Statistics using Excel**”, Oxford University Press, New Delhi.

Halady Rao Purba (2013), “**Business Analytics an Application Focus**”, PHI Learning Private Limited, New Delhi.

Jank Wolfgang (2011), “**Business Analytics for Managers**”, Springer Science + Business Media, ISBN 978-1-4614-0405-7.

Jared P. Lander (2013), “**R for Everyone: Advanced Analytics and Graphics**”, Pearson Education Inc., New Jersey, USA.

Jared P. Lander (2013), “**R for Everyone: Advanced Analytics and Graphics**”, Pearson Education Inc., New Jersey, USA.

Johannes Ledolter (2013), “**Data Mining and Business Analytics with R**”, John Wiley & Sons, Inc., New Jersey, USA.

Joseph F. Hair, William C. Black, Barry J. Babin and Rolph E. Anderson (2015), “**Multivariate Data Analysis**”, Pearson Education, New Delhi, India.

Prasad R N and Acharya Seema (2013), “**Fundamentals of Business Analytics**”, Wiley India Pvt. Ltd., New Delhi, India.

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.

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

US Crime

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:

Students would gain an overview of the Python ecosystem.

Students would be able to demonstrate application of machine learning models to various industryrelevant data science problems.

Students will be able to prepare data for analysis, perform simple statistical analysis, create meaningful data visualizations, and predict future trends from data.

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

Clinton W. Brownley (2016), “**Foundations for Analytics with Python**”, O’Reilly Media, USA.

James Payne (2015), “**Beginning Python: Using Python 2.6 and Python 3.1**”, Wiley India Pvt. Ltd., New Delhi, India.

Joseph F. Hair, William C. Black, Barry J. Babin and Rolph E. Anderson (2015), “Multivariate Data Analysis”, Pearson Education, New Delhi, India.

Kenneth Alfred Lambert (2012), “**Fundamentals of Python – First Programs**”, Cengage Learning, USA.

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 Spotlighting, 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

Ben Jones (2014), Communicating Data with Tableau: Designing, Developing, and Delivering Data Visualizations, O'Reilly Media, USA

Daniel G. Murray (2013), Tableau Your Data: Fast and Easy Visual Analysis with Tableau Software, John Wiley & sons, Inc., USA

David Baldwin (2016), Mastering Tableau, Packt Publishing Ltd., UK

George Peck (2016), Tableau 9: The Official Guide, 2nd Edition, McGraw Hill Education, USA

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
3

Credits:

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

Advanced Web Metrics with Google Analytics Book by Brian Clifton

Google Analytics Breakthrough -FerasAlhlou

Social Media Analytics - Techniques and Insights for Extracting Business Value Out of Social Media
1 Edition by Matthew Ganis, Avinash Kohirkar, Ed Brill

Social Media Measurement and Management: Entrepreneurial Digital Analytics Paperback – Import,
8 Jul 2019 by Jeremy Harris Lipschultz

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
3

Credits:

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

Ashish Singh Bhatia, Yu-Wei, David Chiu (2017), “**Machine Learning with R Cookbook**”, Packt Publishing Ltd., Mumbai, India.

Cory Lesmeister (2017), “Mastering Machine Learning with R”, Packt Publishing Ltd., Mumbai, India.

James D. Miller, Rui Miguel Forte (2017), “**Mastering Predictive Analytics with R: Machine Learning Techniques for Advanced Models**”, Packt Publishing Ltd., Mumbai, India.

Jared P. Lander (2013), “**R for Everyone: Advanced Analytics and Graphics**”, Pearson Education Inc., New Jersey, USA.

K.G. Srinivasa, G.M. Siddesh, Chetan Shetty, B.J. Sowmya (2017), “**Statistical Programming in R**”, Oxford University Press, New Delhi, India.

Kuntal Ganguly (2017), “**R Data Analysis Cookbook**”, Packt Publishing Ltd., Mumbai, India.

Yu-Wei, David Chiu (2016), “**R for Data Science Cookbook**”, Packt Publishing Ltd., Mumbai, India.

Case Studies

H₂O Background

Biopsy – Tumor Data

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
3

Credits:

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 networks - 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

Dan Toomey (2017), “**Jupyter for Data Science**”, Packt Publishing Ltd., UK.

James Payne, “**Beginning Python – Using Python 2.6 and Python 3.1**”, Wiley India Pvt. Ltd., New Delhi, India.

Navin Kumar Manaswi (2018), “**Deep Learning with Applications using Python**”, Replika Press Pvt. Ltd., New Delhi, India.

Prateek Joshi (2016), “**Python Machine Learning Cookbook**”, Packt Publishing Ltd., UK.

Tom M. Mitchell (2019), “**Machine Learning**”, McGraw Hill Education (India) Private Ltd., New Delhi, India.

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

3

Credits:

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:

Students would be capable of identifying and applying appropriate techniques and tools to solve problems in managing huge quantity of data.

Students will design and implement big data analytics solutions to various industry-relevant problems.

Students will firmly process real-time data streams and implement real-time big data analytics solutions.

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 Spark Core:

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

Ben Spivey, Joey Echeverria. “Hadoop Security Protecting Your Big Data Problem” O ‘Reilly Media, 2015

E. Capriolo, D. Wampler and J. Rutherglen, “Programming Hive”, O ‘Reilly, 2012

Hben Spiivervy, “Cassandra: The Definitive Guide”, O ‘Reilly, 2010

Hric Sammer, “Hadoop Operations” O ‘Reilly, 2012

Lars George, “HBasc: The Definitive Guide”, O ‘Reilly, 2011

Michael Minelli, Michelle Chambers, and Ambiga Dhiraj,” Big Data, Big Analytics: Emerging Business Intelligence and Analytics Trends for Today’s Wiley, 2013

P.J.Sadalage and M.Fowler, “NoSQL Distilled: A Brief Guide to the Emerging World of Polygloy Persistence”, Addison- Wesley Professional, 2012

Tom White, “Hadoop: The Definitive Guide”, Third Edition, O ‘Reilly, 2012.

Vignesh Prajapati, “Big Data Analytics with R and Hadoop”, Packet Publishing 2013

Case Studies

American Express

Energy Future Holdings Corporation

British Airways

Centres 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

Alan Beaulieu (2009), “**Learning SQL**”, O’Reilly Media, Inc., USA.

Anthony Molinaro (2005), “**SQL Cookbook**”, O’Reilly Cookbooks, USA.

Clydebank Technology (2015), “**SQL: QuickStart Guide – The Simplified Beginner’s Guide To SQL**”, CreateSpace Independent Publishing Platform, USA

Gordon S. Linoff (2015), “**Data Analysis Using SQL and Excel**”, 2nd Edition, John Wiley & Sons, New Delhi, India.

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



INSTITUTE OF PUBLIC ENTERPRISE

Post Graduate Programmes
(2020 – 2022)

Course Curriculum

Vision of the Institute:

To become an institute of choice for social science research and management education and contribute to the excellence of organizations and society

Mission of the Institute:

To anticipate and respond to the needs of social science and management research of the government, corporate and social sectors through its multidisciplinary competency in social science research and management education.

PGDM- Human Resource Management (PGDM – HRM)

The Institute started a two-year AICTE approved full time PGDM-HRM course to meet the growing requirements of HR professionals 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 Educational Objectives:

To build future leaders who can connect business and HR deliverables.

To offer experiential learning in understanding the challenges of HR professionals in order to develop the organizations.

To facilitate accelerated learning in the formulation and implementation of best practices in human resources management for sustained competitive advantage in organizations.

To provide insights on developing strategies, initiatives and programmes for business performance with focus on organization design, analytics, change and development.

Programme Outcomes:

On completion of the programme the learners would be well equipped with necessary knowledge and skills to take up managerial responsibilities in the corporate sector.

The learners should be able to anticipate challenges involved in the HR role and act accordingly.

The learners should be able to identify, initiate and implement best practices in HR in dynamic environment of organizations.

The learners on attending the course should be able to align HR practices to business performance with suitable efforts towards organizational development using analytics.

The learners should develop human skills in engaging value based learning and ethical practices in management.

PGDM- Human Resource Management (PGDM – HRM)

Course Curriculum

First Year

Trimester I		
Course Code	Course 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		
Course Code	Course 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
Total Credits		21

Trimester III		
Course Code	Course 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
308	Design Thinking	NC
	Contemporary issues/ Seminars	1
	Comprehensive Viva	1
Total Credits		22

Summer Internship Program (SIP) 8 Weeks

Second Year

Trimester IV		
Course Code	Course Name	Credits
401	Strategic Human Resource Management	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		
Course Code	Course Name	Credits
501	Corporate Governance, Business Ethics and Corporate Social Responsibility	3
502	Functional Analytics – HR Analytics	3
503	Elective – 1 Subject 3	3
504	Elective – 1 Subject 4	3
505	Labour Legislation	3
506	HRM in Global Perspective	3
Total Credits		18

Trimester VI		
Course Code	Course Name	Credits
601	Emotional Intelligence & Positive Psychology	3
602	Digitalization of HR	3
603	Project Management	3
	Long-Term Research Project /Viva	5

	Lecture Series on SAP – HR	NC
	Comprehensive Viva	2
Total Credits		16

Term	Credits
1	21
2	21
3	22
4	24
5	18
6	16
Total No. of Credits	122

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	Risk Management Financial Analysis and Credit Management Derivatives and Structured Finance Financial Modelling Financial Planning and Wealth Management Security Analysis and Portfolio Mgmt Tax Planning and Management Corporate Restructuring, Mergers and Acquisitions Entrepreneurial Finance Strategic Financial Management Strategic Cost Management Financial Analytics Foreign Exchange Arithmetic Private Equity Fixed Income Securities Financial Econometrics	
Marketing	Product and Brand Management Integrated Marketing Communications Consumer Behaviour Services Marketing Customer Relationship Management B2B Marketing Strategic Marketing Digital Marketing Rural Marketing Agri-Business Marketing Sales and Distribution Management	

	Retail Management Global Marketing Management Social Marketing Media Management Marketing Analytics	
Human Resource	Learning and Development Contemporary HRM Industrial Relations I Industrial Relations II Talent Management Organization Development Cross Cultural Management Leadership and Change Management Balanced Scorecard Strategic Human Resource Management HR Auditing HR Analytics	
Operations	Supply Chain Management Management of Service Operations Total Quality Management Lean Management Optimization Models for Industry Operations Strategy Strategic Sourcing Warehouse Management Technology and Innovations Management Advanced Inventory Modelling Operations Analytics	
Systems	Cloud Computing for Business Enterprise Resource Planning Relational Database Management system	

	e-Commerce Data Mining and Business Intelligence Data Modelling with R and Python Data Visualising using Advanced Excel Data Visualising using Tableau Digital Governance Cyber Security and Cyber Laws IT Infrastructure	
Economics	Industrial Economics Public Finance Urban Economics Digital Economy Natural Resource Management Energy Economics Environmental Economics Econometrics Contemporary Government Policies & Business Monetary Economics Economics of Infrastructure Agricultural Economics Mathematical Economics International Economics	
Entrepreneurship	Creating a New Venture from Idea to launch Entrepreneurial Finance Creativity, Innovation and Entrepreneurship Digital Marketing for Startups and SMEs Social Entrepreneurship and Social Innovation Family Business Management Corporate Entrepreneurship Business Model for Sustainable Growth Aligning Startups with their Market	

	Detailed Project Report (DPR)	
Business Analytics	R Studio for Data Science and Machine Learning (ver.1.2.1335) Python for Data Science and Machine Learning (ver.3.7.3) Data Visualising using Tableau Web and Social Media Analytics Deep Learning and Artificial Intelligence using R Studio (ver.1.2.1335) Deep Learning and Artificial Intelligence using Advanced Python (ver.3.7.3) Big Data Analytics 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

Course Code	Course Name
101	Management and Organizational Behaviour
102	Statistics for Management
103	Economics for Managers
104	Financial Accounting
105	Personality Development and Business Communication
106	Marketing Management
107	Human Resource Management

MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR

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

Interpret the management theories and relate it to industry situations.

Analyze individual and group behaviour, and understand the implications of organizational behaviour on the process of management.

Practice decision making in dynamic organizational settings.

Describe and assess the basic design elements of organizational structure and evaluate their impact.

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

Aswathappa K., (2014) Organizational Behavior, Himalaya Publishing House, Mumbai.

Fred Luthans, (2015) Organizational Behavior, McGraw Hill Education, New York.

Robbins, Judge and Sanghi, (2018) Organizational Behavior, Pearson Education Inc.

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 in turn help in better decision making

Course Outcome(s):

Students will be able to explain key terminology used in business statistical analysis.

Students would be able to explain important issues surrounding sampling.

Students would have the capacity to calculate and infer the results of Bivariate and Multivariate Regression and Correlation Analysis for the purpose of forecasting

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

Amir D. Aczel, and Jayvee Sounderpandian (2008), “Complete Business Statistics”, Seventh Edition New Delhi: McGraw-Hill Education.

Barry Render, Ralph M. Stair, Jr., Michael E. Hanna, and Badri R.N. (2017). “Quantitative Analysis for Management”, Thirteenth Edition New Delhi: Pearson

David P. Doane and Lori E. Seward (2012), “Applied Statistics in Business and Economics”, Fourth Edition New Delhi: McGraw-Hill Education.

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.

Douglas A. Lind, William G. Marchal, and Samuel A. Wathen (2017), “Statistical Techniques in Business and Economics”, Seventeenth Edition New Delhi: McGraw-Hill Education.

Glyn Davis and Branko Pecar, “Business Statistics using Excel”. (2014). Second Edition. Faridabad: Oxford University Press.

Gupta S. C (2011), “Fundamentals of Statistics”, New Delhi: Himalaya Publishing House.

Hooda R. P. (2013), “Statistics for Business and Economics”, Fifth Edition. Noida: Vikas Publishing House Private Limited.

Richard I. Levin, David S. Rubin, Sanjay Rastogi, Masood H. Siddiqui, (2018), “Statistics for Management”. Eighth Edition. New Delhi: Pearson Education.

Srivastava T.N., and Shailaja Rego (2016), “Statistics for Management”, Third Edition New Delhi: McGraw-Hill Education.

Vimala Veeraraghavan and Suhas Shetgovekar, “Textbook of Parametric and Nonparametric Statistics” (2019). First Edition. New Delhi: Sage Publications India Private Limited.

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):

Students would be able to distinguish different economic systems.

Students would understand the principles associated with supply and demand in determining market equilibrium.

Students would be able to articulate the role of behavioral economics approach to decision making.

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

Keat Paul G., Young, Philip K.Y., and Banerjee, Sreejata (2017), Managerial Economics: Economic Tools for today's Decision Makers, Sixth Edition, Pearson India.

Michael R. Baye, (2016), Managerial Economics and Business Strategy, McGraw HD Ed

Robert Pindyck and Daniel Rubinfeld, Microeconomics (2017), Eight edition, Pearson Education Asia.

S Charles Maurice, Christopher R Thomas (2019), Managerial Economics, 13th Ed, McGraw HD Ed

William D. Nordhaus, Paul A. Samuelson (2017), Micro Economics, 19th Ed, Indian Edition, McGraw Hill

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):

Students would be able demonstrate the need for financial accounting.

Students would be able to prepare primary financial statements of a company

Students would have the ability to interpret financial statements of a company

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

Ambrish Gupta (2012), “Financial Accounting for Management an Analytical Perspective”, Fourth Edition, by Pearson Publishers.

Charles T. Horngren, Gart L.Sundem, John A.Elloitt (2017), “Introduction to Financial Accounting”, 11th Edition, Pearson Publishers.

Dolphy D'Souza, Vishal Bansal (2017), "Indian Accounting Standards, Interpretations, Issues & Practical Application", Snow White Publications.

Godwin, Alderman, Sanyal, (2016), "Financial Accounting, Cengage Learning.

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

Paresh Shah (2013), Financial Accounting for Management", Oxford University Press Second Edition.

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 ICAI.

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):

Students' comprehension capabilities are elevated

Students' presentation skills are heightened

Students' performance at diverse interviews and managerial interactions would improve.

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

B.N.Gosh (2012), Managing Soft Skills for Personality Development, Tata McGraw-Hill.

Barun K Mitra (2011), "Personality Development & Soft Skills", Oxford.

Hory Shankar Mukerjee (2013), Business Communication.

How to Talk to Anyone- Leil Lowndes

Lesikar, Raymond V., & Flatley, Marie E., (2005)“Basic Business Communication – Skills for Empowering the Internet Generation”, Tenth Edition, Tata McGraw Hill, New Delhi

Locker, Kitty O., Kaczmarek, Stephen Kyo, (2007), “Business Communication – Building Critical Skills”, Tata McGraw Hill, New Delhi

Murphy, Herta A., Hildebrandt, Herbert W., & Thomas, Jane P., (2008) “Effective Business Communication”, Seventh Edition, Tata McGraw Hill, New Delhi

Raman M., & Singh, P., (2006) “Business Communication”, Oxford University Press, New Delhi.

Talk Like Ted- 9 Public Speaking Secrets by Carmine Galo

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

Code: 106

Credits: 3

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):

Students would have the ability to explain the evolution of marketing management concept

Students would have the capacity to appreciate the relevance of segmentation, targeting and positioning.

Students would demonstrate the ability to undertake test marketing.

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

Etzel, M. J., Walker, B.J., Stanton, W.J., & Pandit, A. (2017), “Marketing – Concepts and Cases”, Tata McGraw Hill, New Delhi.

Kotler, P., Keller, K.L., Koshy, A., and Jha, M. (2016), “Marketing Management – A South Asian Perspective”, Dorling Kindersley (India) Pvt. Ltd., New Delhi.

Kotler, Philip (2016), "Marketing Management - Analysis, Planning, Implementation and Control", Prentice Hall, Delhi.

Lamb, C.W., Hair, J. F., Mc Daniel C., "Marketing", Thomson Asia Pte Ltd, Bangalore, 2016.

Lamb, C.W., Hair, J.F., Sharma, D., Mc Daniel, C. (2017), "MKTG: A South Asian Perspective", Cengage Learning, New Delhi.

Panda, T.K. (2015), "Marketing Management – Text and Cases' Excel Books, New Delhi,

Ramaswamy V.S., Namakumari, S. (2018), Marketing Management Indian Context, Global Prospective, Sage Publications, New Delhi.

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

HUMAN RESOURCE MANAGEMENT

Code: 107

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, a student would come to know about the theory and application of human resource management.

Students will get acquainted with performance assessment methods, improvements and resultant in terms of employee service condition reviews.

Students would acquire a brief idea about employee's compensation and their participation in 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

Denisi, Griffin and Sarkar (2014) Human Resource Management, Cengage New Delhi.
Dessler and Varkkey. (2017) Human Resource Management, Pearson New Delhi.
Durai, Pravin. (2010) Human Resource Management Pearson, Delhi
Jyothi P and Venkatesh (2014) Human Resource Management, Oxford, New Delhi.
Khanka, S.S. (2011), Human Resource Management, S Chand, New Delhi
Mathis and Jackson, (2016) Human Resource Management, Pearson, Delhi
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
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Trimester II

Course Code	Course Name
201	Organization Development
202	Operations Research
203	Financial Management
204	Macro Economics
205	IT Applications for Management
206	Performance and Compensation Management
207	Learning and Development

ORGANIZATION DEVELOPMENT

Code 201

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:

Students would be able to develop an understanding of the process of OD and its interventions.

Students would be able to describe various processes of team building and techniques of designed intervention at various levels.

Students would be capable of describing Personal, Interpersonal and Group Process Interventions and understand its consequences.

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

Bushe and Marshak, (2017) Dialogic Organization Development: The Theory and Practice of Transformational Change (1st Ed)

Donald F. Harvey, Donald R. Brown, (2001), “An Experiential Approach to Organization Development”, Prentice Hall

French, W, L and Bell, C.H. (2010), Organization Development – Behavioral Science Interventions for Organization Improvement. Pearson Education,

Grieves, J. Oxford Publishing, (2010), Organizational Change – Themes and Issues.

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):

Students would be able to describe quantitative methods used in decision making.

Students will be able to use software to model a real world problem

Students will be able to propose optimal strategy using decision making methods under uncertainty and game theory.

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 $(2 \times n)$ and $(m \times 2)$ games, Linear Programming Model for $m \times n$ games.

Suggested Readings

Anderson Sweeney Williams Martin, “An Introduction to Management Science Quantitative Approaches to Decision Making “, Thirteenth Edition, Cengage Learning.

Barry Render, Ralph M. Stair, JR., Michael E. Hanna (2007), “Quantitative Analysis for Management”, New Delhi, Pearson Education.

Hamdy A. Taha, (2008), “Operations Research: An Introduction”, Eighth Edition, Pearson Education.

Panneerselvam R, (2008), “Operations Research”, New Delhi, Prentice Hall of India Pvt. Ltd.

Srinivasan G, (2008), “Operations Research”, New Delhi, PHI Learning Pvt. Ltd.

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):

Students would be able to explain the key functions of a finance manager.

Students would be able to prepare a working capital requirement.

Students would have the capacity to determine when a company should issue debt instruments and when to offer equity, or a combination of both, when making capital structure decisions.

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

I M Pandey (2016), Financial Management, 11th Edition, Vikas Publishing House.

I.M. Pandey & Ramesh Bhat (2017), Cases in Financial Management, 3rd Edition, Tata McGraw Hill Publishers.

Jonathan Berk, Peter DeMarzo and Ashok Thampy (2010), Financial Management, First Edition, Pearson Publishers.

Khan, MY and Jain P K (2017), Financial Management: Text, Problems and Cases, Mc Graw Hill Education (India) Pvt Ltd.

Prasanna Chandra (2017), Financial Management: Theory and Practice Ninth Edition, Tata McGraw Hill Publishers.

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: 204

Credits: 3

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):

Students would be able to describe the main theories in macro economics.

Students would be able to apply the concepts of aggregated demand and supply to analyse economic situations.

Students would be able to explain the impact of various macro economic policies.

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

Agarwal, Vanita (2010). Macroeconomics: Theory and Policy, 1st Ed., Pearson Education, South Asia.

D'Souza, Erol. (2012). Macroeconomics, 2nd Ed., Pearson Education, South Asia.

Dornbusch, Rudiger, Fischer, Stanley, and Startz, Richard (2015). Macroeconomics, 11th Ed., Mac Graw Hill.

Goyal, Ashima (2016). Macroeconomics and Markets in Developing and Emerging Economies, 1st Ed., Routledge India, Oxon and New York.

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: 205

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):

Students will be conversant with the Basic and Essential Concepts of MS-Excel

Students will be able to analyze and resolve basic information technology problems

Students would be able to describe the fundamental elements of information technology

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

Beginning Microsoft Excel 2010 by Abbott Katz

Microsoft Excel 2016 Step by Step – Curtis Frye

Microsoft Office Professional 2013: Step by Step by Melton B

Rajaraman. V. (2013). Introduction to Information Technology. 2nd Ed. PHI Learning.

Schwartz (2011). Microsoft Office 2010 for Windows. 1st Ed. Pearson Education India.

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

PERFORMANCE AND COMPENSATION MANAGEMENT

Code: 206

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:

Analyze and ascertain employee performance

Suggest appropriate performance assessment technique as per requirement

Demonstrate skill at design of pay structure

Calculate salary of the employee as per pay commission.

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

Aguinis Herman (2013), Performance Management, 3rd Edition, Pearson Education

B.D. Singh, (2017), Performance and compensation management, Excel books

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

LEARNING AND DEVELOPMENT

Code: 207

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:

Students would be able to gain understanding of the processes and factors that affect work and training

Students will be able to articulate the scope and approaches to various training methods.

Students would be able to demonstrate skills in evaluation of training and understand sector specific processes of training.

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

Armstrong, Michael (2010), "A handbook of Human Resource Management", Kogan Page India, New Delhi.

Blanchard, N., Thacker, J.W., (2004), 'Effective Training Systems, Strategies and practices', (2e) – Pearson Education, Singapore. pp-115

Bray, T., (2006), 'The Training Design Manual', Kogan Page, London, p- 183

Dipak Bhattacharya (2016), 'Training and Development: Theories and Applications, Sage Publications

Goldstein, I. L., and Ford, J.K., (2002), 'Training in Organizations', Wadsworth, Thomson Learning, Singapore, pp34, 63-66

JanaKiram, B., (2008), Training & Development, Dreamtech Press, New Delhi.

Lynton, Rolf. P., (2000), Training for Development, Sage publication, New Delhi.

Noe, R. (2014), Employee Training and Development (4e) Tata McGraw Hill, New Delhi

Rothwell, W. J., and Kazanas, H. C., (2004), 'Mastering the Instructional Design Process: A Systematic Approach' (3e), San Francisco, CA: Jossey-Bass.

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

Course Code	Course Name
301	Production and Operations Management
302	Cost and Management Accounting
303	Business Analytics for Managers
304	Applied Research in HRM
305	Priming for Placements (Business Aptitude)
306	Start Ups and Entrepreneurship
307	Talent Management
308	Design Thinking
	Contemporary Issues
	Comprehensive Viva

PRODUCTION AND OPERATIONS MANAGEMENT

Code: 301

Credits: 3

Course Objective:

To emphasize importance of Operations function.

To present contemporary view of Production and Operations Management

Course Outcome:

Students would be in a position to explain the planning, design and operations of a manufacturing firm.

Students would be able to provide quantitative techniques to assist in decision making of operations management.

Students would be able to highlight quality control measures in the sphere of operations management.

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

B Mahadevan, "Operations Management", Pearson Education.

Chary S.N. (2006), “Production & Operation Management”, Fourth Edition, New Delhi, Tata McGraw Hill.

J B Venkataratnam, Production and Operations Management: e-Learning Portal, IPE website

Krajewski and Srivastava, ‘Operations Management’ Eleventh Edition (2015), Pearson Education.

R Panneer Selvam, Production and Operations Management (2012) PHI.

Richard B. Chase, F. Robert Jacobs & Nicholas J. Aquilano, (2005), “Operations Management for competitive Advantage”, Eleventh Edition, McGraw Hill.

William J Stevenson, “Production / Operation Management”, Ninth Edition, New Delhi, Tata McGraw Hill.

Case Studies

Capacity Planning Case Study (1998 to 2012 sales data)

Sphinx Steel Company- Process Flow Chart

Ginger Hotels Case Study

Waiting Times at Post offices

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):

Students would be able to distinguish between basic concepts of cost.

Students would be capable of preparing a Cost sheet.

Students would have the ability to utilize cost volume profit analysis for decision making

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

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.

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.

Horngren, Datar & Foster, Rajan (2017), “Cost Accounting, A Managerial Emphasis”, Pearson Edition, 16th edition.

Robert Anthony, Hawkins, and Merchant (2017), Accounting Text & Cases: 13th Edition by TATA McGraw Hill Publishers.

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/Magazines

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):

Students would be able to identify, model and solve decision problems in different settings.

Students would be capable of interpreting data findings effectively.

Students would be able to analyse and interpret data using an ethically responsible approach.

Unit I Introduction to Business Analytics and Data

Types of Digital Data: Structured Data, Unstructured Data, and Semi-Structured Data; Overview of Business Analytics; Functional Applications of Business Analytics in Management.

Unit II Business Analytics using R

Introduction to R Programming; Installing R and R Studio; Data Structures in R: Vectors, Dataframes, Lists, Matrices and Array Operations; Summarizing Data: Numerical and Graphical Summaries; Data Visualization in R: Histogram, Bar Chart, Scatter Plot, Box Plot, Corrgram, Corrplot, ggplot2; Data Manipulation in R: Built-in Functions, Apply Functions, Date and Time Functions, Dplyr Functions, Pipe Operator; Data Transformation: Filtering, Dropping, Merging, Sorting, Reshaping of Data, Detecting Missing Values in the Data, Imputation; Data Import and Export Techniques in R; Statements: Conditional Statements and Control Statements.

Statistical Applications: Parametric One and Two Sample Tests: Z-test, t-test, Chi-square test, and ANOVA; Non-parametric Test: Mann Whitney U test, Wilcoxon test, Kruskal Wallis test; Correlation Analysis; Simple and Multiple Linear Regression.

Unit III Business Analytics using Python

Introduction to Python Programming; Installing Python, Pycharm and Anaconda; Data Structures in Python: Variables, Files, Lists, Dictionaries, Tuples, and Sets; Functions: In-built, User-defined and Lambda Functions; Statements: Conditional Statements and Control Statements; Exception Handling.

Data Import and Export Techniques in Python; Summarizing Data: Numerical and Graphical Summaries; Data Visualization in Python: Matplotlib and Seaborn libraries; Data Analysis: Numpy, Pandas and Sklearn Libraries; Model building for Simple and Multiple Linear Regression.

Suggested Readings

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.

Arnab K.Laha (2015), “**How to Make The Right Decision**”, Random House Publishers India Pvt. Ltd., Gurgaon, Haryana, India.

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.

Dr. Umesh R. Hodeghatta and Umesha 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.

Glyn Davis and Branko Pecar (2013), “**Business Statistics using Excel**”, Oxford University Press, New Delhi.

Halady Rao Purba (2013), “**Business Analytics an Application Focus**”, PHI Learning Private Limited, New Delhi.

Jank Wolfgang (2011), “**Business Analytics for Managers**”, Springer Science + Business Media, ISBN 978-1-4614-0405-7.

Jared P. Lander (2013), “**R for Everyone: Advanced Analytics and Graphics**”, Pearson Education Inc., New Jersey, USA.

Johannes Ledolter (2013), “**Data Mining and Business Analytics with R**”, John Wiley & Sons, Inc., New Jersey, USA.

Joseph F. Hair, William C. Black, Barry J. Babin and Rolph E. Anderson (2015), “**Multivariate Data Analysis**”, Pearson Education, New Delhi, India.

Prasad R N and Acharya Seema (2013), “**Fundamentals of Business Analytics**”, Wiley India Pvt. Ltd., New Delhi, India.

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.

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, Springer Open
IEEE Transactions on Knowledge and Data Engineering
Industrial Management & Data Systems
Journal of Business Research
Journal of Machine Learning Research

APPLIED RESEARCH IN HRM

Code: 304

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:

Students would be able to identify typical sources and application of HR research.

Students would be able to identify and distinguish between exploratory, descriptive and causal research

Students would have the capacity to apply HR research in context to organisation requirement in all HR functional dimensions

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

Dipak Bhattacharyya (2011), Human Resource Research methods, Oxford University press.

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:

Students' logical and reasoning capabilities are assessed.

Students would demonstrate a command of a good vocabulary

Students' capacity to execute numerical calculations will reflect speed and accuracy

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):

Appreciate self-employment needs, and favourable disposition to entrepreneurial possibilities.

Aware of the institutional support to entrepreneurs in the areas of trainee, finance, marketing, etc.

Understand the importance and difficulties in idea generation for product / service development and the methods that could be adopted for the purpose.

Ability to develop a business plan

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

Baron, R.A. & Himieleski K.M. (2018). Essential of Entrepreneurship Changing the World, One Idea at a Time, Cheltenham, UK: Edward Elgar Publishing

Charantimath, Poornima M (2019). Entrepreneurship Development and Small Business Enterprises, Pearson Education

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>

TALENT MANAGEMENT

Code: 307

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:

Examine the process for identifying high potential talent and developing a pipeline of talent to serve organizational present and future needs.

Analyze the processes for talent development and succession planning.

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

Anil Kumar Singh, Somesh Dhamija & Masood Hasan, 2009, Talent Management in India, Atlantic
Berger & Berger, 3rd Edition, The Talent Management Handbook, Tata McGraw Hill

Conaty & Charan, 2010, The Talent Masters, random House Business Books

David DeLong & Steve Trautman, 2011, The Executive Guide to High-Impact Talent Management, Tata McGraw Hill

Joshi & Vohra, 2017, Talent Management, Cengage

Marc Effron, 2018, One page Talent Management, HBR Press

T V Rao, 2011, Hurconomics for Talent Management, Pearson

William A. Schiemann, Reinventing Talent Management, Wiley

Case Studies

Case Study of Accenture Human Performance 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

Course Code	Course Name
401	Strategic Human Resource Management
402	Business Laws
403	Workforce Metrics
404	Elective 1 – Subject 1
405	Elective 1 – Subject 2
406	Industrial Relations
407	Competency Management
	Project Work & Viva Voce

STRATEGIC HUMAN RESOURCE MANAGEMENT

Code: 401

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:

Develop the understanding of the concept of human resource management and its strategic relevance in organizations.

Identify the linkages between HRM functions and operations and organizational strategies, structures and culture.

Analyze problems and develop managerial solutions to HR problems at both workplace and organizational level.

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

Agarwala, T., 2007. Strategy and Human Resource Management. Oxford University Press.

Dreher, D., 2005. Human Resource Strategy: A Behavioral Perspective for the General Manager. Tata McGraw-Hill Publishing Company Limited.

Mello, A., J., 2014. Strategic Human Resource Management. Cengage Learning.

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: 402

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 would be able to identify the basic principles behind legal agreements.

Students would know the procedure to register a joint stock company.

Students would demonstrate an understanding of the various types of meetings of a company.

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

Akhileshwar Pathak (2014), Legal Aspects of Business, Tata McGraw-Hill Publishing Company Ltd., New Delhi.

K.R.Bulchandani (2014), “Business Law for Management”, Himalaya Publishing House, Hyderabad.

Kapoor ND, (2018) Elements of Mercantile Law, Sultan Chand & Sons New Delhi.

Pollock Fredrick & Mulla Dinshaw Fardunji, (2018) The Indian Contract Act, 1872, Lexi Nexis

Prasad LVR, Kiran Kumar GJ, (2017), GST - A Brief Introduction PK Publishers New Delhi.

Ramaiya, (2014) A Guide to Companies Act, Wadhwa and Company Nagpur

S. N. Maheshwari, & S. K. Maheshwari, (2013), “A Manual of Business Laws”, Himalaya Publishing House, New Delhi.

Sharma, J. P. Business Laws by Bharat Law House (Latest Edition).

The Competition Act (2002), Bare Act.

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/>

WORKFORCE METRICS

Code: 403

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

Bernard Marr (2018) Data Driven HR, Kogan Page

Fitz-enz, J. (2009). The ROI of Human Capital: Measuring the Economic Value of Employee Performance.

Jac-Fitzens and Davidson (2002) How to Measure Human Resource Management (3rd Edition) Mc Graw Hill

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

INDUSTRIAL RELATIONS

Code: 406

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 students will be able to demonstrate descriptive knowledge of the field of industrial relations.

Apply the essential concepts of industrial relations and their interrelationship at the personal, organisational and national levels.

Recognise and consider the social, historical and justice issues within industrial relations.

Investigate solutions to industrial relations problems based on research and assessment of current practices.

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

Bare Acts of Different Labour Laws.

Budd J.W., (2019), Labor Relations: Striking a Balance, McGraw Hill, 5th Edition

Ghosh P. & Nandan S., Industrial Relations and Labour Laws, (2017), Industrial Relations and Labour Laws, McGraw Hill.

Govindaraju N.S., (2019), Managing Labour Relations, Niruta Publications.

Mamoria C.B & Others (2011) Dynamics of Industrial Relations, Himalaya, Mumbai.

P L Mallik, Eastern Book; Labour Laws, Bharat Law House, New Delhi (Latest Edition).

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

COMPETENCY MANAGEMENT

Code: 407

Credits: 3

Course Objectives:

To develop an understanding about the competency based HR areas.

To helps 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

The students will be able to identify and develop competency dictionary

The students will be able to design competency assessment tools

The students will be able to implement 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

Boyatzis, R. E., (1982). 'The Competent Manager: A Model For Effective Performance'. New York: John Wiley and Sons,

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

Palan, K., (2003). 'Competency Management - A Practitioner's Guide, Specialist Management Resources', Utama pp- 115-116

Sanghi, S. (2016), The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations, (3e) Sage publication, Delhi

Sharma, Radha (2003). 360 Degree Feedback, Competency Mapping & Assessment Center, TMH, Delhi

Shermon, G. (2011). Competency based HRM ;– Tata Mc Graw Hill

Spencer, L.M. & Spencer, S. (1993). 'Competence at Work: Models for Superior Performance', New York, NY: John Wiley. pp -5-7.

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

Course Code	Course Name
501	Corporate Governance, Business Ethics and Corporate Social Responsibility
502	Functional Analytics – HR Analytics
503	Elective 1 – Subject 3
504	Elective 1 – Subject 4
505	Labour Legislation
506	HRM in Global Perspective

CORPORATE GOVERNANCE, BUSINESS ETHICS AND CORPORATE SOCIAL RESPONSIBILITY

Code: 501

Credits: 3

Course Objective(s): To familiarize the students with the understanding of issues and practices of corporate governance in the Indian scenario.

Course Outcome(s):

Students would be able to explain the growing primacy of corporate governance in the Indian scenario.

Students would be able to summarize the findings of the various committees established to report on Corporate governance issues.

Students would be able to underscore the importance of regulations to further corporate governance.

Unit I Conceptual Framework of Corporate Governance: Introduction: Need and Scope - Evolution and Development of Corporate Governance in India - Elements of Good Corporate Governance. Board Composition Types of Directors-Executive Director, Non-Executive Director, Shadow Director, Independent Director, Women Director, Lead Director, Role, Responsibilities, Chairman, CEO, Separation of Roles; Board Sub-Committees - Mandatory and Non-Mandatory Committees, Composition, Role and Responsibilities, SEBI (Listing Obligations and Disclosure Requirements) Kotak Committee on Corporate Governance, Shareholder Activism-Class Action Suit, Responsibilities of Board, Performance Review of Board and Individual Director.

Unit II Business Ethics: Ethics - Meaning, Importance; Relationship between morals, values and ethics - Need and Significance of Business Ethics, Characteristics of Business Ethics, Insider Trading, Ethics in Compliance, Corporate Code of Ethics; Ethical Issues, Ethical Dilemma in Organizations - Integrity Pact; Ethics Committee; Stakeholders' Protection - Whistle Blower - Benefits of Business Ethics, Case Studies on Satyam, Kingfisher and ICICI.

Unit III Corporate Social Responsibility: Meaning and Definition of CSR, Difference between CSR and Philanthropy - Triple Bottom Line Approach - Relation between CSR and Corporate governance; environmental aspect of CSR - CSR-Legislation in India, Section 135 of Companies Act 2013, CSR – Current trends, Issues and challenges in India.

Suggested Readings

Asish K. Bhattacharyya (2016). Corporate Governance in India: Change and Continuity, Sage, New Delhi.

- Bajpai, G. N. (2016). The Essential Book of Corporate Governance, Sage Publications, New Delhi.
- CS Rupanjana De (2018). A Practical Guide to Corporate Social Responsibility: As Amended by the Insolvency and Bankruptcy Code (Amendment) Act, Bloomsbury, India.
- Government of India (2019). Economic Survey, Ministry of Finance, Economic Division, New Delhi.
- Michael Hilb (2017). Governance of Digitalization: The Role of Boards of Directors and Top Management Teams in Digital Value Creation, Haupt, Berne.
- Nirbhay Lumde (2018). Corporate Social Responsibility in India: A Practitioner's Perspective, Notion Press, India.
- OECD (2013). Boards of Directors of State-Owned Enterprises---An Overview of National Practices, OECD Publishing, Paris.
- OECD (2016). Broadening the Ownership of State-Owned Enterprises. A Comparison of Governance Practices, OECD Publishing, Paris.
- OECD (2019). Corporate Governance Fact book, OECD Publishing, Paris.
- 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
ICICI

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

HR ANALYTICS

Code: 502

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:

Students would be able to articulate reasons, process, statistical means and caveats for HR analytics.

Students would be able to explain the factors affecting staffing, attrition, and impacts of organizational interventions.

Students would be capable of visualizing the information, using various tools and develop deeper understanding of collaborative networks.

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

Berrett-Koehler Publishers. 2. Fitz-enz, J., & Mattox, J. (2014). Predictive Analytics for Human Resources. Wiley.

Edwards, M. R., & Edwards, K. (2016). Predictive HR Analytics: Mastering the HR Metric. London: Kogan Page.

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

LABOUR LEGISLATION

Code: 505

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:

The students will be able to demonstrate an appreciation of the industrial, economic and social contexts in which labour is regulated;

Establish an understanding of the significance and content of the contract of employment and its relationship to industrial awards and workplace agreements

Determine an understanding of law regulating occupational health and safety

Demonstrate an understanding of the role of law in regulating industrial conflict; an understanding of the legal regulation of trade unions and 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

Agarwal, S.L. (1978), - Labour Relations Law in India

Ambrish Kumar (1975). - Law of Gratuity and Practice in India 9. H.L. Kumar - Misconducts, Chargesheets, Enquiry, 1978

Bagri, P.R. (1976), - Law of Bonus

Chopra, D.S. (1975) - Factories Act,

Indian Law Institute - Labour Law and Labour Relations (1968)

Labour and Industrial Laws, P.L. Malik, Eastern Book Company

Labour Laws, H.L. Kumar, Universal Laws Publishing

Malhotra, O.P. - Law of Industrial Dispute (1973)

Mamoria, C.B. (1975), - Industrial Labour and Industrial Relations in India

Mukerjee, B. (1974), - Law Relating to payment of Wages Act,

Sethi. D.L. (1978) - Industrial Dispute Act, 1947,

Soonavala, J.K. (1968), - The Supreme Court on Industrial Law

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.

HRM IN GLOBAL PERSPECTIVE

Code: 506

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

Czinkota, Michael R., Ilkka A. Ronkainen, Michael H. Moffett, and Eugene O. Moynihan (2001) “Careers in Global Business” Global Business, Harcourt College Publishers.

Czinkota, Ronkainen, Moffett, (2007) “International Business, Cengage Publications,

Daniels, Radebaugh and Sullivan, “International Business – Environments and Operations”, Pearson Education, Eleventh Edition, (2008). Aswathappa K., “International Business”, The McGraw – Hill Company - 2006.

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

International Business, (Strategy, Management & the New Realities by S. Tamer CAVUSGIL, Gary knight, John R Riesenberger, Pearson

Japan and East Asia in Transition: Trade Policy, Crisis and Evolution and Regionalism, ISBN: 9781403911605 / 1403911606

Oded Shenkar & Yadong Luo, (2004) "International Business", Wiley Publication.

Pena, Leticia (1998) "Values in International Business: Faces of a Faceless Labor Force," Journal of Human Values, 4: 1, Sage Publication

Tahvanainen, Marja (Summer/Fall 2000) "Expatriate Performance Management: The Case of Nokia Telecommunications," Human Resource Management, Vol. 37, No. 4.

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

Course Code	Course Name
601	Emotional Intelligence & Positive Psychology
602	Digitalization of HR
603	Project Management
	Long-Term Research Project /Viva
	Lecture Series on SAP – HR
	Comprehensive Viva

EMOTIONAL INTELLIGENCE & POSITIVE PSYCHOLOGY

Code: 601

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:

The course will equip the students with the necessary skills and knowledge in knowing one's own emotions.

The course focuses on understanding the different dimensions of emotional intelligence as a tool for managerial effectiveness

The course further focuses on importance and implications emotional intelligence

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

Emotional Intelligence, Daniel Goleman, Bantam Books, New York, 2007

Handbook of Positive Psychology. (2nd Ed), C. R. Snyder, Shane J. Lopez, Oxford University Press 2011.

Social Intelligence, Daniel Goleman, Arrow Books, London, 2007

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

DIGITALIZATION OF HR

Code: 602

Credits: 3

Course Objectives:

The course aims to make an understanding of technological advancements and digitalization process in the area of HR. The course aims to elaborate on the 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 enable learning for future workforce in organizational design for digitalization of 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: Organizational Design – Macro and Micro, 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

Amelia Manuti, Pasquale Davide de Palma (2018) Digital HR: A Critical Management Approach to the Digitilization of organizations, Palgrave, Mcmillan

Christian Harteis (2018) The Impact of Digitalization in the Workplace: An Educational View, Springer

Helene Sætersdal, Jon-Arild Johannessen (2019) The Future of HR: Understanding Knowledge Management for Motivation, Negotiation, and Influence, Emerald publishing

Morrison, Rupert, (2015) Data Driven Organisational Design, Kogan page.

Journals/Magazines

Journal of Strategic Human Resource Management

Human Resource Management Review

Harvard Business Review (HBR)

European Management Journal

PROJECT MANAGEMENT

Code: 603

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):

Students would comprehend the significance of Project Management.

Students would be able to amplify market, technical, financial and economic feasibility.

Students will be able to explain various project management aspects including contract management, project procurement, service level agreements etc.

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

Bruce T. Barkeley, “Project Management-In New Product Development”, (2008), Tata McGraw-Hill

Erik Larson and Clifford Gray (2017), “Project Management – The Managerial Process”, Sixth Edition, McGraw Hill.

Harold Kerzner, “Project Management: A Systems Approach to Planning, Scheduling, and Controlling”, (2017), 12th Edition, John Wiley & Sons.

Jack R. Meredith, Samuel J. Mantel Jr. (2012), “Project Management – A Managerial Approach”, Eighth edition, John Wiley & Sons.

Jeffrey K. Pinto (2009), “Project Management”, Pearson Education.

Kathy Schwalbe, (2014), “Information Technology Project Management”, Seventh Edition, Cengage.

P. K. Joy (1994), “Total Project Management: The Indian Context”, MacMillan India Pvt. Ltd., First Edition.

Panneerselvam R (2009), “Project Management”, Prentice Hall India Learning Private Limited, First Edition.

Prasanna Chandra (2017), “Projects: Planning, Analysis, Selection, Financing, Implementation, and Review”, Eighth edition, Tata McGraw Hill Education.

Rajeev M. Gupta, (2014), “Project Management”, Second Edition, PHI Learning Pvt. Ltd.

Robert K. Wysocki, Robert Beck Jr, David B. Crane (2014), “Effective Project Management: Traditional, Agile, Extreme”, Seventh Edition Wiley.

Sitangshu Khathua (2013), “Project Management and Appraisal”, Oxford University Press.

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., Visakhapatnam.

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

RISK MANAGEMENT

Code: F1

Credits: 3

Course Objectives:

This course will help to gain knowledge and an insight into the spectrum of risks faced by businesses and to learn techniques of managing risks. It may build the capacity for applying such learning to address risk related issues in real business scenarios.

Course Outcomes:

Upon the completion of the course, the students are expected to be able to understand the risk and address the risk related issues. They are expected to be well versed with the tools and techniques for identifying and assessing potential risks and the management of credit risk and enterprise risk.

- | | |
|-----------------|---|
| Unit I | Introduction of Risk: Concept, Risk and Uncertainty, Classification of Risks, Types of Risk: Strategic and Operational Risk, Business Risk, Finance Risk, Information Risk & Liquidity Risk. Sources and Evaluation of Risks: Identification and Sources of Risk, Qualification of Risk and various methodologies, Impact of Business Risk, Role of Risk Manager and Risk Committee in identifying Risk. |
| Unit II | Risk Management: Concept, Objectives and process of Risk Management, Importance of Risk Management & Risk Management Techniques Evaluation of Risk Management Strategies: Internal Control environment and linkages with risk management, Integrated Risk Reporting and Stakeholder responsibilities. IT Risk Management-Disaster Recovery. Risk Model: VAR, Stress Testing, Scenario Analysis. Country and Sovereign Risk Models and Management |
| Unit III | Credit Risk Measurement and Management: Component of credit risk, evaluating and mitigating risk, Qualitative and Quantitative Techniques to manage risk, credit scoring models Enterprise Risk Management: Definition, Scope and Techniques Operational Risk Management: Definition, Scope and Techniques |

Suggested Readings

Credit Risk Management for Indian Banks (2013). K Vadyanathan, Sage Publications.

Enterprise Risk Management - From Incentives to Controls, James Lam, (2014), Second Editions, John Wiley and Sons

Risk Management and Financial Institutions, (2015) John C. Hull, John Wiley and Sons
Risk Management in Banking, Joel Bessis (2019) Second Edition, John Wiley and Sons.
The Essentials of Risk Management, Michel Crouhy and Dan Galai, McGraw Hill

Case Studies

Fraud at Bank of Baroda: Manage Risk or Manage crisis
Padhy Leather: Minimizing Commercial Risk through a Letter of Credit
Power China: International Strategy and Risk Management

Journals/Magazines

International Journal of Risk Assessment and Management, Inderscience
Journal of Risk Research, Taylor & Francis
Risk Management, Springer

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):

Students would be in a position to understand documentation required for submitting loan proposals.

Students would be able to undertake credit appraisal in limited way.

Students would be able to explain the nuances of credit management.

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

G.S. Popli & S.K. Puri (2013), "Strategic Credit Management in Banks, First edition, PHI Learning Private Limited.

Indian Institute of Banking & Finance (2018), "Bankers' Handbook on Credit Management, Second Edition, Taxmann, New Delhi.

Prasanna Chandra (2019), Projects: Planning, Analysis, Selection, Financing, Implementation and Review, 9th Edition, McGraw Hill Education.

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

Economic Modelling Journal

Impact Assessment and Project Appraisal 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/3MC8AE6C31E8A62427AA293D7211BF5BF9.PDF>

DERIVATIVES AND STRUCTURED FINANCE

Code: F3

Credits: 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 Arbitraders 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

Allman, K. A. (2010). “Modeling Structured Finance Cash Flows with Microsoft Excel: A Step-by-Step Guide”, John Wiley & Sons.

Fabozzi, F.J., H. A. Davis, and M. Choudhry (2006). “Introduction to Structured Finance”, John Wiley and Sons

Hirsa, A., & Neftci, S. N. (2013). “An introduction to the mathematics of financial derivatives”, Academic Press.

Hull, J. C., & Basu, S. (2018). “Options, futures, and other derivatives – 9th Edition”. Pearson Education India.

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

Credits: 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

Alastair Day (2012) Mastering Financial Modeling in Microsoft Excel by, Pearson publishers, First Edition.

Extracting necessary financial data from various resources such as Yahoo Finance, Google Finance, Ace Equity, CMIE and Bloomberg Terminals.

Francis J. Clauss (2010) Corporate Financial Analysis with Microsoft Excel by, The McGraw-Hill Companies.

Industry & Equity Research reports of various companies.

Paul Pignataro (2013) Financial Modeling & Valuation by Wiley Finance series, First Edition.

Reading form 10K, 10Q, Quarterly and Annual reports.

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):

Students would understand the basic concept of financial planning.

Select the tax friendly & suitable investment, insurance and retirement products for clients.

Students would be able to 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

Dun & Bradstreet (2009), Wealth Management, Tata McGraw Hill Publishing Company Ltd.

Indian Institute of Banking & Finance (2017), Introduction to Financial Planning, 4th edition, Taxmann, New Delhi

Indian Institute of Banking & Finance (2017), Investment Planning Tax Planning and Estate Planning, Taxmann Publications Pvt. Ltd.

Indian Institute of Banking & Finance (2017), Risk Analysis, Insurance and Retirement Planning, Taxmann Publications Pvt. Ltd.

Mittra, 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: F6

Credits: 3

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:

Students would display an awareness of the basic concepts on Security Analysis and Portfolio Management.

Students would demonstrate ability to analyse investment opportunities in stock markets.

Students would demonstrate an ability to evaluate portfolio performance.

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 for Equity Valuation: Economy and Industry Analysis. Company level 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 and Selection, Sharpe's Index Model Capital Asset Pricing Model. Arbitrage Pricing Theory

Portfolio Revision: Constant Dollar Value Plan. Constant Ratio Plan. Variable Ratio

Plan. Modification of Formulae Plan, Dollar Cost Averaging

Unit III Institutional and Managed Portfolio: Mutual Funds – Open-end and Close ended. Measures of Performance of Mutual Funds – Sharpe’s Measure. Treynor’s Measure and Jensen’s Measure. (Including Problems)

Suggested Readings

Bodie, Z., Kane, A., & Marcus, A. J. (2013). Investments and portfolio management. McGraw Hill Education (India) Private Limited 11th Edition.

Charles P. Jones (2012), Investments: Analysis and Management”, John Wiley & Sons. 13th Edition.

Fisher and Jordon (2012), “Security Analysis and Portfolio Management”, Prentice Hall of India 7th Edition.

Elton and Gruber, (2010), “Modern Portfolio Theory and Investment Analysis”, John Wiley and Sons. 9th Edition.

Francis J C, (2012). ‘Investments: Analysis and Management, McGraw Hill 11th Edition.

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

Dr.Vinod K. Singhania and Dr.Monica Singhania (2019), Students' Guide to Income Tax including GST, 61st Edition, Taxmann Publishers.

Dr.Vinod K. Singhania and Dr.Kapil Singhania (2019), Direct Taxes law & practice, Professional Edition, Taxmann Publishers.

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

Credits: 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 acquaint them in dealing with cross border acquisitions.

Course Outcome(s):

Students would be able to explain the rationale of joint ventures and Mergers and Acquisitions (M&A).

Students would be capable of supporting the conduct of a due diligence prior to M&A.

Students would be able to explain defense strategies in the event of takeover.

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

Hull, John C., Merger & Acquisition, Pearson, 2018

Hull, Basu Merger & Acquisition, Pearson India, 2017

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: F9

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

Financial Institution & Markets - L. M. Bhole. (Tata McGraw - Hill Publishing Corporation Limited, New Delhi).

Financial Markets - Gordon & Natarajan. (BPB Publications).

Indian Financial Systems - M. Y. Khan. (Tata McGraw - Hill Publishing Corporation Limited, New Delhi).

Investment Management - V. K. Blialla. (S. Chand & Company Publishers Ltd.,)

Project Financing- Asset based Financial Engineering- John D Finnerty-John Wiley & Sons Inc, New York

Projects - Planning, Analysis, Selection, Implementation and Review - Prasanna Chandra. (Tata McGraw - Hill Publishing Corporation Limited, New Delhi).

Case Studies

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/>.

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

Nikhil Chandra Shil, Bhagban Das (2017), “Financial Management – A strategic Perspective” Sage Publishers, 1st Edition.

Prasanna Chandra (2014), “Strategic Financial Management” Mc Grawhill publishers, paperback Edition.

Rajni Sofat & Preeti Hiro, STRATEGIC FINANCIAL MANAGEMENT, EEE, 2nd Edition, 2015.

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

Edward Blocher and David Stout and Paul Juras and Steven Smith (2019), Cost Management: A Strategic Emphasis, 8th Edition McGraw Hill Education (India) Ltd.

John Shank and Vijay Govindarajan (2008), Strategic Cost Management, The New Tool for Competitive Advantage, Simon & Schuster.

Michael Maher, Frank Selto, Ronald Hilton (2008),Cost Management: Strategies for Business Decisions , 4th Edition McGraw-Hill

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 Divisional Transfer Pricing

Business Excellence Model

Journals/Magazines

International Journal of Accounting

Journal of Cost Management

Journal of management accounting research

FINANCIAL ANALYTICS

Code: F12

Credits: 3

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):

Students would learn why, when and how to use financial analytics

Students would gain insights into probabilistic reasoning and potential outcomes that inform decision making.

Students would obtain familiarity with stochastic models.

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

Predictive Analytics Process

Define Project

Data Collection

Data Analysis

Statistics

Modelling

Deployment

Model Monitoring

Algorithms

Time series Algorithms

Regression Algorithms

Cluster Algorithms

Outlier Algorithms

Neural Network Algorithms

Ensemble Algorithms

Simple Linear Regression Model

Regression Model & Equation

Estimated Regression Equation

Interpretation of Correlation Coefficient

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: F13

Credits: 3

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

International Corporate Finance – Jeff Madura – Cengage Learning.

International Financial Management – Cheol S Eun and Bruce G Resnick – McGraw Hill

International Finance – Rajiv Srivastava – Oxford Publication

International Finance by Piet Sercu – Princeton University

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

Credits: 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

Neha Bhuwania (2014), Guide to Private Equity, 1st Edition, Taxmann Publications Pvt. Ltd.

Cyril Demaria (2016), Introduction to Private Equity, Venture, Growth, LBO & Turn-Around Capital, 2nd Edition, Wiley India Pvt. Ltd.

Mark Bishop (2012), 'The Future of Private Equity: Beyond the Mega Buyout, First Edition, Palgrave Macmillan.

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

FIXED INCOME SECURITIES

Code: F15

Credits: 3

Course Objectives:

The course is designed to provide a description and analysis of fixed income securities. This course helps to develop the relevant knowledge and understanding of fixed income instruments and interest rate models for students aiming for a career in the fixed income field. The course will provide an overview of the major institutions, organisations and investors, and the recent developments in fixed income, covering both theoretical background and practical implementation.

Course Outcomes:

Upon completion of this course, the students are expected to get the relevant knowledge and understanding of the fixed income instruments/markets. This course may provide the foundation to the students for understanding and learning the subsequent courses like Securities Analysis and Portfolio Management, Derivatives & structured Finance, Risk Management, etc. Reasonable knowledge and expertise in this area may open up job opportunities as: Trader/Fund Manager, Portfolio Manager, Risk Manager, Market/Risk Analysts, and Domain Specialists in Software companies, etc.

Unit I Fixed Income Securities: Various Classification - Basic Features of Fixed Income Security, Classification of Debt Instruments based on their Features, Markets based on currency of Debt Issue, Issuing Sectors and Sub-Sectors Wise Classification of Debt Instruments, Regulatory Classification of Debt Instruments (in India).

Risk and Yield/Return Measures - Risk and Return in Bonds: Meaning and Linkages, Risks Associated with Fixed Income Securities, Interest Rate Risk, Reinvestment Risk, Yield Curve Risk, Liquidity Risk, Call Risk (Timing Risk), Credit Risk, Legal Risk, Foreign Exchange Risk, Volatility Risk, Sovereign Risk (Country Risk, Political Risk). Return Measures for Fixed Income Securities: Nominal Return / Coupon Rate (CR), Current Yield (CY), Average Return or Yield to Maturity (YTM), Return till the Call (Put) Date (YTC / YTP), Yield to Worst (YTW) and Yield to Best (YTB)

Unit II Term Structure of Interest Rates - Interest Rates: Meaning and Different Types, Some Important Interest Rates in Indian Debt Market, Major Determinants of Rate of Interest, Term Structure of Interest Rates: Different Types, Yield Curve, Methods of Constructing Yield Curve, Zero Coupon Yield / Spot Rate Curve. Forward Rate Curve, The Credit Spread and Non-GSec. ZCYC, Theories of Interest Rate Term Structure.

Unit III Pricing and Valuation of Bonds - Valuation of Bond: Meaning, Broader Steps & Important Issues. Bond Valuation in-between two Coupon Payment Dates, Selection of Day Count Conventions, Selection of Single or Multiple Discounting Rates, Presence of Some Special Feature

(s), Valuation of Floating Rate Bond, Valuation of Bond with Embedded Options, Valuation of FI Securities: RBI-FIMMDA Guidelines

Bond Price Sensitivity - Bond Price Sensitivity to Interest Rates: Meaning, Price-Yield Relationship, Various Interest Rate Sensitivity Measures, Duration or Macaulay Duration, Modified Duration, Effective Duration, M-Duration of Floating Rate Bond, Price Value of a Basis Point (PVBP) or PV01, Portfolio Sensitivity Measure, Limitations of Duration/M-Duration/PV01, Convexity: A Supplement to M-Duration.

Suggested Readings

A V Rajwade, 2008; Handbook on Debt Securities and Interest Rate Derivatives, Tata McGraw-Hill

Bruce Tuckman, 2002; Fixed Income Securities: Tools for Today's Markets (2nd Ed.), John Wiley & Sons, Inc.

Frank J. Fabozzi, 2001; The Handbook of Fixed Income Securities (6th Ed.), McGraw-Hill

Frank J. Fabozzi, 2005; Fixed Income Mathematics: Analytical and Statistical Techniques (4th edition), McGraw-Hill Companies, Inc.

Frank J. Fabozzi, 2011; Bond Markets, Analysis and Strategies (7th Ed.), Pearson Publication

Moorad Choudhry, The Bond and Money Markets: Strategy, Trading, Analysis; Butterworth-Heinemann.

Saunders A. and Cornett M. 2003, Financial Institutions Management, McGraw-Hill, Boston, pp 180-257

Sundaresan, Suresh M, 2002, Fixed Income Markets and their Derivatives (2nd Ed.), Thomson Asia, Singapore

Journals/Magazines

Financial Analysts Journal

Journal of Derivatives

Journal of Econometrics

Journal of Finance

Journal of Financial Markets

RBI (Internal Debt Management Department Mumbai) July 2016; Government Securities Market: A Primer; Source: <https://rbi.org.in/Scripts/PublicationsView.aspx?id=16413>

Reserve Bank of India, July 2015; Master Circular – Prudential Norms for Classification, Valuation and Operation of Investment Portfolio by Banks.

FINANCIAL ECONOMETRICS

Code: F16

Credits: 3

Course Objective(s):

To enable and equip the students with the basic functions and tools of financial econometrics

To develop the knowledge and skills expected of a manager about applications of econometric methods with respect to various business activities in the domain area of a business organization.

Course Outcome(s):

Helping students to formulate and specify the quantitative model to business issues followed by its estimation, interpretation the results which can be used for forecasting and policy decisions

Unit I Applications of Econometrics in Business: Nature and scope of applied econometrics in business, understanding the structure of data for analysis and applications, Introduction to various econometrics software packages – Eviews, Stata and R.

Regression Model: Simple vs Multiple Linear regression, Fitting and interpreting a regression model, Problem of estimation and inferences (OLS and MLE methods), Evaluating a regression model, scaling, functional form and calibrating the models, Qualitative & Time as a Variable, Non-Linear Regression Model, Data Transformation, Estimation & Interpreting Nonlinear Regression Models.

Unit II Selecting the Best Models: Multicollinearity and Variable Selection, Heteroscedastity, Autocorrelation: problem identification and solution, Model miss-specification and diagnostic checking. Predictive Powers vs. Model Fit

Time Series Analysis: Testing for Trend and Unit Roots: DF, ADF, PP, KPSS test, Structural Change, Seasonality, Problems in testing Unit root. Persistence and Co-integration, Causality Analysis

Unit III Panel Data Analysis: Fixed Effect, Random Effect, Hausman Specification Test, Dynamic Panel, System GMM Estimate, Unit Root, Cointegration, Causality test.

Limited Dependent Regression: Tobit Regression

Suggested Readings

Gujarati, D. N. (2015). *Econometrics: By Examples*, 2nd Edition by McGraw-Hill Education, New Delhi.

Gujarati, D. N. (2017). *Basic econometrics*, 5th Edition by McGraw-Hill Education, New Delhi.

Studenmund, A. H. (2017). *Using econometrics: A practical guide*, 7th edition by Pearson India Education Services Ltd., New Delhi.

W. H. Greene (2018), *Econometric Analysis*, 8th edition by Pearson India Education Services Ltd., New Delhi.

Walter Enders (2018), *Applied Econometric Time Series*, Fourth edition by John Wiley and Sons, Inc. Company, New York.

Case Studies

The Consumer Packaging Case, Nopane Advertising – Harvard Case

Sarah Gets Diamond Case- Harvard Case

Guest First Hotel – Harvard Case

Compass Maritime Services, LLC: Valuing Ships- Harvard Case

A-CAT Corp.- Forecasting: Ivey case

Journals/Magazines

Journal of Applied Econometrics

Journal of Banking and Finance

Journal of Financial and Quantitative Analysis

Review of Financial Studies

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

Aaker, D.A. (1991). Managing Brand Equity. New York: Free Press.

Aaker, D.A. (1996). Building Strong Brands. New York: Free Press.

Kapferer, Jean- Noel. (1997). Strategic Brand Management. Dover, NH Kogan Page.

Marketing Management (2015) 15/e by [Philip Kotler](#)

Product management - Donal R. Lehmann, Russel S. Winer

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

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: Meaning, Evolution of IMC, Reasons for growth and Characteristics of IMC – Role of IMC in Marketing – Communication Process: Traditional and Alternative Response Hierarchy Models – Source, Message & Channel factors - Establishing Objectives and Budgeting: Determining IMCs Objectives: Sales vs. Communication Objectives, DAGMAR, Setting Objectives for the IMC Program, Planning & developing IMC Program – Establishing & Allocating promotional budgeting.

Unit II Elements of IMC 1. Advertising – Features, Advantages and Disadvantages, Fundamentals of Advertising Campaigns – Brand Positioning through Advertising – Planning Process – The Creative Brief – Creating an Appeal, Sales Promotion – Different Types of Sales Promotion, Advantages and Disadvantages. 2. Public Relation and Publicity – Types of PR, Process, Advantages and Disadvantages, Types of Publicity. 3. Direct Marketing – Features, Advantages and Disadvantages. 4. Personal Selling – Features, Advantages and Disadvantages – Media Platforms: Print, Out-of-Home and Digital (Radio, TV & Internet) - Significance of Indian Readership Survey.

Unit III Meaning and importance of measuring communication effectiveness - The testing process, measuring the effectiveness of other promotional tools – Regulations of Advertising & Promotion: Self-Regulation & Government Regulation, Role of ASCI - The ethical, social, and legal aspects of advertising and promotion.

Suggested Readings

Advertising and Promotions-Belch & Belch, Tata McGraw Hill 2001

Advertising Management – Rajeev Batra, John G. Myers & David A Aaker PHI

Contemporary Advertising Irwin/McGraw-Hill (International Edition)

Integrated Marketing Communications – Kenneth E. Clow & Donald E. Baack, Pearson, 2014.

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 Objectives: 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:

Students will be able to analyse the personal, cultural and environmental dimensions that influence consumer behavior decision making.

Students would be able demonstrate how knowledge of consumer behavior can be applied to marketing.

Students would be able to prepare a coherent report on consumer behavior issues.

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

Engel F James & Blackwell D Roger (2017), “Consumer Behaviour” (Hold Semesters International Editions) Japan.

Harward John A, Sheth Jagdish N. (2015), “Theory of buyer behaviour”, John Wiley & Sons Inc. New York.

Majumdar, R. (2017), “Consumer Behaviour – Insights from Indian Market”, PHI Learning Pvt Ltd, New Delhi.

Schiffman Leon G & Kanuk L L. (2017), “Consumer Behaviour”, Prentice Hall of India, New Delhi.

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

SERVICES MARKETING

Code: M4

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.

Students will understand the key issues in managing customer satisfaction and service quality.

Students would be 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

Govind Apte, "Services Marketing", Oxford University Press, 2011.

Harrison, T., “Financial Services Marketing”, Pearson Education, New Delhi, 2008.

Hoffman, K.D. & Bateson, J.E.G., “Marketing of Services”, Cengage Learning, New Delhi, 2009.

Lovelock Christopher, Jochen Wirtz, Jayanta Chatterjee, “Services Marketing—People, Technology, Strategy”, 7th Edition, Pearson, 2011.

Nareish K. Malhotra, Satyabhusan Dash, “Marketing Research”, 7th edition, Pearson, 2019.

Nargundkar, R., “Services Marketing – Text and Cases”, Tata McGraw Hill, New Delhi, 2008.

Pezzullo, M.A., “Marketing Financial Services”, Macmillan Publication, 2009.

Shajahan, S., “Services Marketing – Concepts, Practices & Cases From Indian Environment”, Himalaya Publishing Company, Mumbai, 2008.

Srinivasan R, “Services Marketing: The Indian Context”, PHI Learning, 2012.

Valarie A Zeithaml, Mary Jo Bitner, Dwayne D Gremier and Ajay Pandit., “Services Marketing”: McGraw-Hill Pub. Co., 6th Ed. 2013.

Varun Goenka, Pradeep Kumar Bhattacharjee, “Marketing Management, Indian Cases”, Pearson, 2018.

Verma, Harsh, V., “Services Marketing: Text & Cases”, Pearson Education, New Delhi, 2008.

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

Maruti

Pricing Dilemma – 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

Francis Buttle (2017), “Customer Relationship Management: Concepts and Technologies”, Routledge, New Delhi.

Greenberg, P. (2016), “CRM – Essential customer strategies for the 21st century”, 3rd Edition, Tata McGraw – Hill, New Delhi.

Mullick N.H. (2017), “Customer Relationship Management”, Oxford University Press, New Delhi.

Rai, A.K. (2017), “Customer Relationship Management – Concepts and Cases”, Prentice Hall of India, New Delhi.

Shajahan, S. (2017), “Relationship Marketing – Text & Cases”, Tata McGraw Hill, New Delhi.

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

Credits: 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

Industrial Marketing – Analysis, Planning and Control By Robert Reeder, Edward G. Briety and Betty Reeder – Prentice Hall of India.

Industrial Marketing – By Krishna K. Havaladar – Tata McGraw Hill

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: M7

Credits: 3

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):

Students would be able to identify factors in formulating a marketing strategy.

Students would comprehend legal and ethical issues in marketing.

Students would be able to analyze consequences of adopting different marketing strategies.

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

Aaker, D A (2005) Strategic Market Management, John Wiley & Sons, New York

Bishop, B. (2000) “Strategic Marketing for the Digital Age”, Excel Books, New Delhi.

Ferrell, O. C. and M D Hartline (2017) Marketing Management Strategies, (6th edition) Cengage Learning, New Delhi.

Gilligan, C and Wilson, M S R (2003) Strategic Marketing Planning, Butterworth-Heinemann, New Delhi.

Jain, Subhash C., (2004) "Marketing Strategy" Planning, Implementing and Learning. Cengage Learning, London.

Mathur, U C (2006) Strategic Marketing Management Text and Cases, Macmillan India Ltd. New Delhi.

Nag A (2008) Strategic Marketing (2nd edn.), Macmillan India Ltd. New Delhi.

Sahaf, M A (2008) "Strategic Marketing", Prentice Hall of India Pvt Ltd. New Delhi.

Shajahan, S (2010) Strategic Marketing Text and Cases, Viva Books, New Delhi.

West, Douglas, John Ford and Essam Ibrahim (2006) Strategic Marketing: Creating Competitive Advantage. Oxford University Press, New Delhi.

Xavier, M J (2007) Strategic Marketing, Response Books, New Delhi.

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: M8

Credits: 3

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:

Student would be able to understand and design strategies on Digital Marketing.

Students would be able to understand the different tools used in digital marketing

Students would be able to be able to understand contemporary marketing strategies and ways to reach customers.

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

Ardlow (2001), Principles of Internet Marketing, Thomson Learning.

Barker (2013), Social Media Marketing, Cengage Learning.

Chaffey (2006), Internet Marketing Strategy, Prentice Hall.

Digital Marketing 2020 Grow Your Business with Digital Marketing by Danny Star

Digital Marketing Strategy An Integrated Approach to Online Marketing by Simon Kingsnorth

Faster, Smarter, Louder Master Attention in a Noisy Digital Market Aaron Agius, Gián Clancey
Hanson Ward (2000), Principles of Internet Marketing, South Western College Pubs.
Hanson Ward (2007), Internet Marketing and e-Commerce, South Western College Publications.
Richard Gay (2012), Online Marketing – a customer-led approach, Oxford.
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: M9

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, 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

Badi, R V and Badi N V (2007), "Rural marketing", Himalaya Publishing House, Mumbai.

Balram Dogra, Karminder Ghuman (2008), "Rural marketing - concepts and practices", Tata McGraw-Hill Publishing Company Ltd., New Delhi.

Habeeb-ur-Rahman, K S (2004), "Rural marketing in India", Himalaya Publishing House, Mumbai.

Krishnamacharyulu, C S G, Lalitha Ramakrishnan (2002), "Rural marketing Text and cases", Pearson Education (Singapore) Pvt. Ltd, Delhi.

Krishnamoorthy, R (2008), "Introduction to Rural marketing", Himalaya Publishing House, Mumbai.

Pradeep Kashyap, Siddhartha Raut (2006), "The rural marketing Text and Practices", Himal Impressions, New Delhi.

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

Acharya S S and Agarwal N L (2015) Agricultural Marketing in India. Oxford & IBH Publishing Co. Pvt. Ltd., New Delhi

Badi, R V and Badi N V (2007), "Rural marketing", Himalaya Publishing House, Mumbai.

Balram Dogra, Karminder Ghuman (2009), "Rural marketing - concepts and practices",. Tata McGraw-Hill Publishing Company Ltd., New Delhi.

Habeeb-ur-Rahman, K S (2004), "Rural marketing in India", Himalaya Publishing House, Mumbai.

Krishnamacharyulu, C S G, Lalitha Ramakrishnan (2009), "Rural marketing Text and cases", Pearson Education (Singapore) Pvt. Ltd, Delhi.

Krishnamoorthy, R (2008), "Introduction to Rural marketing", Himalaya Publishing House, Mumbai.

Pradeep Kashyap, Siddhartha Raut (2016), "The rural marketing Text and Practices", Himal Impressions, New Delhi.

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):

Students would be able to explain the numerous stages of the selling process.

Students would be able to prepare a sales forecast.

Students would be to chalk out a distribution plan given a situation.

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

David Jobber, Geoff Lancaster (2019), “Selling and Sales Management”, Pearson Education, New Delhi.

Havalder K.K. and Vasant M.C. (2017), “Sales and Distribution Management”, Tata McGraw Hill, New Delhi.

John F. Tanner Jr., D. Honeycutt., Robert C. Erffmeyer. (2013), “ Sales Management shaping future sales Leaders”, Pearson Education.

Manning Gerald L, Reece Barry L (2016), “Selling Today – Creating Customer Value”, Pearson Education, New Delhi.

Ovid Riso (ed.) (1993), “the Dartnell Sales Sales Promotion Handbook”, UBS Publishers Ltd., New Delhi

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 would be able to learn about the retail and various aspects of retail business.

Students would be able to develop their knowledge about the Indian retail sector, its buying process and related business strategy.

Students would be able to understand aspects like ethics, tools and softwares used, job and entrepreneurial prospects in retail.

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

Barry Berman and Joel Evans (2004), Retail Management: A Strategic Approach, Prentice Hall, 9th Edition.

Chetan Bajaj, Rajnish Tuli, Nidhi Varma Srivastava (2010), "Retail Management Second Edition", OXFORD publication

Managing Retail, 2nd edition by Piyush Kumar Sinha & Dwarika Prasad Uniyal-Oxford Publication.

Michael Levy, Barton Weitz: Retailing Management, 5th Edition, Tata McGraw-Hill publication.

Retailing Management Text & Cases, 3rd Edition by Swapna Pradhan, Tata McGraw-Hill.

Case Studies

Nordstrom Case on customer service

Big bazaar 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):

Students will be well versed with various aspects and importance of International business and functioning of MNCs.

Students would be familiarized with International business culture and its importance

Students would be familiarized 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.
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Unit II	Product strategy for international markets: Standardization v/s. adaptation in global markets, Managing products in global Markets, Building brands in international markets.
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Unit III	Positioning and re-positioning in global Markets, Pricing Strategies, Promotion Strategies, Hofstede's Cultural dimension.
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Suggested Readings

Global Marketing 9th edition, Warren J. Keegan, Pace University, Mark C. Green, Simpson College, ©2017, Pearson

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

Andreasen A.R. (2014), “Social Marketing in 21st Century, Sage Publications, London.

Gerald Hastings. (2007), “Social Marketing”, Butterworth – Heinemann, Elsevier, New Delhi.

Marvin E. Goldberg, Martin Fishbein, Susan Middlestadt (2018), “Social Marketing”, Psychology Press.

Nancy R. Lee, Philip Kotler. (2019), “Influencing Behaviours for Good”, Sage Publications, New Delhi.

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

Batra, Rajiv. (2000), Advertising Management, Prentice Hall.

Chiranjeev, Avinash. (2000). Electronic Media Management, Authors Press.

Gunarathne, Shelton A. (2000). Handbook of Media in Asia, Sage.

Herrick F. Dennis. (2012). Media management in the age of giants. Albuquerque: University of New Mexico Press.

Keeble, R.C. (2005). Print journalism: a critical introduction. Oxon. Routledge.

Kohli-Khandelkar Vanitha. (2006). The Indian media business. New Delhi: Sage.

Making Media: Production, Practices, and Professions by Mark Deuze

Masters of the Word: How Media Shaped History from the Alphabet to the Internet by William J. Bernstein

Media Management: A Casebook Approach by George Sylvie

Padmaja, R. (2008). Marketing of newspapers. New Delhi: Kanishka Publishers.

Stradling, Linda (2010). Production management for TV and Film: The professional's guide. London: Methuen Drama.

The Media Handbook: A Complete Guide to Advertising Media Selection, Planning, Research, and Buying by Helen Katz

Tyagi C.L., Kumar, Arun. (2004). Advertising management. New Delhi: Atlantic Publishers and Distributors.

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):

Students would gain understanding of the process of marketing analytics.

Students would be able to identify and measure factors that affect customers.

Students would demonstrate understanding of the customer choices and predict future trends in sales.

Unit I Introduction to Marketing Analytics, Marketing Insight, Modelling Drivers of demand, Targeting Prospective Customers, LIFT Chart, When Customers are likely to buy, Customer Lifetime Value (CLV), RFM Analysis, Pay Per Click (PPC) Marketing, Retail Conversion Rate, Introduction to Recommender System

Unit II RFM analysis, Simple Multiple Binary Linear Models, Principal component analysis (PCA) and perceptual maps, Exploratory factor analysis (EFA), Confirmatory Factor Analysis (CFA), Introduction to Structural Equation Modelling (SEM), Association Rules–Market Basket Analysis

Unit III Customer analysis using discriminant analysis, Conjoint Analysis for customer choice, Calculating customer life time value, Customer value analysis using Markov chain, Use of classification tree for market segmentation, Forecasting for new product Sales: Using S curves to forecast sales of new product, Time Series Analysis, Survival Analysis, Customer Churn Analysis, Estimating SCAN*PRO Model for Sales

Suggested Readings

A Ohri (2012), “**R for Business Analytics**”.

Arnab K.Laha (2015), “**How to Make The Right Decision**”.

Bhasker Gupta, “**Interview Questions in Business Analytics**”.

Chris Chapman; Elea McDonnell Feit (2019), “**R for Marketing Research and Analytics**”.

Cory Lesmeister (2017), “**Mastering Machine Learning with R**”.

Dr.Umesh R. Hodeghatta and UmeshaNayak, **“Business Analytics Using R - A Practical Approach”**.

Glyn Davis and BrankoPecar (2013), **“Business Statistics using Excel”**.

Grigsby Mile, (2018) Marketing Analytics A practical guide to improving consumer insights using data techniques (2nd Ed) Kogan Page Ltd.

Halady Rao Purba (2013), **“Business Analytics an Application Focus”**.

Ilya Katsov (2017) Introduction to Algorithmic Marketing: Artificial Intelligence for Marketing Operations, Grid Dynamics

Jank Wolfgang (2011), **“Business Analytics for Managers”**.

Jared P. Lander (2013), **“R for Everyone: Advanced Analytics and Graphics”**.

Johannes Ledolter (2013), **“Data Mining and Business Analytics with R”**.

Joseph F. Hair, William C. Black, Barry J. Babin and Rolph E. Anderson (2015), **“Multivariate Data Analysis”**.

Prasad R N and Acharya Seema (2013), **“Fundamentals of Business Analytics”**.

Subhashini Sharma Tripathi, **“Learn Business Analytics in Six Steps Using SAS and R”**.

Thomas A. Runkler, **“Data Analytics Models and Algorithms for Intelligent Data Analysis”**.

Journals/Magazines

Industrial Management & Data Systems

Journal of Business Research

Journal of Retailing

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:

Students would be able to gain understanding of the processes and factors that affect work and training

Students will be able to articulate the scope and approaches to various training methods.

Students would be able to demonstrate skills in evaluation of training and understand sector specific processes of training.

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

Armstrong, Michael (2010), “A handbook of Human Resource Management”, Kogan Page India, New Delhi.

Blanchard, N., Thacker, J.W., (2004), ‘Effective Training Systems, Strategies and practices’, (2e) – Pearson Education, Singapore. pp-115

Bray, T., (2006), ‘The Training Design Manual’, Kogan Page, London, p- 183

Dipak Bhattacharya (2016), ‘Training and Development: Theories and Applications, Sage Publications

Goldstein, I. L., and Ford, J.K., (2002), ‘Training in Organizations’, Wadsworth, Thomson Learning, Singapore, pp34, 63-66

JanaKiram, B., (2008), Training & Development, Dreamtech Press, New Delhi.

Lynton, Rolf. P., (2000), Training for Development, Sage publication, New Delhi.

Noe, R. (2014), Employee Training and Development (4e) Tata McGraw Hill, New Delhi

Rothwell, W. J., and Kazanas, H. C., (2004), ‘Mastering the Instructional Design Process: A Systematic Approach’ (3e), San Francisco, CA: Jossey-Bass.

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:

Students would be in a position to outline the need and significance of diversity management.

Students would be able to identify the elements of a "great place to work".

Students would be able to outline the scope and the significance of the employer branding.

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

Abhijit Bhaduri (2012), Don't Hire the Best, Collins Business, Noida

Bernard Marr, Data-Driven HR: How to Use Analytics and Metrics to Drive Performance, Kogan Page Limited, 2018

Glenn Elliott & Debra Corey, Build It: The Rebel Playbook for World-Class Employee Engagement, John Wiley & Sons Ltd., 2018

Laszlo Bock, John Murray (2015), Work Rules, London

Lucy Adams, HR Disrupted: It's Time For Something Different, Practical Inspiration Publishing, 2017

Peter Thiel (2014), Zero to One, Virgin Books, London

Ramesh Soundarrajan (2017), Winning on HR Analytics, Sage Publications, Los Angeles.

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 students will be able to demonstrate descriptive knowledge of the field of industrial relations.

Apply the essential concepts of industrial relations and their interrelationship at the personal, organisational and national levels.

Recognise and consider the social, historical and justice issues within industrial relations.

Investigate solutions to industrial relations problems based on research and assessment of current practices.

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

Bare Acts of Different Labour Laws.

Budd J.W., (2019), Labor Relations: Striking a Balance, McGraw Hill, 5th Edition

Ghosh P. & Nandan S., Industrial Relations and Labour Laws, (2017), Industrial Relations and Labour Laws, McGraw Hill.

Govindaraju N.S., (2019), Managing Labour Relations, Niruta Publications.

Mamoria C.B & Others (2011) Dynamics of Industrial Relations, Himalaya, Mumbai.

P L Mallik, Eastern Book; Labour Laws, Bharat Law House, New Delhi (Latest Edition).

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, 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

Bare Acts of Different Labour Laws.

Budd J.W., (2019), Labor Relations: Striking a Balance, McGraw Hill, 5th Edition

Deodhar P., Labour Welfare Trade Unionism and Industrial Relations, Himalaya Publishing House.

Ghosh P. & Nandan S., Industrial Relations and Labour Laws, (2017), Industrial Relations and Labour Laws, McGraw Hill.

Govindaraju N.S., (2019), Managing Labour Relations, Niruta Publications.

Gupta P. (2019), Industrial Relations and Labour Laws for Managers, Sage Publications.

Mamoria C.B & Others (2011) Dynamics of Industrial Relations, Himalaya, Mumbai.

Sarma A. M., (2015), Aspects of Labour Welfare and Social Security, Himalaya Publishing House.

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:

Examine the process for identifying high potential talent and developing a pipeline of talent to serve organizational present and future needs.

Analyze the processes for talent development and succession planning.

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

Anil Kumar Singh, Somesh Dhamija & Masood Hasan, 2009, Talent Management in India, Atlantic

Berger & Berger, 3rd Edition, The Talent Management Handbook, Tata McGraw Hill

Conaty & Charan, 2010, The Talent Masters, random House Business Books

David DeLong & Steve Trautman, 2011, The Executive Guide to High-Impact Talent Management, Tata McGraw Hill

Joshi & Vohra, 2017, Talent Management, Cengage

Marc Effron, 2018, One page Talent Management, HBR Press

T V Rao, 2011, Hurconomics for Talent Management, Pearson

William A. Schiemann, Reinventing Talent Management, Wiley

Case Studies

Case Study of Accenture Human Performance 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:

Students would be able to develop an understanding of the process of OD and its interventions.

Students would be able to describe various processes of team building and techniques of designed intervention at various levels.

Students would be capable of describing Personal, Interpersonal and Group Process Interventions and understand its consequences.

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

Bushe and Marshak, (2017) Dialogic Organization Development: The Theory and Practice of Transformational Change (1st Ed)

Donald F. Harvey, Donald R. Brown, (2001), “An Experiential Approach to Organization Development”, Prentice Hall

French, W, L and Bell, C.H. (2010), Organization Development – Behavioral Science Interventions for Organization Improvement. Pearson Education,

Grieves, J. Oxford Publishing, (2010), Organizational Change – Themes and Issues.

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

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 stake-holders [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

Deresky, H. (2017) International Management: Managing Across Borders and Cultures, 4th Ed, Prentice Hall India,

Drlarry, E and John, D. (2002) The Secret Of A Winning Culture: Building High-Performance Teams, Prentice Hall India,

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: H8

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 Outcome(s):

Students would be able to demonstrate the ability to apply leadership and change management principles

Students would be able to articulate the key characteristics of 'Level 5 leadership'

Students would be capable of providing a lucid explanation of the contents of the book 'Good to Great' by Jim Collins and 'Our Iceberg is Melting' by Jim Kotter

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

Jim Collins, (2001) Good to Great

Leaders at all levels – Ram Charan, John Wiley & Sons

Organisational Behavior – Fred Luthans, McGraw-Hill education

Prasad Kaipa and Navi Radjou, (2013) Smart to Wise – Acting and leading with wisdom

Rathgeber and Kotter, (2006) Our Iceberg is melting:

Roger Martin, (2007), How successful leaders think –Harvard Business Review, June

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

BALANCED SCORE CARD

Code: H9

Credits: 3

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

Kaplan and Norton, (1996) Balanced Scorecard, Translating strategy into action, Harvard Business Review Press

Kaplan and Norton, (2003) Strategy maps -Converting Intangible Assets Into Tangible, Harvard Business Review Press

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 HUMAN RESOURCE MANAGEMENT

Code: H10

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:

Develop the understanding of the concept of human resource management and its strategic relevance in organizations.

Identify the linkages between HRM functions and operations and organizational strategies, structures and culture.

Analyze problems and develop managerial solutions to HR problems at both workplace and organizational level.

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

Agarwala, T., 2007. Strategy and Human Resource Management. Oxford University Press.

Dreher, D., 2005. Human Resource Strategy: A Behavioral Perspective for the General Manager. Tata McGraw-Hill Publishing Company Limited.

Mello, A., J., 2014. Strategic Human Resource Management. Cengage Learning.

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

Brian E. Becker Mark A. Huselid, Dave Ulrich (2001) The HR Scorecard: Linking People Strategy, and Performance,

Durdana Ovais and Rajni Gyanchandani, (2017) HR Audit, Everest Publications

T.V.Rao (2008), HRD Score Card 2500: Based on HRD Audit, Sage publications

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

Competing 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:

Students would be able to articulate reasons, process, statistical means and caveats for HR analytics.

Students would be able to explain the factors affecting staffing, attrition, and impacts of organizational interventions.

Students would be capable of visualizing the information, using various tools and develop deeper understanding of collaborative networks.

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

Berrett-Koehler Publishers. 2. Fitz-enz, J., & Mattox, J. (2014). Predictive Analytics for Human Resources. Wiley.

Edwards, M. R., & Edwards, K. (2016). Predictive HR Analytics: Mastering the HR Metric. London: Kogan Page.

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:

Students will understand the complexities that prevail in a supply chain.

Students would be able to understand the significance of supply chain drivers.

Students would be able to recommend measures to overcome bottlenecks in a supply chain.

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

Bozarth, C. Cecil & Handfield, B. Robert, (2006) Introduction to Operations and Supply Chain Management, Pearson Education, New Delhi.

Chopra, Sunil & Meindel, Peter (2002) Supply Chain Management: Strategy, Planning, and Operation, Prentice Hall of India Pvt. Ltd., New Delhi.

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.

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 the 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:

An overview of service and operations management as a management function in general is obtained by the student.

Students gain an exposure to analytical tools specific to service industries.

Students would be able to design an efficient system for proper conveyance of services.

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

James A. Fitzsimmons and Mona J. Fitzsimmons, Service Management, fourth edition, McGraw-Hill, ISBN 0-07-286820-1.

Johnston Robert & Clark Graham (2005), Service Operations Management: Improving Service Delivery, Pearson.

Metters; King Metters; Pullman; Walton, "Successful Service Operations Management 2e", Cengage Learning.

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:

Students would be capable of critically appreciating the organizational and communication requirements for fostering quality management.

The significance of the contribution of quality gurus' to the management of modern organisations would be understood by the students.

From a strategic perspective, students will be able to explain how TQM, Six sigma, Customer focus, etc., engender improved business results.

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

Dale H. Besterfield, Carol Besterfield Michna, Glen Besterfield, & Mary Besterfield Sacre, Total Quality Management, Prentice Hall of India Pvt. Ltd, New Delhi.

David L. Goetsch, Stanley Davis, Stanley B. Davis, Quality Management, Prentice Hall of India Pvt. Ltd, New Delhi.

Howard S. Gitlow, Quality Management, Tata McGraw-Hill, New Delhi.

James R. Evans, Total Quality Management, Organization and Strategy, Thomson, South Western.

Joel E. Ross, Total Quality Management: Text, Cases and Reading, St. Lize Press.

John S. Oakland, Total Quality Management: Text with Cases, Butterworth – Heinemann.

John T. Rabbitt, Peter A. Bergh, The ISO 9000 Book: A Global Competitor's Guide to Compliance and Certification, Quality Resource.

S. Thomas Foster, Jr., Managing Quality, Prentice Hall of India Pvt. Ltd., New Delhi.

Case Studies

Paradise Bearings

AT&T Universal card services

Indfos 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 companies.

Students will be able to analyse lean techniques for application in industry.

Students will be able to formulate lean management strategy for supply chain management.

Unit I INTRODUCTION TO LEAN MANAGEMENT: What is Lean Management? The Birth of Lean, Lean Enterprise versus Traditional Mass Production, What is Value? What can be called Value Addition? Muda: Eight Deadly Wastes. House of Lean, Visual Management, Improving Workplace Productivity: 5S. Stability through Lean Systems, Jidoka, Standardized Operations, Standardized WIP.

Unit II LEAN MANAGEMENT TOOLS AND TECHNIQUES: Continuous Flow Vs Batch Production, Just-in-Time Production, Components of JIT: Kanban and Heijunka. Total Productive Maintenance: Overall Equipment Efficiency. Value Stream Mapping, Fundamentals of Process Improvement, Lean Business Process Management.

Unit III LEAN THINKING: Hoshin Planning. The Culture of Lean Production. Customer Focused Quality. Quality Function Deployment. Kano Quality Model. Taguchi Loss Function. FMEA. Lean supply chain management, Lean Supplier development, Lean Project Management, Beyond Lean Management and Application of Lean management in various areas.

Suggested Readings

Alan Robinson (1991), "Continuous Improvement in Operations", Productivity Press, Portland, Oregon.

Andy Brophy (2012), "FT Guide to Lean: How to streamline your organisation, engage employees and create a competitive edge", Pearson.

Askin R G and Goldberg J B (2003), "Design and Analysis of Lean Production Systems", John Wiley and Sons Inc.

Dennis, P. (2016), "Lean Production Simplified: A Plain-Language Guide to the World's Most Powerful Production System", Productivity Press.

Eliyahu M. Goldratt and Jeff Cox (2004), "The Goal – A Process of Ongoing Improvement", Third Revised Addition, North River Press.

James Womack and Daniel Jones (2003), "Lean Thinking", Free Press, Revised Edition.

James Womack, Daniel Jones, and Daniel Roos (1990), "The Machine That Changed the World", Rawson Associates.

Jeffrey Liker (2004), "The Toyota Way", McGraw-Hill.

Jeffrey Liker and David Meier (2006), "The Toyota Way Fieldbook", McGraw-Hill.

John Nicholas (2011), "Lean Production for Competitive Advantage – A Comprehensive Guide to Lean Methodologies and Management Practices", CRC Press - Taylor and Francis Group, LLC.

Joseph A De Feo and William W Bearnard (2004), "Juran Institute's Six Sigma Break Through and Beyond", Tata McGraw Hill, New Delhi.

Kenichi Sekine (1992), "One-Piece Flow", Productivity Press, Portland, Oregon.

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.

Michael L George, David T Rowlands and Bill Kastle (2004), "What is Lean Six Sigma", McGraw Hill, New York.

Micheal Wader (2002), "Lean Tools: A Pocket Guide to Implementing Lean Practices", Productivity and Quality Publishing Pvt. Ltd.

Nicholas, J. (2018), "Lean production for competitive advantage", 2nd ed. Boca Raton, FL: Productivity Press.

Paksoy, T., Weber, G. and Huber, S. (2019), "Lean and Green Supply Chain Management", 1st ed, Springer International Publishing.

Poke – Yoke (1992), "Improving Product Quality by Preventing Defects", Productivity Press.

Richard B Chase, Robert Jacobs F and Nicholas J Aquilano (2003), "Operations Management for Competitive Advantage", McGraw-Hill/Irwin.

Case Studies

Decoding the DNA of the Toyota Production System

JIT at Arnold Palmer Hospital

Murphy Manufacturing - Don't say Lean without Preparation

Challenge for Supplier Program Is Sustaining Lean Improvements

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

Operations Research An introduction – Hamdy A. Taha Pearson Education, 9th Edition

Operations Research Principles and Applications - G Srinivasan, PHI, 2nd Edition

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

Hayes, R. (2005). Operations, strategy, and technology. Hoboken, NJ: Wiley.

Hill, A., Hill, T. and Hill, T. (2009). Manufacturing operations strategy. Basingstoke: Palgrave Macmillan.

Lowson, R. (2003). Strategic operations management. London: Routledge.

Slack, N. and Lewis, M. (2017). Operations Strategy. Harlow, United Kingdom: Pearson Education Limited.

Van Mieghem, J. A., & Allon, G. (2014). Operations Strategy: Principles and Practice. (2nd ed.) Belmont, MA: Dynamic Ideas.

Waters, C. (2006). Operations strategy. London: Thomson Learning.

Case Studies

Paradise Bearings

AT&T Universal card services.

Indfos 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

Cook, T. (2011). Mastering Purchasing Management for Inbound Supply Chains. CRC Press Taylor & Francis Group

Fred Sollish and John Semanik (2011). Strategic Global Sourcing: Best Practices, Wiley.

Johnson, Leenders, Flynn (2011). Purchasing and Supply Management. McGraw-Hill/Irwin.

Locke (2013), "The Promise and Limits of Private Power", Cambridge University Press.

Marc Helmold, and Brian Terry (2017) Global Sourcing and Supply Management Excellence in China: Procurement Guide for Supply Experts. Springer Singapore

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: OP8 _____ Credits: 3

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

Ackerman, K. B. (2012). Practical handbook of warehousing. Springer Science & Business Media.

Ghiani, G., Laporte, G., & Musmanno, R. (2004). Introduction to logistics systems planning and control. John Wiley & Sons.

Guo, X. (2016). Storage Policies and Maintenance Support Strategies in Warehousing Systems. Springer.

Hamberg, R. and Verriet, J. (2012). Automation in warehouse development. Verlag London: Springer.

Mulcahy, D. E., & Sydow, J. (2008). A supply chain logistics program for warehouse management. CRC Press.

Richards, G. (2017). Warehouse management: a complete guide to improving efficiency and minimizing costs in the modern warehouse. Kogan Page Publishers.

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 MaspexWadowice, 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: OP9_____Credits: 3

Course Objectives:

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 Outcomes:

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

Dubey Sanjiva Shankar (2017), “Technology and Innovation Management”, PHI.

Ettlie J E (2006), “Managing innovation: New technology, new products, and new services in a global economy”, Elsevier.

Narayanan V K (2006), Managing technology and innovation for competitive advantage, Pearson Education India.

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

Credits: 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

Altekar, Rahul (2006) Supply Chain Management, Prentice Hall of India Pvt. Ltd., New Delhi.

Bozarth, C. Cecil & Handfield, B. Robert, (2006) Introduction to Operations and Supply Chain Management, Pearson Education, New Delhi.

Chopra, Sunil & Meindel, Peter (2002) Supply Chain Management: Strategy, Planning, and Operation, Prentice Hall of India Pvt. Ltd., New Delhi.

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.

Essentials of Inventory Managementby Max Muller

Inventory Management: Advanced Methods for Managing Inventory within Business Systems by Geoff Relph, Catherine Milner .

R.B. Handfield, & E.L. Nichols, Jr. (2005) Introduction to Supply Chain Management, Prentice Hall of India Pvt. Ltd., New Delhi.

The Logistics and Supply Chain Toolkit: Over 100 Tools and Guides for Supply Chain, Transport, Warehousing and Inventory Management by Gwynne Richards , Susan Grinstead

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

Credits: 3

Course Objectives:

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. Advanced Forecasting: Time Series Analysis.

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, Supply Chain Network Design and Analysis. Review of Forecasting Models, ARIMA Models.

Unit III Applications of Linear Programming: Make/ Buy Decisions, Facility Location, Assignment, and Transportation Models. 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

Business Analytics by James Evans from Pearson

Business Analytics: Data Analysis & Decision Making by Albright et al. from Cengage Learning

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

CLOUD COMPUTING FOR BUSINESS

Code: S1

Credits: 3

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:

Students will be able to understand and address key security and compliance challenges of cloud computing.

Students will be able to demonstrate the architecture of the modern data center and the mechanisms of service orchestration.

Students will also understand different characteristics of public, private and hybrid cloud deployment models.

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 - MSExchange - 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

"Cloud Computing: A Practical Approach for Learning and Implementation" A Srinivasan, J Suresh, Pearson

Cloud Computing: Concepts, Technology & Architecture, 2014, Erl (Author), Publisher: Pearson

Cloud Computing: Master the Concepts, Architecture and Applications with Real-world examples and Case studies - 2019

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:

Students would be able to explain the basic concepts of ERP and its application.

Students would be able to explain various modules of ERP.

Students would be able to work practically on ERP system.

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

Ashim Raj Singla (2016), “Enterprise Resource Planning”, Paperback

D.J. Shyam (2009), “Enterprise Resource Management”, Hardcover.

Dimpi Srivastava & Aarti Batra (2010), “ERP Systems Paperback– Import”

Rüdiger Buck- Emden Addison- Wesley, (2000), “The SAPR/3 System: An Introduction to ERP and Business Software Technology”.

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:

Students will be able to identify the basic concepts and various data models used in database design, ER modelling concepts and architecture use and construct queries using SQL.

Students will be able to recognize and apply normalization and functional dependency, indexing and hashing technique used in database design.

Students will be able to apply and relate the concept of transaction, concurrency control and recovery in database.

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 Relationship Types; 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 (BCNF);

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

An Introduction to Database Management Systems, Seventh Edition, by Satinder Bal Gupta and Aditya Mittal - 2016

Database Systems Concepts – Silberschatz - 2013

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:

Students will understand various technologies supporting ecommerce, including Web services and electronic payment systems.

Students will be able to measure enablers and issues in business-to-consumer ecommerce.

Students will be able to articulate scenarios for B2B e-commerce, including SCM, CRM and EDI

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 Sites. Revenue Models over Internet; Emerging Trends in e-Commerce, Mobile Commerce, Internet based Business Models. Practical Assignment & Case Studies.

Suggested Readings

David Reske (2017), “Digital Marketing in the Zone: Break Through the Clutter to Be More Confident Successful and Happy”, Morgan James Publishing.

Digital Marketing Strategy: An Integrated Approach to Online Marketing By Simon Kings north Kogan Page Publishers

Judah Phillips, "E-commerce Analytics: Analyze and Improve the Impact of Your Digital Strategy" FT Press.

Kenneth C. Laudon, Carol Guercio Traver (2017), E-Commerce: Business, Technology, and Society, Pearson Education.

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

Efraim Turban, Ramesh Sharda, and Dursun Delen (2014), “**Business Intelligence and Analytics: Systems for Decision Support**”, 10th Edition, Pearson Publications, New Delhi, India.

Ponniah and Paulraj (2010), “**Data Warehousing Fundamentals for IT Professionals**”, Second Edition, Wiley-Blackwell, ISBN 9780470462072.

Ralph Kimball and Margy Ross (2013), “**The Data Warehouse Toolkit: The Complete Guide to Dimensional Modeling**”, Third Edition, Wiley Publications, New Delhi, India.

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

Clinton W. Brownley (2016), “**Foundations for Analytics with Python**”, O’Reilly Media, USA.

James Payne (2015), “**Beginning Python: Using Python 2.6 and Python 3.1**”, Wiley India Pvt. Ltd., New Delhi, India.

Jared P. Lander (2015), “**R for Everyone: Advanced Analytics and Graphics**”, Pearson India Education Services Pvt. Ltd., Noida, India.

Joseph F. Hair, William C. Black, Barry J. Babin and Rolph E. Anderson (2015), “Multivariate Data Analysis”, Pearson Education, New Delhi, India.

K G. Srinivasa, G M. Siddesh, Chetan Shetty and B J. Sowmya (2017), “**Statistical Programming in R**”, Oxford University Press, New Delhi, India.

Kenneth Alfred Lambert (2012), “**Fundamentals of Python – First Programs**”, Cengage Learning, USA.

Rao, Umesh Hodeghatta, Nayak and Umesh (2017), Business Analytics Using R - A Practical Approach, APress, eBook ISBN: 978-1-4842-25

Robert I. Kabacoff (2015), “**R in Action: Data Analysis and Graphics with R**”, Dreamtech Press, New Delhi, India.

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 Data Visualization: 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

Michael Alexander (2016), Excel Dashboards and Reports for Dummies, 3rd Edition, John Wiley & Sons, Inc., Hoboken, New Jersey

Michael Alexander and John Walkenback (2013), Microsoft Excel Dashboards & Reports, 2nd Edition, John Wiley & Sons, Inc., Hoboken, New Jersey

Rob Collie and Avichal Singh (2016), Power Pivot Power BI, 2nd Edition, Holy Macro! Books, FL, 32954, USA

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, Continuous 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 Spotlighting, 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

Ben Jones (2014), Communicating Data with Tableau: Designing, Developing, and Delivering Data Visualizations, O'Reilly Media, USA

David Baldwin (2016), Mastering Tableau, Packt Publishing Ltd., UK

George Peck (2016), Tableau 9: The Official Guide, 2nd Edition, McGraw Hill Education, USA

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

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 Models of E-Governance

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 Digital Technologies to Improve Public Services

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 Challenges (Resistance to Change, laws, Skills, Security Concerns, Competency, Capacity Building, Adaptation of Technology and Administrative Reforms)

Suggested Readings

Backus, Michiel (2001), e-Governance in Developing Countries, IICD Research Brief.

C.S.R.Prabhu (2004), "E-Governance: Concepts and Case Studies", Prentice-Hall of India Private Limited.

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

Credits: 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

Cyber Security for Dummies, ®Palo Alto Networks® Edition–By John Wiley & Sons, Inc. 2014 (Soft Copy)

Harish Chander (2012), “CYBER LAWS AND IT PROTECTION”, PHI Learning Pvt. Ltd.

Kenneth Geers (2011), Strategic Cyber Security, Ccd Coe Publication, (Softcopy)

Peter W. Singer Allan Friedman (2014), “Cyber security and Cyber war”, OUP USA,

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

IT Infrastructure Architecture- Infrastructure Building Blocks and Concepts Third Edition by Sjaak Laan

Lord of the Infrastructure: A Roadmap for IT Infrastructure Managers, by Art Carapola
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

Acharya, Shanker and Mohan, Rakesh (Eds) (2011). India's Economy: Performance and Challenges., Oxford University Press, New Delhi.

Ahluwalia, I. J (1985) Industrial Growth In India: Stagnation since the Mid-Sixties, Oxford

Ahluwalia, I. J. (1991). Productivity and growth in Indian manufacturing, Oxford University Press, New Delhi.

Babu, M. Suresh, (2017). Hastening slowly: India's Industrial growth in the era of Economic reforms, 1st Ed., Orient BlackSwan.

Government of India (2019), Annual Economic Survey, Economic Division, New Delhi, Ministry of Finance, New Delhi.

Kathuria, V., Raj, S.N.R., and Sen, K. (Ed.) (2014). Productivity in Indian Manufacturing: Measurements, methods and Analysis. 1st Ed., Routledge India, New Delhi.

Lall, Sanjaya (1982): Developing Countries as Exporters of Technology: The Indian experience, Macmillan, London.

Pushpangathan K and N Shanta (2009) The Dynamics of Competition: Understanding India's Manufacturing Sector, Oxford University Press, New Delhi.

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.

Tendulkar, Suresh D (Eds.) (2006), India: Industrialisation in a Reforming Economy, Academic Foundation, New Delhi.

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 Technoplast Pvt. Ltd.

Successful adjustment in Indian industry: The case of Ludhiana's woollen 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

Aswini Kumar Mishra, Vairam Arunachalam and Debasis Patnaik (2018) Current Issues in the Economy and Finance of India, Springer Nature, Switzerland AG.

Bhatia, H.L. (2018) Public Finance, Vikas Publishing House, New Delhi.

Government of India (2019) Economic Survey, Ministry of Finance, Economic Division, New Delhi.

Krzysztof Jajuga Hermann Locarek – Junge Lucjan T and Orłowski Karsten Staehr (2019) Contemporary Trends and Challenges in Finance, Springer Nature, Switzerland AG.

Meenakshi, Rajeev and Vani, B. P. (2017) Financial Access of the Urban Poor in India, A Story of Exclusion, Springer, India.

Merlin Harold Hunter (2019) Outlines of Public Finance, Forgotten Books, New Delhi.

Puja Mehr (2018) The Lost Decade (2008-18): How India's Growth Story Devolved into Growth Without a Story, Ebury Press, India.

Richard Musgrave and Peggy Musgrave (2017) Public Finance in Theory and Practice, McGraw Hill Education, New Delhi.

Sriram, M. S. (2017) Inclusive Finance India Report 2017, SAGE Publications Pvt. Ltd, New Delhi.

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-Swacch 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

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.

Banerjee, G. & Swapna (ed.) (2010) Accumulation by Dispossession: Transformative Cities in the New Global Order, New Delhi: Sage.

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.

Hnatkovska, Viktoria & Amartya Lahiri,(2013) Structural Transformation and the Rural Urban Divide, Working Paper, International Growth Center, London School of Economics.

Joop De Wit (2017) Urban Poverty, Local Governance and Everyday Politics in Mumbai, Routledge South Asian Edition.

Klasen, Stephan & Janneke Pieters (2015) What Explains the Stagnation of Female Labor Force Participation in Urban India? World Bank Economic Review 29(3).

Kundu, A. (2006) Trends and Patterns of Urbanization and their Economic Implications,” India Infrastructure Report 2006, New Delhi: Oxford University Press.

Kundu, A., Mohanan, P.C. & Varghese, K.(2013) Spatial and Social Inequalities in Human Development: India in the Global Context, United Nations Development Programme.

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.

Malhotra, R. (2014) India Public Policy Report 2014, New Delhi: Oxford University Press.

MoHUPA (2015) Annual Report 2014–15, Ministry of Housing and Urban Poverty Alleviation, Government of India.

Planning Commission (2012) Report of Committee on JNNURM-II: Clean Bastis, Safe Communities, and Peoples Cities, Planning Commission, New Delhi, Government of India.

Sivaramakrishnan, K.C. (2011) Re-Visioning Indian Cities: The Urban Renewal Mission, New Delhi: Sage.

United Nations (2012) World Urbanization Prospects: The 2011 Revision, ST/ESA/SER.A/322, New York, Population Division, Department of Economic and Social Affairs.

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

Roland Berger Strategy Consultants. The Digital Transformation of Industry.

The Oxford Handbook of the Digital Economy, Edited by Martin Peitz and Joel Waldfogel (2012) OUP

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 programme 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

Bhattacharya A.K., Ecotourism and Livelihoods, Concept Publishing Company, New Delhi

Criteria and Indicators for Sustainable Forest Management, Kotwal P.C. and M.D. Omprakash, International Book Distributors, Dehradun

Dasgupta S. and D. Debnath, Community Forest Management in Tribal States of India (with special reference to Madhya Pradesh), International Book Distributors

Elinor Ostrom, Governing the Commons: The Evolution of Institutions for Collective Action,

Jeffrey Sayer, The Science of Sustainable Development: Local Livelihoods and the Global Environment, Cambridge University Press

Natural Resources, Agarwal et al., International Institute for Environment & Development

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.

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

Energy Economics – Concepts, Issues, Markets and Governance. Subhes C Bhattacharya. Springer.

Papers published by Prayas energy group, India.

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

Charles Kolstad, (2010) Intermediate Environmental Economics, Oxford University Press, 2nd edition.

Kenneth Arrow et al. (2004) "Are We Consuming Too Much?" Journal of Economic Perspectives, 18(3): 147-172.

Robert N. Stavins (ed.), (2005) Economics of the Environment: Selected Readings, W.W.Norton, 5th edition.

Roger Perman, Yue Ma, James McGilvray and Michael Common, (2003) Natural Resource and Environmental Economics, Pearson Education/Addison Wesley, 3rd edition.

Roger Perman, Yue Ma, Michael Common, David Maddison and James McGilvray, (2011) "Natural Resource and Environmental Economics", Pearson Education/Addison Wesley, 4th edition, 2011

ECONOMETRICS

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 Regression Analysis and Econometric Models

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 Econometric Tests and Forecasting

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

Baltagi, B.H. (1988), Econometrics, New York, Springer

Goldberger, A.S. (1998), Introductory Econometrics, New York, Oxford University Press.

Gujarati, D. (1999) Essentials of Econometrics, Second Edition, McGraw Hill.

Gujarati, D. (2002): Basic Econometrics, Third Edition, McGraw Hill.

Jay L. Devore, (2010) Probability and Statistics for Engineers, Cengage Learning.
Johnston. J. (1991) Econometric Methods, London, McGraw Hill Book Co.
Koutsoyiannis, A. (1977): Theory of Econometrics, 2nd Edition, London, McMillan.
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

Abhijit Banerjee, Gita Gopinath, Raghuram Rajan and Mihir Sharma (eds) (2019). What The Economy Needs Now, Jaggernaut.

Amit Kapoor and Chirag Yadav (2019). The Age of Awakening: The Story of the Indian Economy since Independence, Penguin/ Viking.

Arpan Kumar Kar, Shuchi Sinha and Gupta, M. P. (2018). Digital India, Reflections and Practice, Springer International Publishing.

Arvind Subramanian (2018). Of Counsel: The Challenges of the Modi-Jaitley Economy, Penguin Random House India Pvt Ltd.

Bhattacharya, A.K. (2018). The Rise of Goliath: Twelve Disruptions that Changed India, Penguin Random House.

Bimal Jalan (2018). India Ahead: 2025 and Beyond, Rupa Publications, India.

Christophe Jaffrelot, Atul Kohli and Kanta Murali (2019). Business and Politics in India (Modern South Asia), Oxford University Press, New York.

Government of India (2019). Economic Survey, Ministry of Finance, Economic Division, New Delhi.

Niraja Gopal Jayal (2018). Re-forming India: The Nation Today, Penguin Random House India Pvt Ltd.

Raghuram G. Rajan (2019). The Third Pillar: How Markets and the State Leave the Community Behind, Harper Collins, India.

Reethika Khera (2019). Dissent on Aadhaar: Big Data Meets Big Brother, Orient Black Swan.

Sandip Sen and Aaroqi Sen (2019). India Emerging: From Policy Paralysis to Hyper Economic, Bloomsbury, New Delhi.

Sanjaya Baru and Meghnad Desai (2018). The Bombay Plan: Blueprint for Economic Resurgence, Rupa Publications, India.

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

MONETARY ECONOMICS

Code: E10

Credits: 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, cyclical 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

Carlin, W. and D. Soskice *Macroeconomics: Imperfections, Institutions and Policies*. Oxford: Oxford University Press.

Jagadish Handa, *Monetary Economics*, (2009), Routledge

Lewis, M.K. and P.D. Mizen *Monetary Economics*. Oxford; New York: Oxford University Press.

M L Jingham, *Monetary Economics*, S Chand

N. Jadhav, (2006) *Monetary Policy, Financial Stability and Central Banking in India*, Macmillan.

R.B.I. Bulletin, Annual Report and Report on Currency and Finance (latest).

R.B.I. State Finances: A Study of Budgets, (latest).

Rakesh Mohan, (2011) *Growth with Financial Stability - Central Banking in an Emerging Market*, Oxford University Press.

Rakesh Mohan, (2008) - *Growth Record of Indian Economy: 1950-2008. A Story of Sustained Savings and Investment*, Economic and Political Weekly, May.

RBI (2013) *Financial Stability Report*, Mumbai, Reserve Bank of India.

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

Articles in economic and political weekly

India infrastructure report – PwC.

Journal of infrastructure development – sage publications

Powerline 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

Acharya, S.S & N.L. Agarwal. (2004). Agricultural Marketing in India, 4th Ed., Oxford University Press, New Delhi.

Bhalla, G. S. (2007). Indian Agriculture since Independence, National Book Trust, New Delhi.

Bhalla, G. S., & Singh, G. (2012). Economic Liberalisation and Indian Agriculture: A District-level Study, Sage Publications, Delhi.

Datt, R. & Sundharm, K. P. M. (2013). Indian Economy, S. Chand & Co. Ltd. Delhi

Government of India (2013). The National Food Security Act, The Gazette of India, Government of India, New Delhi.

Krishnaji, N., & Krishnan, T. N. (Eds) (2000). Public Support for Food Security: The Public Distribution in India, Sage Publications, New Delhi.

Mohanty, B. B. (ed.) (2016). Critical Perspectives on Agrarian Transition: India in the Global Debate, Routledge, New York.

Rao, C. H. Hanumantha. (2005) Agriculture, Food Security, Poverty and Environment: Essays on Post - Reform India, Oxford University Press, New Delhi.

Reddy, Narasimha, & Mishra, Srijit (Eds) (2010). Agrarian Crisis in India, Oxford University Press, New Delhi

Vaidyanathan, A. (2009). Agricultural Growth in India, Oxford University Press, New Delhi.

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

Credits: 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. Solving system 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

Fundamental Methods of Mathematical Economics Paperback – 1 Jul 2017 by Chiang (Author), Wainwright (Author)

Intermediate (+2 of CBSE level) Mathematics books covering relevant portions.

Klein, Erwin: Mathematical Methods in Theoretical Economics, Academic Press.

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).

Various issues of Journal of Mathematical Economics, Science Direct.

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

Arvind Virmani (2010) From Unipolar to Tripolar World Multipolar Transition Paradox, New Delhi, Academic Foundation.

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.

Dominick Salvatore, (2011) International Economics: Trade and Finance, London, John Wiley International Student Edition.

Elisa Baku, Exchange rate predictability in emerging markets, Journal of International Economics, vol.157, May 2019.

Ghuman. R.S. (2001) International Economics, Singapore, John Wiley and Sons.

International Trade and International Finance: Explorations of Contemporary Issues (2016) Editors: Roy, Malabika, Sinha Roy, Saikat (Eds.), Springer India

James Gerber (2012) International Economics, New Delhi, Pearson Publication.

Paul R. Krugman & Maurice Obstfeld (2009) International Economics Theory and Policy, New Delhi, Pearson Education Publication.

Sebastian Stumpner (July 2019), Trade and the geographic spread of the great recession, Journal of International Economics, Vol 119, p: 169-180.

Soderston, Bo (2005) International Economics, London, The Macmillan Press Ltd.

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: ED1

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

Hishrich, Peters (1992), “Entrepreneurship: starting, Developing and Managing a New Enterprise”, Irwin.

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

Financial Institution & Markets - L. M. Bhole. (Tata McGraw - Hill Publishing Corporation Limited, New Delhi).

Financial Markets - Gordon & Natarajan. (BPB Publications).

Indian Financial Systems - M. Y. Khan. (Tata McGraw - Hill Publishing Corporation Limited, New Delhi).

Investment Management - V. K. Blialla. (S. Chand & Company Publishers Ltd.,)

Project Financing- Asset based Financial Engineering- John D Finnerty-John Wiley & Sons Inc, New York

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: ED3

Credits: 3

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

Entrepreneurship Development and Small Business Enterprises by Poornima M., Charantimath. Pearson, 2018

Entrepreneurship Development, by Sharma Sangeeta. PHI Learning Private Limited, 2017

Good To Great: Why Some Companies Make the Leap...And Others Don't, by Jim Collins. RHUK; Latest edition, 2001

Innovation and Entrepreneurship, by Peter F. Drucker. Harper Business, 2006

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 Rembrand Koning. 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

Killing Marketing: How Innovative Businesses Are Turning Marketing Cost into Profit

SEO 2018 (No Bullsh*t Strategy)

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

Changing the world without Losing Your Mind: Leadership Lessons from Three Decades of Social Entrepreneurship by Alex Counts

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

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 that 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

Family Business (2e), Ernesto J. Poza., Thomson, South-Western, Mason OH, USA (2007)

Managing the Family Business: Theory and Practice, Thomas Zellweger, Edward Elgar, Publishing Massachusetts, USA (2017)

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

Burns, P. Corporate Entrepreneurship: Entrepreneurship and Innovation in Large Organizations. Palgrave Macmillan, 2013. ISBN: 9780230304031

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)

Stellios 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

Credits: 3

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

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>

Newton David (2011). Business Model for Entrepreneurial Ventures Developing Sound Metrics for long term success. E3 Free Market Press, California

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

Osterwalder, A., Pigneur, Y., In Clark, T., & Smith, A. (2010). Business model generation: A handbook for visionaries, game changers, and challengers.

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

Credits: 3

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

Barringer, R.B., Ireland, D.R. (2012) Entrepreneurship: Successfully Launching New Ventures, 4th edition. Pearson Education.

Daniel Priestley (2018), 'Entrepreneur Revolution; How to develop your Entrepreneurial Mindset & Start a Business that works' Second Edition, John Wiley and Sons Ltd.

Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd (2018), 'Entrepreneurship' Indian Edition McGraw Hall

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, if else, 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

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.

Arnab K.Laha (2015), “**How to Make The Right Decision**”, Random House Publishers India Pvt. Ltd., Gurgaon, Haryana, India.

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.

Dr. Umesh R. Hodeghatta and Umesha 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.

Glyn Davis and Branko Pecar (2013), “**Business Statistics using Excel**”, Oxford University Press, New Delhi.

Halady Rao Purba (2013), “**Business Analytics an Application Focus**”, PHI Learning Private Limited, New Delhi.

Jank Wolfgang (2011), “**Business Analytics for Managers**”, Springer Science + Business Media, ISBN 978-1-4614-0405-7.

Jared P. Lander (2013), “**R for Everyone: Advanced Analytics and Graphics**”, Pearson Education Inc., New Jersey, USA.

Jared P. Lander (2013), “**R for Everyone: Advanced Analytics and Graphics**”, Pearson Education Inc., New Jersey, USA.

Johannes Ledolter (2013), “**Data Mining and Business Analytics with R**”, John Wiley & Sons, Inc., New Jersey, USA.

Joseph F. Hair, William C. Black, Barry J. Babin and Rolph E. Anderson (2015), “**Multivariate Data Analysis**”, Pearson Education, New Delhi, India.

Prasad R N and Acharya Seema (2013), “**Fundamentals of Business Analytics**”, Wiley India Pvt. Ltd., New Delhi, India.

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.

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

US Crime

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:

Students would gain an overview of the Python ecosystem.

Students would be able to demonstrate application of machine learning models to various industryrelevant data science problems.

Students will be able to prepare data for analysis, perform simple statistical analysis, create meaningful data visualizations, and predict future trends from data.

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

Clinton W. Brownley (2016), “**Foundations for Analytics with Python**”, O’Reilly Media, USA.

James Payne (2015), “**Beginning Python: Using Python 2.6 and Python 3.1**”, Wiley India Pvt. Ltd., New Delhi, India.

Joseph F. Hair, William C. Black, Barry J. Babin and Rolph E. Anderson (2015), “Multivariate Data Analysis”, Pearson Education, New Delhi, India.

Kenneth Alfred Lambert (2012), “**Fundamentals of Python – First Programs**”, Cengage Learning, USA.

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, Continuous 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 Spotlighting, 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

Ben Jones (2014), Communicating Data with Tableau: Designing, Developing, and Delivering Data Visualizations, O'Reilly Media, USA

Daniel G. Murray (2013), Tableau Your Data: Fast and Easy Visual Analysis with Tableau Software, John Wiley & sons, Inc., USA

David Baldwin (2016), Mastering Tableau, Packt Publishing Ltd., UK

George Peck (2016), Tableau 9: The Official Guide, 2nd Edition, McGraw Hill Education, USA

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

Advanced Web Metrics with Google Analytics Book by Brian Clifton

Google Analytics Breakthrough -FerasAlhlou

Social Media Analytics - Techniques and Insights for Extracting Business Value Out of Social Media 1 Edition by Matthew Ganis, Avinash Kohirkar, Ed Brill

Social Media Measurement and Management: Entrepreneurial Digital Analytics Paperback – Import, 8 Jul 2019 by Jeremy Harris Lipschultz

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

Ashish Singh Bhatia, Yu-Wei, David Chiu (2017), “**Machine Learning with R Cookbook**”, Packt Publishing Ltd., Mumbai, India.

Cory Lesmeister (2017), “Mastering Machine Learning with R”, Packt Publishing Ltd., Mumbai, India.

James D. Miller, Rui Miguel Forte (2017), “**Mastering Predictive Analytics with R: Machine Learning Techniques for Advanced Models**”, Packt Publishing Ltd., Mumbai, India.

Jared P. Lander (2013), “**R for Everyone: Advanced Analytics and Graphics**”, Pearson Education Inc., New Jersey, USA.

K.G. Srinivasa, G.M. Siddesh, Chetan Shetty, B.J. Sowmya (2017), “**Statistical Programming in R**”, Oxford University Press, New Delhi, India.

Kuntal Ganguly (2017), “**R Data Analysis Cookbook**”, Packt Publishing Ltd., Mumbai, India.

Yu-Wei, David Chiu (2016), “**R for Data Science Cookbook**”, Packt Publishing Ltd., Mumbai, India.

Case Studies

H₂O Background

Biopsy – Tumor Data

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

Credits: 3

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 networks - 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

Dan Toomey (2017), “**Jupyter for Data Science**”, Packt Publishing Ltd., UK.

James Payne, “**Beginning Python – Using Python 2.6 and Python 3.1**”, Wiley India Pvt. Ltd., New Delhi, India.

Navin Kumar Manaswi (2018), “**Deep Learning with Applications using Python**”, Replika Press Pvt. Ltd., New Delhi, India.

Prateek Joshi (2016), “**Python Machine Learning Cookbook**”, Packt Publishing Ltd., UK.

Tom M. Mitchell (2019), “**Machine Learning**”, McGraw Hill Education (India) Private Ltd., New Delhi, India.

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:

Students would be capable of identifying and applying appropriate techniques and tools to solve problems in managing huge quantity of data.

Students will design and implement big data analytics solutions to various industry-relevant problems.

Students will firmly process real-time data streams and implement real-time big data analytics solutions.

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 Spark Core:

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

Ben Spivey, Joey Echeverria. "Hadoop Security Protecting Your Big Data Problem" O'Reilly Media, 2015

E. Capriolo, D. Wampler and J. Rutherglen, "Programming Hive", O'Reilly, 2012

Hben Spiivery, "Cassandra: The Definitive Guide", O'Reilly, 2010

Hric Sammer, "Hadoop Operations" O'Reilly, 2012

Lars George, "HBasc: The Definitive Guide", O'Reilly, 2011

Michael Minelli, Michelle Chambers, and Ambiga Dhiraj," Big Data, Big Analytics: Emerging Business Intelligence and Analytics Trends for Today's Wiley, 2013

P.J.Sadalage and M.Fowler, "NoSQL Distilled: A Brief Guide to the Emerging World of Polygloy Persistence", Addison- Wesley Professional, 2012

Tom White, "Hadoop: The Definitive Guide", Third Edition, O'Reilly, 2012.

Vignesh Prajapati, "Big Data Analytics with R and Hadoop", Packet Publishing 2013

Case Studies

American Express

Energy Future Holdings Corporation

British Airways

Centres 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

Alan Beaulieu (2009), “**Learning SQL**”, O'Reilly Media, Inc., USA.

Anthony Molinaro (2005), “**SQL Cookbook**”, O'Reilly Cookbooks, USA.

Clydebank Technology (2015), “**SQL: QuickStart Guide – The Simplified Beginner’s Guide To SQL**”, CreateSpace Independent Publishing Platform, USA

Gordon S. Linoff (2015), “**Data Analysis Using SQL and Excel**”, 2nd Edition, John Wiley & Sons, New Delhi, India.

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

Examination Rules for Trimester System

I. Performance Evaluation

Examination rules are formulated to systematically evaluate the student's progress in the programme based on AICTE and AIU guidelines. The evaluation consists of the following two components:

Continuous Evaluation; and

End-Term Examination

Continuous Evaluation carries 50% of the total marks allotted to a subject, and the other 50% being assigned to the Term-end examination. The 50% marks assigned to continuous evaluation is distributed equally between the continuous classroom assessment on one hand, and the mid-Term examination on the other. In each course, every credit carries 20 marks, of which 10 marks for continuous evaluation (five marks for class room assessment and five marks mid-term examination) and 10 marks for the End-Term Examination. The pattern is as follows:

Sl. No.	Evaluation	5 Credit Subject	4 Credit Subject	3 Credit Subject	2 Credit Subject
1.	Continuous Evaluation (50%)				
	a) Internal Evaluation (25%)	25 Marks	20 Marks	15 Marks	10 Marks
	b) Mid-Term Examination (25%)	25 Marks	20 Marks	15 Marks	10 Marks
2.	End-Term Examination (50%)	50 Marks	40 Marks	30 Marks	20 Marks
		100 Marks	80 Marks	60 Marks	40 Marks

II. Continuous Evaluation

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.

III. End-Term Examination

The end-Term examination carries 50% of the marks assigned to a subject. End-Term examination will be of 3 hours duration in case of 5 credit course, 2 1/2 hours for 4 credit course and 2 hours in case of 3 and 2 credit courses. The Controller of Examinations will conduct these examinations. Paper setting and evaluation will be done by the external examiners to an extent of 50% of the evaluation process. These examinations will be conducted as per a schedule which will be notified in advance. Appearance at the end-Term examination is mandatory, and no exemption can be granted except in the following cases

A student can absent himself for less than 50% of the examinations scheduled for that Term, subject to the condition that he/she has passed all the examinations of the preceding Terms. Alternatively, he/she is allowed to carry backlogs upto 50% of all the courses – past and present. In either case, the student concerned has to obtain the prior permission of the Director, through course coordinator before abstaining from same.

If exemption from attending for the examinations is outstanding on medical grounds, a certificate from the Medical Board, constituted by the Director, has to be produced before the commencement of the examinations. The Director will then take a final decision on the recommendation of the Medical Board.

If for any other reason, a student is unable to appear for the necessary number of Papers, he/she has to obtain the prior permission of the Director for doing so.

However, in no case is a total absence from the end-Term examination is permitted. Failure to comply with the above rules shall lead to admission being cancelled.

IV. Eligibility for appearance at the end-Term examinations

To be able to appear for the end-Term examinations, a student has to comply with the following:

Should have put in at least 75% of attendance in all the courses put together;

Should have put in at least 70% of attendance in each course;

Should not have any disciplinary proceedings pending against him/her;

Should have no pending dues.

V. Rules for promotion

1. To pass a course, a student has to:

Obtain a minimum of 50% in the end-Term examination in each subject.

score at least 50% of the combined marks of both continuous evaluation and end-term examinations in each subject; and Secure at least 60% of marks in aggregate.

The above rules of promotion do not apply to non-credit courses, where grades are awarded. However, he/she has to obtain c grade for pass.

There is no detention at the end of the First and second Term examinations. However, a student will be detained in the third Term if he/she fails to pass at least 50% of the courses/credits in the first, second and third Terms put together.

Project Work is part of the IV Trimester, will be assessed as per the following scheme:

(i) Project Proposal, Field Work and Analysis 50% marks (ii) Final Report and Viva 50% marks

Item (i) above will be assessed by the Project Supervisor, while item (ii) will be assessed by the three faculty committee consisting of an external examiner.

A student will have to secure at least 60% in the project reports to be eligible to pass the examination.

There shall be a Comprehensive Viva-Voce/Seminars in each Trimester. The Comprehensive Viva-Voce will be conducted by a Committee consisting of the Course Coordinator and two senior faculty members. The Comprehensive Viva-Voce is aimed to assess the student's understanding in various subjects he/she studied during that Term. There are no internal marks for the Comprehensive Viva-Voce. Credits for the CVV will be decided by the Course Coordinators in consultation with the dean and the director.

VI. Non Credit Courses (if any)

If any non credit course offered to PGDM, the normal examination procedure to be followed, the marks obtained by a candidate will be translated into Grade on the basis of a 4-point scale as follows:

- a) 75% and above 'A+' Grade
- b) 65% and above, but less than 75% 'A' Grade
- c) 60% and above, but less than 65% 'B+' Grade
- d) Less than 60% 'B' Grade B

A student, who obtains Grade, is eligible for inclusion of the same in final marks memo.

VII. Award of Division

To eligible to be awarded a First Division, a student of any PG Programme is required to pass all the courses in the sixth Term examination in ONE attempt, irrespective of the number of attempts he/she made to pass the courses of the earlier Terms.

To be eligible for the award of Distinction or scholarship, or Gold Medal or any other Prize (if any), a student must pass each of the Term examinations (mid & end) including comprehensive viva voce in a single attempt. Additionally, he/she must appear for these examinations along with the regular batches and not in the back-log examinations.

For the award of a Division the total marks scored by a candidate in all the Terms comprising the Diploma Courses are taken into reckoning. In case of non-credit courses (if any), for which Grades are awarded, a pass Grade is compulsory.

4. The award of Division is as follows:

- (a) First Division with Distinction 75% marks and above
- (b) First Division Less than 75% but not less than 65% of marks
- (c) Second Division Less than 65% but not less than 60%
- (d) Unsuccessful (Fail) Less than 60%

VIII. Duplicate Certificates

If a student loses his/her marksheets and want get them in duplicate, he/she should apply to the COE along with the requisite fees. (in case of Diploma certificate No trace certificate from the Police and an affidavit in a prescribed format need to be submitted).

Fee for duplicate individual memo for each Term/backlog exam Rs. 400.00

Fee for issuance consolidate marks memo /duplicate Rs.1000.00

Fee for issuance of Certificate (in case loss of P G Diploma Certificate)* Rs.1000.00

IX. General Guidelines

The schedule of end Term examinations, which will contain the details regarding dates, time, duration of each examination, will be notified in advance.

Students should be present in the examination hall at least 10 minutes before the scheduled start of examination. If a student is late by 5 minutes to the scheduled time he/she must obtain written permission from the Chief Superintendent of examination i.e., Dean or Dy Dean or in his/her absence the Controller of Examinations. In no case they will be permitted in the examination hall if he/she is late by 10 minutes to the scheduled time. They will not leave the examination hall before half-an-hour of the closure time.

Students are expected to carry themselves with pens, pencils, ruler, and non-scientific calculator (if permitted). Borrowing of any materials such as calculators, pens, pencils, rulers etc. is strictly prohibited in the examination hall. Students must not carry any written materials along with them to the examination hall or refer to any material pertaining to the examination, outside the examination hall during the scheduled time of examination.

The students are not expected to communicate in any form with anyone else in the examination hall. Passing and receiving or seeing papers of others or copying from others during the examination is strictly prohibited. A student who willfully assists will be considered as guilty as the student who receives it.

Students must observe strict decorum expected of any model examinee and should follow the instructions given from time to time by the invigilator. No student will take the answer book out of the examination hall. After the examination, the student is responsible for handing over the answer book to the invigilator

Violation of examination norms will be treated as a serious offence and may result in expulsion in extreme cases. The student will be asked to leave examination hall if the student behaviour is pre-judicial to smooth and fair conduct of examination.

In case of any complaint from the invigilator regarding a detected malpractice, the Malpractice Committee consisting of the Controller of Examinations, the Dean and the Course Coordinator concerned with the course in which the malpractice is detected. The recommendations of this committee will be submitted to the Director for his final decision.

If there is any grievance related to the examination they should bring it to the notice of the COE in writing on the same day. If a particular student has any grievance about the marks awarded he/she shall apply to the COE within one week of the announcement of the marks in writing. **Fee for recounting is Rs.300 per subject and for re-evaluation is Rs.1,000 per subject.** If there is a difference while recounting/re-evaluation, the marks will be changed accordingly.

Those students who have not put in the specified attendance will not be allowed to write examinations. However, such students will be given a chance to write their examinations as backlog on payment of prescribed examination fees. Such of those students not having the required percentage of attendance in I and II trimesters will be allowed to write those examinations after III trimester examinations as backlogs and those with less attendance in III trimester will be allowed to write them as backlogs which will be scheduled during summer vacation. Those who fall short of attendance in IV and V trimesters will take their examinations after the VI term examinations as backlogs. **Fee for backlog exams is Rs.500/per subject at present.**

Every student will have to complete all the course requirements within a period of 4 academic years from the date of his/her original admission. This period shall not be extended under any circumstances. If a

candidate fails to do so, he/she will have to take admission afresh, fulfilling all the requirements for admission prevalent at that point of time.

X. Malpractice and Corresponding Punishment

All the students are warned not to resort to any kind of Malpractice during the examinations and following are the details of actions if involved in malpractice.

No.	Malpractice	Punishment
1.	Attempt to appeal to the examiner / evaluator for a favor	Cancel the examination in that particular subject if done for the first time. Cancel all the examinations in that term if repeated at any point of time, during the course of the programme, including in backlog examinations.
2.	Misbehaviour in the examination hall reported by the examiner/ Insubordinate behaviour	Cancel all the examinations of that Term and debar for the next one/ two Terms, as decided by the board of examinations.
3.	Possession of material whether relating to the examination or not/writing on the desk, any part of the body, scale, handkerchief, calculator, hall ticket, chunni, etc	Cancel the examination in that particular subject and debar for the rest of the exams of that Term, if any. If repeated, student will be dismissed from the program
4.	Any form of helping others in copying or getting help from others in the examination hall in any form.	Cancel the examination in that particular subject of all candidates involved i.e., those seeking help and those providing it, if done for the first time. If repeated for the second time, cancel all the written examinations in that Term. If repeated for a third time, it will entail dismissal from the programme.
5.	Violent behaviour in the examination hall	Cancel all the examinations in that Term and debar for the remaining part of the academic year. The candidate must seek a re-admission in to that Term next year.
6.	Possession of Cell phones, smart-watches and any other electronic gadgets which can store data.	Cancel the examination in that particular subject and cell phone will be confiscated. If repeated, cancel all the examinations of that Term and debar for the next one/ two Terms as decided by the committee

All the above rules also apply to the backlog and mid-term examinations.

All those indicted/involved are not eligible for award of Scholarships and scholarships if awarded in the previous Terms will be recovered.

The Board of Examinations may identify and recognize as such any other type of malpractice noticed during the evaluation process and recommend suitable penalty for the same. The Board will have the discretion to decide on the appropriate penalty as deemed fit based on the written report from the concerned invigilator.

XI. APPEAL

In case of any punishment, a student may prefer an appeal to the Controller of Examinations.

The BOE may appoint a committee to enquire into individual cases. A committee so appointed will submit its report to the Director and Controller of Examinations. The decision of the Director is final and no appeal lies against it.

- Academic Calendar of the Institute



Institute of Public Enterprise

Shamirpet Campus, Ranga Reddy (Dist) – 500 101

Post Graduate Programmes – Almanac for the Academic year 2020- 2021

	Class of 2021			Class of 2020		
Activity	Term – I	Term – II	Term – III	Term – IV	Term – V	Term – VI
Orientation	August 3, 2020			July 1, 2020		
Commencement of Class Work	August 5, 2020	November 19, 2020	March 11, 2021	July 2, 2020	November 23, 2020	March 11, 2021
Mid Semester Examinations	September 21 – 25, 2020	January 18- 22, 2021	April 12 – 16, 2021	September 21 – 25, 2020	January 18- 22, 2021	April 12 – 16, 2021
Last Instruction Day	November 06, 2020	February 26, 2021	May 19, 2021	November 06, 2020	February 26, 2021	May 19, 2021
End Semester Exams	November 9 – 18, 2020	March 1 – 10, 2021	May 20 – 31, 2021	November 10 – 21, 2020	March 1 – 10, 2021	May 20 – 31, 2021
Summer Project Duration			June 1 – July 31, 2021			
Total Weeks per Term	14 weeks	14 weeks	12 weeks	19 weeks	13 weeks	12 weeks

Dean

• **Academic Time Table with the name of the Faculty members handling the Course**

PGPs I Trimester Time Table for Online Classes (Class of 2022)				
Monday	Course	Subject	Faculty Name	Time
	PGDM-A ,B & D	Statistics for Management	Dr Shaheen	9.30am to 10.30 am
	PGDM-C & HRM	Statistics for Management	Dr Sunil Kumar	9.30am to 10.30 am
	PGDM-BIF -A ,B & PGDM-IB	Statistics for Management	Dr K V Anantha Kumar	9.30am to 10.30 am
	PGDM-M	Statistics for Management	Dr Abhay Srivatsava	9.30am to 10.30 am
	PGDM- A	Personality Development and Business Communication	Ms Surabhi	10.45 am to 11.45 am
	PGDM-BIF A	Personality Development and Business Communication	Ms Madhu Pradan	10.45 am to 11.45 am
	PGDM-IB	Personality Development and Business Communication	Ms Ruchika Samiani	10.45 am to 11.45 am
	PGDM-A	Financial Accounting	Dr K V Ramesh	12. 00 N to 1.00 pm
	PGDM-B	Financial Accounting	Dr Narendranath Menon	12. 00 N to 1.00 pm
	PGDM-C	Financial Accounting	Mr M Chandra Sekhar	12. 00 N to 1.00 pm
	PGDM-D, IB & HRM	Financial Accounting	Dr R Venkateswara Rao	12. 00 N to 1.00 pm
	BIF- A & B	Financial Accounting	Dr Shweta Mehrotra	12. 00 N to 1.00 pm
	PGDM-M	Financial Accounting	Ms J Kiranmai	12. 00 N to 1.00 pm
	PGDM-A & B	Economics for Managers	Dr B Sai Sailaja	1.45 pm to 2.45 pm
	PGDM-C & D	Economics for Managers	Dr Sandeep Kumar	1.45 pm to 2.45 pm
	BIF- A & B	Economics for Managers	Dr Usha Nori	1.45 pm to 2.45 pm

	PGDM-IB	Economics for Managers	Dr G Rajesh	1.45 pm to 2.45 pm
	PGDM-M & HRM	Economics for Managers	Dr Ch Lakshmi Kumari	1.45 pm to 2.45 pm
	PGDM -A & D	Management and Organizational Behaviour	Dr Sinju Sankar	3. 00 pm to 4. 00 pm
	PGDM-B	Management and Organizational Behaviour	Dr Samarendra Mohanty	3. 00 pm to 4. 00 pm
	PGDM-C	Management and Organizational Behaviour	Dr A Sridhar Raj	3. 00 pm to 4. 00 pm
	PGDM-BIF -A & B	Management and Organizational Behaviour	Dr S Vivek	3. 00 pm to 4. 00 pm
	PGDM-IB & PGDM-M	Management and Organizational Behaviour	Dr Anuradha	3. 00 pm to 4. 00 pm
	PGDM-HRM	Management and Organizational Behaviour	Dr. Deepthi Chandra	3. 00 pm to 4. 00 pm
	PGDM-B	Personality Development and Business Communication	Ms Surabhi	4.15 pm to 5.15 pm
	BIF -B	Personality Development and Business Communication	Ms Madhu Pradan	4.15 pm to 5.15 pm
	PGDM-M	Personality Development and Business Communication	Ms Ruchika Samiani	4.15 pm to 5.15 pm
Tuesday	Course	Subject	Faculty Name	Time
	PGDM-A	Marketing Management-I	Dr V Srikanth	9.30am to 10.30 am

	PGDM-B	Marketing Management-I	Dr V Srikanth	9.30am to 10.30 am
	PGDM-C & D	Marketing Management-I	Dr M Meher Karuna	9.30am to 10.30 am
	PGDM-M	Marketing Management-I	Mr M J Rama Krishna	9.30am to 10.30 am
	BIF- A & B	Marketing Management	Dr Prashanth Raman	9.30am to 10.30 am
	IB & HRM	Marketing Management	Mr P.Mahesh	9.30am to 10.30 am
	PGDM -All Sec	Foreign Language - French	Mr Ch Vivek	10.45am to 11.45am
	PGDM-M	Digital and Social Media Marketing	Dr Muzamil Baba	10.45 am to 11.45 am
	BIF- A & B	Management of Bank operations	Mr A L Nageswara Rao	10.45 am to 11.45 am
	IB	International Business -I	Dr M Karthik	10.45 am to 11.45 am
	HRM	Human Resource Management	Dr S Vivek	10.45 am to 11.45 am
	PGDM-A ,B & D	Statistics for Management	Dr Shaheen	12. 00 N to 1.00 pm
	PGDM-C & HRM	Statistics for Management	Dr Sunil Kumar	12. 00 N to 1.00 pm
	PGDM-BIF -A ,B & PGDM-IB	Statistics for Management	Dr K V Anantha Kumar	12. 00 N to 1.00 pm
	PGDM-M	Statistics for Management	Dr Abhay Srivatsava	12. 00 N to 1.00 pm
	PGDM -A & D	Management and Organizational Behaviour	Dr Sinju Sankar	1.45 pm to 2.45 pm
	PGDM-B	Management and Organizational Behaviour	Dr Samarendra Mohanty	1.45 pm to 2.45 pm
	PGDM-C	Management and Organizational Behaviour	Dr A Sridhar Raj	1.45 pm to 2.45 pm

	PGDM-BIF -A & B	Management and Organizational Behaviour	Dr S Vivek	1.45 pm to 2.45 pm
	PGDM-IB & PGDM-M	Management and Organizational Behaviour	Dr Anuradha	1.45 pm to 2.45 pm
	PGDM-HRM	Management and Organizational Behaviour	Dr. Deepthi Chandra	1.45 pm to 2.45 pm
	PGDM-A & B	Economics for Managers	Dr B Sai Sailaja	3. 00 pm to 4. 00 pm
	PGDM-C & D	Economics for Managers	Dr Sandeep Kumar	3. 00 pm to 4. 00 pm
	BIF- A & B	Economics for Managers	Dr Usha Nori	3. 00 pm to 4. 00 pm
	IB	Economics for Managers	Dr G Rajesh	3. 00 pm to 4. 00 pm
	PGDM-M & HRM	Economics for Managers	Dr Ch Lakshmi Kumari	3. 00 pm to 4. 00 pm
	PGDM-C	Personality Development and Business Communication	Ms Surabhi	4.15 pm to 5.15 pm
	PGDM-D	Personality Development and Business Communication	Ms Madhu Pradan	4.15 pm to 5.15 pm
	PGDM-HRM	Personality Development and Business Communication	Ms Ruchika Samiani	4.15 pm to 5.15 pm
Wednesday	Course	Subject	Faculty Name	Time
	PGDM-A	Financial Accounting	Dr K V Ramesh	9.30am to 10.30 am
	PGDM-B	Financial Accounting	Dr Narendranath Menon	9.30am to 10.30 am
	PGDM-C	Financial Accounting	Mr M Chandra Sekhar	9.30am to 10.30 am
	PGDM-D, IB & HRM	Financial Accounting	Dr R Venkateswara Rao	9.30am to 10.30 am

	BIF- A & B	Financial Accounting	Dr Shweta Mehrotra	9.30am to 10.30 am
	PGDM-M	Financial Accounting	Ms J Kiranmai	9.30am to 10.30 am
	PGDM-B	Personality Development and Business Communication	Ms Surabhi	10.45 am to 11.45 am
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	PGDM-M	Marketing Management-I	Mr M J Rama Krishna	12. 00 N to 1.00 pm
	BIF- A & B	Marketing Management	Dr Prashanth Raman	12. 00 N to 1.00 pm
	IB & HRM	Marketing Management	Mr P.Mahesh	12. 00 N to 1.00 pm
	PGDM -All Sec	Foreign Language - French	Mr Ch Vivek	1.45 pm to 2.45 pm
	PGDM-M	Digital and Social Media Marketing	Dr Muzamil Baba	1.45 pm to 2.45 pm
	BIF- A & B	Management of Bank Operations	Mr A L Nageswara Rao	1.45 pm to 2.45 pm
	IB	International Business -I	Dr M Karthik	1.45 pm to 2.45 pm
	HRM	Human Resource Management	Dr S Vivek	1.45 pm to 2.45 pm
	PGDM- A	Personality Development and Business Communication	Ms Surabhi	3. 00 pm to 4. 00 pm

	PGDM-BIF -A	Personality Development and Business Communication	Ms Madhu Pradan	3. 00 pm to 4. 00 pm
	PGDM-IB	Personality Development and Business Communication	Ms Ruchika Samiani	3. 00 pm to 4. 00 pm
	PGDM All Section	Communication Lab	Dr Shangrila Mishra	4.15 pm to 5.15 pm
Thursday	Course	Subject	Faculty Name	Time
	PGDM-C	Personality Development and Business Communication	Ms Surabhi	9.30am to 10.30 am
	PGDM-D	Personality Development and Business Communication	Ms Madhu Pradan	9.30am to 10.30 am
	PGDM-HRM	Personality Development and Business Communication	Ms Ruchika Samiani	9.30am to 10.30 am
	PGDM-A ,B & D	Statistics for Management	Dr Shaheen	10.45 am to 11.45 am
	PGDM-C & HRM	Statistics for Management	Dr Sunil Kumar	10.45 am to 11.45 am
	PGDM-BIF -A ,B & IB	Statistics for Management	Dr K V Anantha Kumar	10.45 am to 11.45 am
	PGDM-M	Statistics for Management	Dr Abhay Srivatsava	10.45 am to 11.45 am
	PGDM-A & B	Economics for Managers	Dr B Sai Sailaja	12. 00 N to 1.00 pm
	PGDM-C & D	Economics for Managers	Dr Sandeep Kumar	12. 00 N to 1.00 pm
	BIF- A & B	Economics for Managers	Dr Usha Nori	12. 00 N to 1.00 pm
	IB	Economics for Managers	Dr G Rajesh	12. 00 N to 1.00 pm
	PGDM-M & HRM	Economics for Managers	Dr Ch Lakshmi Kumari	12. 00 N to 1.00 pm
	PGDM -A & D	Management and Organizational	Dr Sinju Sankar	1.45 pm to 2.45 pm

		Behaviour		
	PGDM-B	Management and Organizational Behaviour	Dr Samarendra Mohanty	1.45 pm to 2.45 pm
	PGDM-C	Management and Organizational Behaviour	Dr A Sridhar Raj	1.45 pm to 2.45 pm
	PGDM-BIF -A & B	Management and Organizational Behaviour	Dr S Vivek	1.45 pm to 2.45 pm
	PGDM-IB & PGDM-M	Management and Organizational Behaviour	Dr Anuradha	1.45 pm to 2.45 pm
	PGDM-B	Personality Development and Business Communication	Ms Surabhi	3. 00 pm to 4. 00 pm
	BIF -B	Personality Development and Business Communication	Ms Madhu Pradan	3. 00 pm to 4. 00 pm
	PGDM-M	Personality Development and Business Communication	Ms Ruchika Samiani	3. 00 pm to 4. 00 pm
	PGDM -BIF A & B	Communication Lab	Dr Shangrila Mishra	4.15 pm to 5.15 pm
Friday	Course	Subject	Faculty Name	Time
	PGDM-A	Financial Accounting	Dr K V Ramesh	9.30am to 10.30 am
	PGDM-B	Financial Accounting	Dr Narendranath Menon	9.30am to 10.30 am
	PGDM-C	Financial Accounting	Mr M Chandra Sekhar	9.30am to 10.30 am
	PGDM-D, IB & HRM	Financial Accounting	Dr R Venkateswara Rao	9.30am to 10.30 am
	BIF- A & B	Financial Accounting	Dr Shweta Mehrotra	9.30am to 10.30 am
	PGDM-M	Financial	Ms J Kiranmai	9.30am to 10.30 am

		Accounting		
	PGDM -All Sec	Foreign Language French	Mr Ch Vivek	10.45 am to 11.45 am
	PGDM-M	Digital and Social Media Marketing	Dr Muzamil Baba	10.45 am to 11.45 am
	BIF- A & B	Management of Bank Operations	Mr A L Nageswara Rao	10.45 am to 11.45 am
	IB	International Business -I	Dr M Karthik	10.45 am to 11.45 am
	HRM	Human Resource Management	Dr S Vivek	10.45 am to 11.45 am
	PGDM-A & B	Marketing Management-I	Dr V Srikanth	12. 00 N to 1.00 pm
	PGDM-C & D	Marketing Management-I	Dr M Meher Karuna	12. 00 N to 1.00 pm
	PGDM-M	Marketing Management-I	Mr M J Rama Krishna	12. 00 N to 1.00 pm
	BIF- A & B	Marketing Management	Dr Prashanth Raman	12. 00 N to 1.00 pm
	IB & HRM	Marketing Management	Mr P.Mahesh	12. 00 N to 1.00 pm
	PGDM- A	Personality Development and Business Communication	Ms Surabhi	1.45 pm to 2.45 pm
	PGDM-BIF -A	Personality Development and Business Communication	Ms Madhu Pradan	1.45 pm to 2.45 pm
	PGDM-IB	Personality Development and Business Communication	Ms Ruchika Samiani	1.45 pm to 2.45 pm
	PGDM-C	Personality Development and Business Communication	Ms Surabhi	3. 00 pm to 4. 00 pm
	PGDM-D	Personality Development and Business	Ms Madhu Pradan	3. 00 pm to 4. 00 pm

		Communication		
	PGDM-HRM	Personality Development and Business Communication	Ms Ruchika Samiani	3. 00 pm to 4. 00 pm
	IB/M/HRM	Communication Lab	Dr Shangrila Mishra	4.15 pm to 5.15 pm

NOTE:

PGDM: Post Graduate Diploma in Management

PGDM - BIF: Post Graduate Diploma in Management - Banking, Insurance and Financial Service

PGDM - M: Post Graduate Diploma in Management - Marketing

PGDM - IB: Post Graduate Diploma in Management - International Business

PGDM - HRM: Post Graduate Diploma in Management - Human Resource Management

PGPs IV Trimester Time Table for Online Classes (Class of 2021)

Monday	Course	Subject	Faculty Name	Time
	PGDM -A, B & D	Strategic Management	Dr. Kumar Aashish	9.30am to 10.30 am
	PGDM-C, IB	Strategic Management	Dr. Anand Akundy	9.30am to 10.30 am
	BIF A & B	Strategic Management	Dr. Narendranath Menon	9.30am to 10.30 am
	MM	Strategic Management	Dr. Meher Karuna	9.30am to 10.30 am
	HRM	Workforce Metrics	Dr. Sinju Sankar	9.30am to 10.30 am
	PGDM A & D	Business Laws	Dr. K V Ramesh	10.45am to 11.45 am
	PGDM B & C	Business Laws	Dr. G Rajesh	10.45am to 11.45 am
	BIF A & B	Legal Environment for BIF	CS T Anil Kumar	10.45am to 11.45 am
	MM	Retail Management	Mr P Mahesh	10.45am to 11.45 am
	IB	International Business Law	Dr. Bhavana Raj	10.45am to 11.45 am
	HRM	Competency Management	Mr DVS Raju	10.45am to 11.45 am
	Marketing Elective	Product and Brand Management	Dr Prasanth Raman	12.00 N to 1.00 pm
	Marketing Elective	Sales and Distribution Management	Mr P Mahesh	1.45 pm to 2.45 pm
	MM	Sales and Distribution Management	Mr M J Rama Krishna	1.45 pm to 2.45 pm
	Marketing Elective	Digital Marketing	Dr Muzamil Baba	3.00 pm to 4.00 pm
	Marketing Elective	Services Marketing	Dr Prarthana Kumar	4.15 pm to 5.15 pm
	MM	Services Marketing	Dr. Syed Azhar Ali	4.15 pm to 5.15 pm
	Marketing Elective	B2B Marketing	Mr M J Ramakrishna	5.30 pm to 6.30 pm
	Business Analytics Elective	Web and Social Media Analytics	Mr A S Kalyan Kumar	5.30 pm to 6.30 pm
	Operations Elective	Operations Strategy	Mr S N Mantha	5.30 pm to 6.30 pm
Tuesday	Course	Subject	Faculty Name	Time
	Finance Elective	Security Analysis and Portfolio Management	Dr. A Pawan Kumar/ 'Dr. Mousami Sanga Mahapatra	9.30am to 10.30 am
	Finance Elective	Financial Modelling	Mr Chandra Sekhar	10.45 pm to 11.45 pm

	Finance Elective	Financial and Credit Analysis	Dr. Harishankar Vidyarthi	12. 00 N to 1.00 pm
	Finance Elective	Corporate Mergers, Acquisitions and Valuation	Ms J Kiranmai	1.45 pm to 2.45 pm
	Business Analytics Elective paper	Python for Data Science and Machine Learning (ver 3.7.3)	Dr. Shaheen	3. 00 pm to 4. 00 pm
	Finance Elective	Tax Planning and Management	CST Anil Kumar	4.15 pm to 5.15 pm
	HR Elective	Contemporary HRM	Dr. A Sridhar Raj	5.30 pm to 6.30 pm
Wednesday	Course	Subject	Faculty Name	Time
	HR Elective	Talent Management	Dr S Vivek	9.30am to 10.30 am
	HR Elective	Contemporary HRM	Dr. A Sridhar Raj	10.45 am to 11.45 am
	All HR Elective Students	Industrial Relations	Dr. Deepthi Chandra	12. 00 N to 1.00 pm
	HRM	Industrial Relations	Dr. Anuradha	12. 00 N to 1.00 pm
	Operations Elective	Management of Service Operations	Dr. Abhay Srivastava	1.45 pm to 2.45 pm
	Operations Elective	Supply Chain Management	Mr. S Satish Kumar	3.00 pm to 4.00 pm
	Business Analytics Elective paper	Data Visualization using Tableau Desktop	Mr A Rakesh	4.15 pm to 5.15 pm
	Marketing Elective	Customer Relationship Management	Dr. Syed Azhar Ali	5.30 pm to 6.30 pm
Thursday	Course	Subject	Faculty Name	Time
	PGDM -A, B & D	Strategic Management	Dr. Kumar Aashish	9.30am to 10.30 am
	PGDM-C, IB	Strategic Management	Dr. Anand Akundy	9.30am to 10.30 am
	BIF A & B	Strategic Management	Dr. Narendranath Menon	9.30am to 10.30 am
	MM	Strategic Management	Dr. Meher Karuna	9.30am to 10.30 am
	HRM	Workforce Metrics	Dr. Sinju Sankar	9.30am to 10.30 am
	PGDM A & D	Business Laws	Dr. K V Ramesh	10.45am to 11.45 am
	PGDM B & C	Business Laws	Dr. G Rajesh	10.45am to 11.45 am
	BIF A & B	Legal Environment for BIF	CS T Anil Kumar	10.45am to 11.45 am
	MM	Retail Management	Mr P Mahesh	10.45am to 11.45 am
	IB	International Business Law	Dr. Bhavana Raj	10.45am to 11.45 am
	HRM	Competency Management	Mr DVS Raju	10.45am to 11.45 am

	Business Analytics Elective paper	R Studio for Data Science and Machine Learning (ver.1.2.1335)	Dr Samarendra Mohanthly	12.00 N to 1.00 pm
	Marketing Elective	Services Marketing	Dr Prarthana Kumar	1.45 pm to 2.45 pm
	MM	Services Marketing	Dr. Syed Azhar Ali	1.45 pm to 2.45 pm
	Marketing Elective	Product and Brand Management	Dr Prasanth Raman	3.00 pm to 4.00 pm
	Marketing Elective	Sales and Distribution Management	Mr P Mahesh	4.15 pm to 5.15 pm
	MM	Sales and Distribution Management	Mr M J Rama Krishna	4.15 pm to 5.15 pm
	Marketing Elective	Digital Marketing	Dr Muzamil Baba	5.30 pm to 6.30 pm
Friday	Course	Subject	Faculty Name	Time
	Finance Elective	Security Analysis and Portfolio Management	Dr. A Pawan Kumar/ Mousami Sanga Mahapatra	9.30am to 10.30 am
	Finance Elective	Financial Modelling	Mr Chandra Sekhar	10.45 pm to 11.45 pm
	Finance Elective	Financial and Credit Analysis	Dr. Harishankar Vidyarthi	12. 00 N to 1.00 pm
	Finance Elective	Corporate Mergers, Acquisitions and Valuation	Ms J Kiranmai	1.45 pm to 2.45 pm
	Finance Elective	Tax Planning and Management	CST Anil Kumar	3.00 pm to 4.00 pm
	Operations Elective	Supply Chain Management	Mr. S Satish Kumar	4.15 pm to 5.15 pm
	Marketing Elective	Customer Relationship Management	Dr. Syed Azhar Ali	5.30 pm to 6.30 pm
Saturday	Course	Subject	Faculty Name	Time
	HR Elective	Talent Management	Dr S Vivek	9.30am to 10.30 am
	HR Elective	Contemporary HRM	Mr D V S Raju	10.45 pm to 11.45 pm
	Operations Elective	Management of Service Operations	Dr. Abhay Srivastava	12. 00 N to 1.00 pm
	Business Analytics Elective paper	Python for Data Science and Machine Learning (ver 3.7.3)	Dr. Shaheen	1.45 pm to 2.45 pm
	Business Analytics Elective paper	Data Visualization using Tableau Desktop	Mr A Rakesh	3.00 pm to 4.00 pm
	Business Analytics Elective paper	R Studio for Data Science and Machine Learning (ver.1.2.1335)	Dr. Samarendra Mohanthly	4.15 pm to 5.15 pm

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	Marketing Elective	B2B Marketing	Mr M J Ramakrishna	5.30 pm to 6.30 pm
	Business Analytics Elective	Web and Social Media Analytics	Mr A S Kalyan Kumar	5.30 pm to 6.30 pm
	Operations Elective	Operations Strategy	Mr S N Mantha	5.30 pm to 6.30 pm
Sunday	Course	Subject	Faculty Name	Time
	All HR Elective Students	Industrial Relations	Dr. Deepthi Chandra	9.30 am to 10.30 am
	HRM	Industrial Relations	Dr. Anuradha	9.30 am to 10.30 am
	HRM (HR Elective Students)	Strategic HRM	Mr. D V S Raju	10.45am to 11.45 am

- Teaching Load of each Faculty

S.No.	Name of the Faculty	Credits	No. of Sections	Total Credits
1	Mr. P Mahesh	3	3	9
2	Mr. M J Rama Krishna	3	3	9
4	Dr. Shaheen	3	5	15
5	Dr. Mohanthy	3	3	9
6	Dr. M Karthik	3	1	3
7	Dr. K V Anantha Kumar	3	3	9
8	Dr. K Narendranath Menon	3	3	9
9	Dr. C V Sunil Kumar	3	2	6
10	Dr. A Sridhar Raj	3	3	9
11	Dr Prarthana Kumar	3	1	3
12	Dr M Meher Karuna	3	3	9
13	Dr Deepti Chandra	3	2	6
14	Dr S Vivek	3	3	9
15	Mr. A Rakesh Phanindra	3	1	3
16	Dr.Shwetha Malothra	3	2	6
17	Prof Mantha	3	1	3
18	Mr. M Chandra Sekhar	3	3	9
20	Mr Satish Kumar S	3	2	6
21	Dr. V Srikanth	3	2	6
22	Dr. Sandeep	3	2	6
23	Dr. M L N Rao	0	0	0
24	Dr. G Rajesh	3	3	9
25	Dr. B Sai Sailaja	3	2	6
26	Dr. Anand Akundy	3	2	6
27	Dr. A Pawan Kumar	3	1	3
28	Dr Usha Nori	3	2	6

Mandatory Disclosure 2020-21

29	Dr Ch Lakshmi Kumari	3	2	6
30	Dr . K V Ramesh	3	3	9
31	Mr. A S Kalyana Kumar	3	1	3
32	Dr. N G Satish	0	0	0
33	Dr. Harishankar Vidyarthi	3	2	6
34	Ms. J Kiranmai	3	2	6
35	Mr Kumar Ashish	3	3	9
36	Dr. K Trivikram Rao	0	0	0
37	Dr. Anupama Mohanty	0	0	0
38	Dr P S Janaki Krishna	0	0	0
39	Dr P Geetha	0	0	0
41	Dr. Sinju Sankar	3	3	9
43	Dr. Muzamil Baba	3	3	9
44	Dr. Prashanth Raman	3	4	12
45	Dr. Shangrila Mishra	0	0	0
46	Dr. Abhay Srivastava	3	2	6
47	Dr. Anuradha	3	3	9
48	Dr. Syed Azar Ali	3	2	6
49	Dr. Bhavana	3	1	3
50	Dr. R Venkateswara Rao	3	3	9
51	Dr. Mousami Sanga Mahapatra	3	1	3
52	Dr. Rajkuma Pillai	0	0	0
Guest Faculty				
2	CS T Anil Kumar	3	3	9
3	Mr. AL Nageswara Rao	3	2	6
4	Mr. Ch Vivek	3	4	12
5	Ms. Kavitha	3	3	9
6	Ms. Surabhi	3	3	9

7	Ms. Madhu Pradhan	3	3	9
8	Mr. D V S Raju	3	3	9
9	Dr. Maschender Goud	0	0	0
10	Dr. S K Mathur	0	0	0

• 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 Shift	Second	IB	HRM	Exec-PGDM	MBA - Part Time
2020	242	60	120		0	60	59	9	0
2019	245	61	61		60	61	60	7	0
2018	243	61	60		61	62	58	2	6

17. List of Research Projects/ Consultancy Works

- Number of Projects carried out, funding agency, Grant received

2019-20				
Sl. No.	Project Name	Faculty	Funding Agency	
1	Prevalence of Girl Child Labour in the Indian Textile and Garment Industry	Dr. M.S. Karthik	National Human Rights Commission	583320
2	A Study on Socially Responsible Supply Chains for Protection of Human Rights	Dr. Anand Akundy	National Human Rights Commission	532000
3	A Study on Lean Agricultural Supply Chain for High Valued Products	Dr. M.L.N. Rao Dr. C.V. Sunil Kumar	Indian Council for Social Science and Research	360000
4	Evaluation of UJALA Program – A Focus on Residential Electricity Consumers of Select Regions of Hyderabad and Ranga Reddy Districts	Dr. Rajesh Gangakhedkar	Indian Council for Social Science and Research	140000

Mandatory Disclosure 2020-21

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	Thirty Five Lakhs	Fifty Four Lakhs Forty Six	Fifty Five Lakhs Fifty
	Eight Thousand	Forty Nine Thousand	Thousand Five Hundred	Nine Thousand Nine
	Seven Hundred and	Two Hundred and	and Elven	Hundred and Eighty Seven
	Forty Three only.	Seventy Nine only		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	Ninety Seven Lakhs	Sixty Eight Lakhs Eighty Seven	Fifty Five Lakhs Ninety
	One Hundred and Fifty	Fifty Nine Thousand	Thousand Nine Hundred and	Two Thousand One
	Five only	One Hundred and	Ninty Two only.	Hundred and Twenty
		Twenty two only		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/>

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, Statuitary 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

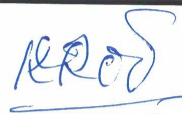


Schedule-E

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

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.		
C	C1 OSMANIA UNIVERSITY CAMPUS 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	2056853	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	175696	20.00%	3307	179003	13226	16533
		C3.7 OU: Canteen Equipment	625144	0	0	625144	435773	20.00%	37874	473647	151497	189371
		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	
	GRAND TOTAL (C)	49322706	143940	0	49466646	36280641		1121379	37402020	12064626	13042065	

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	Additions Amount	Deletions Amount	Total Amount	Upto 31.03.2018	Rates of Depreciation %	For the Year 2018-19	Total Depreciation	Closing Amount	Opening Amount
		Rs.	Rs.	Rs.	Rs.	Rs.		Rs.	Rs.	Rs.	Rs.
B	B1	Shameerpet Campus : Buildings									
	B1.1	363529216	13866507	0	377395723	28406148	2.50%	8724739	37130888	340264835	335123068
	B1.2	147343060	359900	0	147702960	12423594	2.50%	3381984	15805579	131897381	134919466
	B1.3	149190405	359900	0	149550305	12583655	2.50%	3424166	16007821	133542484	136606750
	B1.4	43948201	0	0	43948201	3723572	2.50%	1005616	4729187	39219014	40224629
	B1.5	13107963	0	0	13107963	1110591	2.50%	299934	1410525	11697438	11997372
	B1.6	4971612	0	0	4971612	421227	2.50%	113760	534986	4436626	4550385
	B1.7	5349542	0	0	5349542	436343	2.50%	122830	559173	4790369	4913199
	B1.8	59042168	2911958	0	61954126	5002428	2.50%	1423792	6426221	55527905	54039740
	B1.9	19714232	0	0	19714232	1670316	2.50%	451098	2121413	17592819	18043916
	B1.10	349921	0	0	349921	29648	2.50%	8007	37655	312266	320273
	B1.11	2031180	741276	0	2772456	70998	2.50%	67536	138535	2633921	1960182
		808577500	18239541	0	826817041	65878521		19023463	84901984	741915057	742698979
B	B2	Shameerpet Campus : Plant & Equipment									
	B2.1	53740614	0	0	53740614	22110923	15.00%	4744454	26855377	26885237	31629691
	B2.2	36892171	1782078	0	38674249	13932807	15.00%	3711216	17644024	21030225	22959364
	B2.3	18923058	0	0	18923058	8173519	15.00%	1612431	9785949	9137109	10749539
	B2.4	9742048	0	0	9742048	4207926	15.00%	830118	5038044	4704004	5534122
	B2.5	6048496	0	0	6048496	2612554	15.00%	515391	3127945	2920551	3435942
	B2.6	6788639	0	0	6788639	2932247	15.00%	578459	3510706	3277933	3856392
	B2.7	3278860	354605	0	3633465	1412542	15.00%	333138	1745681	1887784	1866318
	B2.8	3660984	476733	0	4037697	1519035	15.00%	377799	1896834	2140863	2041930
	B2.9	2165140	0	0	2165140	935199	15.00%	184491	1119690	1045450	1229942
	B2.10	1775809	0	0	1775809	740818	15.00%	155249	896066	879743	1034991
			142915799	2613416	0	145529215	58577568		13042747	71620315	73908900
B	B3	Shameerpet Campus: Office Equipment									
	1 B3.1	5254406	447698	0	5702104	2196691	15.00%	525812	2722503	2979601	3057715
	2 B3.2	6546863	1329740	0	7876603	1907707	15.00%	895334	2803041	5073562	4639156
	3 B3.3	3690598	125000	0	3815598	1219927	15.00%	389351	1609277	2206321	2470671
	4 B3.4	3331034	1143622	0	4474656	1389785	15.00%	462731	1852516	2622140	1941249
	5 B3.5	1392738	0	0	1392738	601571	15.00%	118675	720246	672492	791167
		20215639	3046060	0	23261699	7315680		2391903	9707583	13554116	12899959
B	B4	Furniture & Fixtures									
		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										
A1	Land at Shameerpet Campus	137190400	0	0	137190400	0	0.00%	0	0	137190400	137190400
A2	Audio Visual Aids - Adani Enterprises Ltd	0	4042010	0	4042010	0	0.00%	0	0	4042010	0
B	SHAMEERPET CAMPUS	137190400	4042010	0	141232410	0		0	0	141232410	137190400
B1	SC: Buildings	808577500	18239541	0	826817041	65878521	2.50%		19023463	84901984	742698979
B2	SC: Plant, Equipment & Machinery	142915799	2613416	0	145529215	58577568	15.00%		13042747	71620315	73908900
B3	SC: Office Equipment	20215639	3046060	0	23261699	7315680	15.00%		2391903	9707583	13554116
B4	SC: Furniture & Fixtures	69474569	10441708	0	79916277	24541147	15.00%		8306269	32847417	47068860
C	OSMANIA UNIVERSITY CAMPUS	1041183507	34340725	0	1075524232	156312916			42764382	199077299	876446933
C1	OU: Buildings	28247077	0	0	28247077	17222920	6.25%		689010	17911930	10335147
C2	OU: Equipment & Machinery	5163102	0	0	5163102	4774597	20.00%		77701	4852298	310804
C3	OU: Office Equipment	9360722	143940	0	9504662	8347491	20.00%		231434	8578925	925737
C4	OU: Furniture & Fixtures	6551805	0	0	6551805	5935633	20.00%		123234	6058867	492938
D	COMPUTERS & ACCESSORIES (Combined)	49322706	143940	0	49466646	36280641			1121379	37402020	12064626
E	VEHICLES (Combined)	25219681	3357599	1432	28575848	23986860	50.00%		2294494	26281354	2294494
		25219681	3357599	1432	28575848	23986860			2294494	26281354	2294494
F	Work-in-progress (Elevators)	4032104	0	125000	3907104	2679815	20.00%		245458	2925273	981831
		4032104	0	125000	3907104	2679815			245458	2925273	981831
	GRAND TOTAL (A+B+C+D+E)	1256948398	49054274	126432	1305876240	219260232			46425713	265665946	1040190294
										7170000	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/Expenditure 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:</u> Payments made during the year	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 RAQ)

President

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.

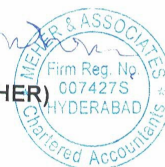
For MEHER & ASSOCIATES
Chartered Accountants
Firm Reg No : 007427S

Place : Hyderabad

Date : 18th July 2019

UDIN : 19026603AAAAV4414


(P RAJENDRA MEHER)
PARTNER
M No : 026603



Office : H.No 3-5-943-944/A, Flat No. 411 & 412, 4th Floor, Kubera Towers, Narayanguda, Hyderabad - 500 029
Phone: 040-23260848, Cell : 98490 46848. E-mail: meherprajendra@gmail.com, meherandassociates@gmail.com

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.

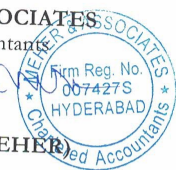
For MEHER & ASSOCIATES
Chartered Accountants

P. Rajendra

(P RAJENDRA MEHER)

Partner

Date : 11/07/2019
Place : Hyderabad



(M PHANI)
Finance Officer

(R K MISHRA)
Director

(K MADHAVA RAO)
President



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.

Place : Hyderabad

Date : 27th July 2018

For MEHER & ASSOCIATES
Chartered Accountants
Firm Reg No : 007427S

P. Rajendra

(P RAJENDRA MEHER)
PARTNER
M No : 026603



**INSTITUTE OF PUBLIC ENTERPRISE
Hyderabad**



BALANCE SHEET AS AT MARCH 31, 2018

11

(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	100,88,88,219
- Gross Block (at Cost)		125,69,48,388	118,11,85,464
Less: Depreciation to date		<u>21,92,60,232</u>	<u>17,23,17,245</u>
Current Assets	E	13,12,81,554	5,34,18,756
Less: Current Liabilities	F	<u>13,44,77,282</u>	<u>-31,85,728</u>
			7,33,03,634
Excess of Expenditure Over Income		0	2,00,01,899
Less: during the year		0	<u>13,34,03,085</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)
(M PHANI)
Finance Officer



aNL-
(R K MISHRA)
Director

KROD
(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 Rs.	As at 31.03.2017 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
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 PHAND)
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	3,62,00,000		0	
	3,62,00,000		0	
Less: Excess of exp. over income - Opp. Bal.	3,34,02,884			
During the year	2,16,198			
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	0		0	
TOTAL		41,12,24,862		40,86,44,044

(M PHANI)
Finance Officer

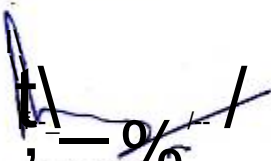
(R K MISHRA)
Director

(K MADHAVA RAO)
President

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	<u>10,00,000</u>		<u>0</u>	
	53,14,193		43,64,193	
<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
<i>(a) Govt of Andhra Pradesh</i>				
-- Opening Balance	68,96,000		68,96,000	
-- Contribution for the Year	<u>0</u>		<u>0</u>	
	68,96,000		68,96,000	
<i>(b) IPE's contribution</i>				
-- Opening Balance	1,75,25,000		1,75,25,000	
-- Contribution for the year	<u>0</u>		<u>0</u>	
	1,75,25,000		1,75,25,000	
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>	
	41,01,091		41,01,091	
7 Scholarship Fund		1,12,21,800		67,21,800
-- Opening Balance	67,21,800		67,21,800	
-- Contribution for the year	<u>45,00,000</u>		<u>0</u>	
	1,12,21,800		67,21,800	
<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 (ONGC)		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
	Less: Expenditure for the Chair	5,85,000		6,50,000
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	19,50,000		13,50,000
		3,19,50,000		2,13,50,000
	Less: Expenditure for the Chair	19,50,000		13,50,000
TOTAL			9,31,20,515	44,74,136


 (M PHANI)
 Finance Officer


 (K MISRA)
 Director


 (K MADHAVARAO)
 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	Additions Amount	Deletions Amount	Total Amount	Upto 31.03.2017	Rates of Depreciation %	For the Year 2017-18	Total Depreciation	Closing Amount	Opening Amount
		Rs.	Rs.	Rs.	Rs.	Rs.		Rs.	Rs.	Rs.	Rs.
A	LAND & PREMISES Land at Shameerpur Campus	137190400	0	0	137190400	0	0.00%	0	0	137190400	137190400
		137190400	0	0	137190400	0		0	0	137190400	137190400
B	SHAMEERPUR CAMPUS SC: Buildings SC: Plant, Equipment & Machinery SC: Office Equipment SC: Furniture & Fixtures	765569550	43007950	0	808577500	46834957	2.50%	19043564	65878521	742698979	718734593
		132218627	10697172	0	142915799	43694351	15.00%	14883217	58577568	84338231	88524276
		16608402	3607237	0	20215639	5039217	15.00%	2276463	7315680	12899859	11569185
		54954571	14519998	0	69474569	16611720	15.00%	7929427	24541147	44933422	38342851
		969351150	71832357	0	1041183507	112180245		44132671	156312916	884870591	857170905
C	OSMANIA UNIVERSITY CAMPUS OU: Buildings OU: Equipment & Machinery OU: Office Equipment OU: Furniture & Fixtures	28247077	0	0	28247077	16487976	6.25%	734944	17222920	11024157	11759101
		5163102	0	0	5163102	4677471	20.00%	97126	4774597	388505	485631
		9069117	291605	0	9360722	8094183	20.00%	253308	8347491	1013231	974934
		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
		1181185464	75812032	49098	1256948398	172317247		46942985	219280232	1037688166	100868217
	GRAND TOTAL (A+B+C+D+E)										

(M PHANI)
Finance Officer

(R K MISHRA)
Director

(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

DETAILED ASSET-WISE AND CAMPUS-WISE											
Sl No	Particulars	Gross Block			Depreciation			Net Block			
		Opening Amount	Additions Amount	Deletions Amount	Total Amount	Upto 31.03.2017	Rates of Depreciation %	For the Year 2017-18	Total Depreciation	Closing Amount	Opening Amount
		Rs.	Rs.	Rs.	Rs.	Rs.		Rs.	Rs.	Rs.	Rs.
B	Shameerpet Campus : Buildings										
	B1.1 SC: Buildings (Academic Block)	323635808	39892408	0	363529216	19813249	2.50%	8592899	28406148	335123068	303823559
	B1.2 SC: Buildings (Boys Hostel)	146527660	815400	0	147343060	8964121	2.50%	3459473	12423594	134919466	137563539
	B1.3 SC: Buildings (Girls Hostel)	148375005	815400	0	149190405	9080918	2.50%	3502737	12583655	136606750	139294087
	B1.4 SC: Buildings (Food Court)	43948201	0	0	43948201	2692171	2.50%	1031401	3723572	40224629	41256030
	B1.5 SC: Buildings (Security & Service Block)	13107963	0	0	13107963	802966	2.50%	307625	1110591	11997372	12304997
	B1.6 SC: Buildings (STP)	4971612	0	0	4971612	304550	2.50%	116677	421227	4550385	4667062
	B1.7 SC: Buildings (UGR)	5066519	283023	0	5349542	310364	2.50%	125979	436343	4913199	4756155
	B1.8 SC: Buildings (Roads)	59042168	0	0	59042168	3616794	2.50%	1385634	5002428	54039740	55425374
	B1.9 SC: Buildings (Compound Wall)	19714232	0	0	19714232	1207651	2.50%	462885	1670316	18043916	18506581
	B1.10 SC: Buildings (MCC Room)	349921	0	0	349921	21436	2.50%	8212	29648	320273	328485
B1.11 SC: Buildings (Play Grounds)	829461	1201719	0	2031180	20737	2.50%	50261	70998	1960182	808724	
		765599550	43007950	0	808577500	46834957		19043564	65878521	742698979	718734593
B	Shameerpet Campus : Plant & Equipment										
	B2.1 SC: Air-Conditioners (Chilling Units)	49833691	3906923	0	53740614	16529213	15.00%	5581710	22110923	31629691	33304478
	B2.2 SC: Electrical Equipment & Fittings	30182717	6709454	0	36892171	9881155	15.00%	4051652	13932807	22959364	20301562
	B2.3 SC: Lifts & Elevators	18923058	0	0	18923058	6276541	15.00%	1896978	8173519	10749539	12646517
	B2.4 SC: Sewerage Treatment Plant	9742048	0	0	9742048	3231316	15.00%	976610	4207926	5534122	6510732
	B2.5 SC: Diesel Generators	6048496	0	0	6048496	2006211	15.00%	606343	2612554	3435942	4042285
	B2.6 SC: Fire Hydrant & Alarm Systems	6788639	0	0	6788639	2251707	15.00%	680540	2932247	3856392	4536932
	B2.7 SC: Borewell & Water Treatment Plant	3265700	13160	0	3278860	1083192	15.00%	329350	1412542	1866318	2182508
	B2.8 SC: Food Court Equipment	3493329	67635	0	3560964	1158694	15.00%	360341	1519035	2041930	2334635
	B2.9 SC: Solar Power Plant	2165140	0	0	2165140	718150	15.00%	217049	935199	1229942	1446990
	B2.10 SC: Electrical Transformers	1775809	0	0	1775809	558172	15.00%	182646	740818	1034991	1217637
		132218627	10697172	0	142915799	43694351		14883217	58577568	84338231	88524276
B	Shameerpet Campus: Office Equipment										
	1 B3.1 Telephones & Lan Facility	5052572	201834	0	5254406	1657094	15.00%	539597	2196691	3057715	3395478
	2 B3.2 Audio Visual Aids	3290920	3255943	0	6546863	1089032	15.00%	818675	1907707	4639156	2201888
	3 B3.3 Other Equipment (Aquariums, Refrigerators, Ovens, Surgical etc)	3541138	149460	0	3690598	783926	15.00%	436001	1219927	2470671	2757212
	4 B3.4 GYM & Health Centre Equipment	3331034	0	0	3331034	1047212	15.00%	342573	1389785	1941249	2283822
5 B3.5 Laundry Equipment	1392738	0	0	1392738	461953	15.00%	139618	601571	791167	930785	
		16608402	3607237	0	20215639	5039217		2276463	7315680	12699959	11569185
B	Furniture & Fixtures										
		54954571	14519998	0	69474569	16611720	15.00%	7929427	24541147	44933422	38342851
		54954571	14519998	0	69474569	16611720		7929427	24541147	44933422	38342851

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.
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: Carleen 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)	386583	0	0	386583	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



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, Statuitatry 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
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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, Statuitatry 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			
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			
			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 CAs (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	GOPEPAL - COP (World Bank) Project (2nd Ph)			1,79,58,000	1,53,63,782
RP1	Consumer Facilities in Rythu 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. Hanu
(M P HANU)
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, GoI)	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 Corporation (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, Meltuguda 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, Meltuguda 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 Gratuity & 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

Sl 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	1950408	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	3258825	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 & ChFs	3164160	0	0	3164160	2737816	20.00%	85309	2622925	341235	666475
C3.2	OU: Audio Visuals Aids	1436519	0	0	1436519	1075036	20.00%	72297	1147333	289185	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	192679	20.00%	8369	201078	33696	66617
C3.6	OU: Library Equipment	192229	0	0	192229	166397	20.00%	5166	171563	20665	40362
C3.7	OU: Canteen Equipment	438264	0	0	438264	375972	20.00%	12468	388430	48834	97331
C3.8	OU: Other Office Equipment	2742670	0	0	2742670	2511903	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	68866	50086
		6496527	55278	0	6551805	5589036		192554	5781590	770215	1417956
	GRAND TOTAL (C)	48975823	55278	0	49031101	33699566		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

Sl No	Particulars	Gross Block			Depreciation			Net Block			
		Opening Amount	Additions	Deletions	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	13813249	303823559	311890788
B1.1	SC: Buildings (Academic Block)	146201052	326808	0	146527660	5436851	2.50%	3527270	8964121	137563539	140764201
B1.2	SC: Buildings (Boys Hostel)	148148559	226446	0	148375005	5509275	2.50%	3571643	9080918	139294087	142639284
B1.3	SC: Buildings (Girls Hostel)	43948201	0	0	43948201	1634324	2.50%	1057847	2692171	41256030	42313877
B1.4	SC: Buildings (Food Court)	13107963	0	0	13107963	487453	2.50%	315513	802966	12304997	12620510
B1.5	SC: Buildings (Security & Service Block)	4971612	0	0	4971612	184882	2.50%	119688	304550	4667062	4786730
B1.6	SC: Buildings (STP)	5066519	0	0	5066519	189411	2.50%	121953	310364	4756155	4878108
B1.7	SC: Buildings (UGR)	59042168	0	0	59042168	2195631	2.50%	1421163	3616794	55425374	58846537
B1.8	SC: Buildings (Roads)	19714232	0	0	19714232	733123	2.50%	474528	1207651	18506581	18981108
B1.9	SC: Buildings (Compound Wall)	349921	0	0	349921	13013	2.50%	8423	21436	328485	336908
B1.10	SC: Buildings (MCC Room)	0	829461	0	829461	0	2.50%	20737	20737	808724	0
B1.11	SC: Buildings (Play Grounds)	764463916	1382515	276881	765695950	28403864		18429092	46834956	718734594	736058052
B	Shameerpet Campus : Plant & Equipment										
B2	SC: Air-Conditioners (Chilling Units)	49833691	0	0	49833691	10651952	15.00%	6877261	16529213	33304478	39181739
B2.1	SC: Air-Conditioners (Chilling Units)	29466790	715927	0	30182717	6298526	15.00%	3582629	9881155	20301562	23168264
B2.2	SC: Electrical Equipment & Fittings	18923058	0	0	18923058	4044803	15.00%	2231738	6276541	12846517	14876255
B2.3	SC: Lifts & Elevators	9742048	0	0	9742048	2082363	15.00%	1148953	3231316	6510732	7659885
B2.4	SC: Sewerage Treatment Plant	6049496	0	0	6049496	1292866	15.00%	713345	2006211	4042286	4755630
B2.5	SC: Diesel Generators	6788639	0	0	6788639	1451072	15.00%	800635	2251707	4536932	5337567
B2.6	SC: Fire Hydrant & Alarm Systems	3265700	0	0	3265700	698044	15.00%	385148	1083192	2182508	2567856
B2.7	SC: Borewell & Water Treatment Plant	3493329	0	0	3493329	746699	15.00%	411985	1158694	2334636	2748630
B2.8	SC: Food Court Equipment	2165140	0	0	2165140	462799	15.00%	255351	718150	1446890	1702341
B2.9	SC: Solar Power Plant	1606059	169750	0	1775809	343295	15.00%	214877	558172	1217637	1262784
B2.10	SC: Electrical Transformers	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%	388559	1089032	2201888	2576557
B3.2	Other Equipment (Aquariums, Refrigeration, Ovens, Sumpol, etc)	1667074	1874064	0	3541138	297359	15.00%	486567	763926	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	2306637	0	16606402	2997596		2041621	5039217	11569185	11302169
B	Furniture & Fixtures										
B4		46062891	8891880	0	54954571	9845334	15.00%	6766386	16611720	38342851	36217357
		46062891	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	Additions	Deletions	Total Amount	Upto 31.03.2016	Rates of Depreciation %	For the Year 2016-17	Total Depreciation	Closing Amount
		Rs.	Rs.	Rs.	Rs.	Rs.		Rs.	Rs.	Rs.
A	LAND & PREMISES									
	A1 Land at Shameerpet Campus	137190400	0	0	137190400	0	0.00%	0	0	137190400
B	SHAMEERPET CAMPUS									
	B1 SC: Buildings	764463916	1382515	276881	765569550	28405864	2.50%	18429092	46334856	718734594
	B2 SC: Plant, Equipment & Machinery	131332950	885677	0	132218627	28072419	15.00%	15621931	43694350	88524277
	B3 SC: Office Equipment	14299765	2308637	0	16608402	2997596	15.00%	2041621	503217	11569185
	B4 SC: Furniture & Fixtures	46062691	8891880	0	54954571	9845334	15.00%	6766386	16611720	38342651
C	OSMANIA UNIVERSITY CAMPUS									
	C1 OU: Buildings	28247077	0	0	28247077	15704037	6.25%	783940	16487977	11759100
	C2 OU: Equipment & Machinery	5163102	0	0	5163102	4556063	20.00%	121408	4677471	485631
	C3 OU: Office Equipment	9069117	0	0	9069117	7850450	20.00%	243733	8094183	974834
	C4 OU: Furniture & Fixtures	6496527	55278	0	6551805	5589036	20.00%	192554	5781590	770215
D	COMPUTERS & ACCESSORIES (Combined)									
		48975823	55278	0	49031101	33699566		1341635	35041221	13989680
		22890237	94300	43757	22940780	22567298	50.00%	186741	22754039	186741
E	VEHICLES (Combined)									
		2672033	0	0	2672033	2259170	20.00%	82573	2341743	330290
		2672033	0	0	2672033	2259170		82573	2341743	330290
	GRAND TOTAL (A+B+C+D+E)	1167887815	13618287	320638	1181185464	127847267		44469978	172317245	1006868219
										1040040548


(K MADHAVA RAO)
 President


(R K MISHRA)
 Director


(M PHANI)
 Finance Officer

8 IPE Alumni Fund		5,79,136		6,07,136
-- Opening Balance	6,07,136		6,87,442	
-- Contribution/Expenditure 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
(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		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>	<u>0</u>		<u>0</u>	
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

INSTITUTE OF PUBLIC ENTERPRISE
Hyderabad



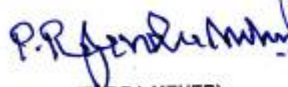
BALANCE SHEET AS AT MARCH 31, 2017

(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
Less: Depreciation to date		<u>17,23,17,245</u>	<u>12,78,47,262</u>
Current Assets	E	5,34,18,756	3,20,59,619
Less: Current Liabilities	F	<u>7,33,08,634</u>	<u>6,73,73,635</u>
		-1,98,89,878	-3,53,14,016
Excess of Expenditure Over Income	G	2,00,01,899	
Add:- during the year		<u>1,34,01,085</u>	<u>3,34,02,984</u>
		<u>102,23,81,325</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 MADHAVA 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
(P RAJENDRA MEHER)
 PARTNER
 M No : 026603



Place : Hyderabad
 Date : 7th October 2017

Office : H.No 3-5-943-944/A, Flat No. 411 & 412, 4th Floor, Kubera Towers, Narayanguda, Hyderabad - 500 029
 Phone: 040-23260848. Cell : 98490 46848. E-mail: meherrajendra@gmail.com meherandassociates@gmail.com



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/attributionable 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.