

**NATIONAL INSTITUTE OF TECHNOLOGY**  
**DURGAPUR**  
**DEPARTMENT OF MANAGEMENT STUDIES**

**Revised Curriculum and Syllabi**

**Program Name**  
**Master of Business Administration (MBA)**  
**Effective from the Academic Year: 2021-2022**



|                        |              |
|------------------------|--------------|
| Recommended by DAC     | : 09.08.2021 |
| Recommended in PGAC    | : 16.08.2021 |
| Approved by the Senate | : 22.08.2021 |

## CURRICULUM & SYLLABUS

| SEMESTER I   |              |   |   |   |   |           |
|--------------|--------------|---|---|---|---|-----------|
| Sl. No.      | Subject Code | Subject Name  | L | T | P | Credits   |
| 1            | MS1001       | Organizational Behaviour                            | 3 | 0 | 0 | 3         |
| 2            | MS1002       | Marketing Management                                | 2 | 0 | 2 | 3         |
| 3            | MS1003       | Management Accounting                               | 2 | 0 | 2 | 3         |
| 4            | MS1004       | Quantitative Techniques in Business                 | 3 | 1 | 0 | 4         |
| 5            | MS1005       | Managerial Economics                                | 2 | 0 | 2 | 3         |
| 6            | MS1051       | Business Communication – I                          | 0 | 0 | 2 | 1         |
| 7            | MS1052       | Business Lab  | 0 | 0 | 4 | 2         |
| <b>TOTAL</b> |              |   |   |   |   | <b>19</b> |
| SEMESTER II  |              |   |   |   |   |           |
| Sl. No.      | Subject Code | Subject Name  | L | T | P | Credits   |
| 1            | MS2001       | Human Resource Management                           | 3 | 0 | 0 | 3         |
| 2            | MS2002       | Information Systems for Business                    | 3 | 0 | 0 | 3         |
| 3            | MS2003       | Financial Management                                | 2 | 0 | 2 | 3         |
| 4            | MS2004       | Operations Research                                 | 2 | 0 | 2 | 3         |
| 5            | MS2005       | Business Environment and Economic Policy            | 3 | 0 | 0 | 3         |
| 6            | MS2006       | Business Ethics and Corporate Social Responsibility | 2 | 0 | 0 | 2         |
| 7            | MS2007       | Research Methodology                                | 2 | 0 | 2 | 3         |
| 8            | MS2051       | Business Communication – II                         | 0 | 0 | 2 | 1         |
| 9            | MS2052       | Rural Immersion Project                             | 0 | 0 | 2 | 1         |
| <b>TOTAL</b> |              |   |   |   |   | <b>22</b> |
| SEMESTER III |              |   |   |   |   |           |
| Sl. No.      | Subject Code | Subject Name  | L | T | P | Credits   |
| 1            | MS3001       | International Business                              | 3 | 0 | 0 | 3         |
| 2            | MS9XXX       | Major Elective I                                    | 3 | 0 | 0 | 3         |
| 3            | MS9XXX       | Major Elective II                                   | 3 | 0 | 0 | 3         |
| 4            | MS9XXX       | Major Elective III                                  | 3 | 0 | 0 | 3         |
| 5            | MS90XX       | General Management Elective I                       | 3 | 0 | 0 | 3         |
| 6            | MS9XXX       | Minor Elective I                                    | 3 | 0 | 0 | 3         |
| 7            | MS9XXX       | Minor Elective II                                   | 3 | 0 | 0 | 3         |
| 8            | MS3051       | Entrepreneurship Lab-1                              | 0 | 0 | 2 | 1         |
| 9            | MS3052       | Summer Internship Project                           | 0 | 0 | 6 | 3         |
| <b>Total</b> |              |   |   |   |   | <b>25</b> |
| SEMESTER IV  |              |   |   |   |   |           |
| Sl. No.      | Subject Code | Subject Name  | L | T | P | Credits   |
| 1            | MS4001       | Strategic Management                                | 3 | 0 | 0 | 3         |
| 2            | MS4002       | Legal Aspects of Business                           | 3 | 0 | 0 | 3         |
| 3            | MS4003       | Leadership  | 1 | 0 | 2 | 2         |
| 4            | MS9XXX       | Major Elective IV                                   | 3 | 0 | 0 | 3         |
| 5            | MS9XXX       | Major Elective V                                    | 3 | 0 | 0 | 3         |
| 6            | MS9XXX       | Minor Elective III                                  | 3 | 0 | 0 | 3         |
| 7            | MS90XX       | General Management Elective II                      | 3 | 0 | 0 | 3         |
| 8            | MS4051       | Project and Seminar                                 | 0 | 0 | 8 | 4         |
| 9            | MS4052       | Entrepreneurship Lab-II                             | 0 | 0 | 2 | 1         |
| <b>Total</b> |              |   |   |   |   | <b>25</b> |

| Semester       | First     | Second    | Third     | Fourth    | Total     |
|----------------|-----------|-----------|-----------|-----------|-----------|
| <b>Credits</b> | <b>19</b> | <b>22</b> | <b>25</b> | <b>25</b> | <b>91</b> |

|                               | SUBJECT CODE | SUBJECT NAME   |
|-------------------------------|--------------|--|
| General Management Elective 1 | MS9011       | Corporate Governance                                     |
|                               | MS9012       | Technology Strategy for Managers & Entrepreneurs         |
|                               | MS9013       | Strategic HRM  |
|                               | MS9014       | International Management                                 |
| General Management Elective 2 | MS9015       | International Project Management (MOOC)                  |
|                               | MS9016       | Sustainable Business and Environmental Stewardship       |
|                               | MS9017       | Innovation, business models and entrepreneurship (NPTEL) |
|                               | MS9018       | International HRM  |
|                               | MS9019       | Himalayan Outbound Leadership Practicum (Sessional)      |

### SPECIALIZATION SUBJECTS

**All students have to choose 5 papers for Major Specialization (3papers in 3rd Semester & 2 papers in 4th Semester), and 3 papers for Minor Specialization (2 papers in 3rd Semester & 1 paper in 4th Semester).**

| SEMESTER      | SPECIALIZATION                             | SUBJECT CODE | SUBJECT NAME  |
|---------------|--|--------------|---|
| <b>THIRD</b>  | <b>OB &amp; HRM</b>                        | MS9111       | Recruitment and Selection                                   |
|               |  | MS9112       | Managerial Psychology and Employee Relations                |
|               |  | MS9113       | Dynamics of Organizational Effectiveness                    |
|               |  | MS9114       | Psychometric Testing and Assessment                         |
|               |  | MS9115       | Performance and Talent Management                           |
|               | <b>MARKETING</b>                           | MS9211       | Marketing Communications                                    |
|               |  | MS9212       | Consumer Behaviour  |
|               |  | MS9213       | AI in Marketing   |
|               |  | MS9214       | Sports and Entertainment Marketing                          |
|               |  | MS9215       | Digital Marketing   |
|               |  | MS9216       | Brand and Product Management                                |
|               |  | MS9217       | Marketing Research  |
|               |  | MS9218       | Green Marketing   |
|               | <b>FINANCE</b>                             | MS9311       | Financial Reporting & Analysis and Accounting               |
|               |  | MS9312       | Corporate Taxation  |
|               |  | MS9313       | Banking Management  |
|               |  | MS9314       | Investment and Portfolio Management                         |
|               |  | MS9315       | Behavioural Finance   |
|               | <b>SYSTEMS &amp; OPERATIONS MANAGEMENT</b> | MS9411       | Computer Networks and Information Security                  |
|               |  | MS9412       | Optimization Techniques using R and Python                  |
|               |  | MS9413       | Introduction to Data Science                                |
|               |  | MS9414       | Advanced Production and Inventory Control                   |
|               |  | MS9415       | Quality Management  |
|               |  | MS9416       | Supply Chain Management                                     |
| <b>FOURTH</b> | <b>OB &amp; HRM</b>                        | MS9116       | Training and Development                                    |
|               |  | MS9117       | Managing Transitions: Organizational Change and Development |
|               |  | MS9118       | Organizational Leadership and Leadership                    |

|  |  |                |  |
|--|--|----------------|--|
|  |  |                | Development  |
|  |  | <b>MS9119</b>  | Design of Organization   |
|  | <b>MARKETING</b>                                   | <b>MS9219</b>  | Services Marketing and Retail Management                         |
|  |  | <b>MS9220</b>  | Neuromarketing   |
|  |  | <b>MS9221</b>  | Marketing Analytics  |
|  |  | <b>MS9222</b>  | Rural Marketing  |
|  |  | <b>MS9223</b>  | Sales and Distribution Management                                |
|  |  | <b>MS9224</b>  | Social Marketing   |
|  |  | <b>MS9225</b>  | International Marketing  |
|  |  | <b>MS9226</b>  | E-commerce   |
|  |  | <b>FINANCE</b> | <b>MS9317</b>  |
|  | <b>MS9318</b>                                      |                | International Finance  |
|  | <b>MS9319</b>                                      |                | Financial Derivatives  |
|  | <b>MS9320</b>                                      |                | Corporate Finance  |
|  | <b>MS9321</b>                                      |                | Mergers & Acquisitions and<br>Corporate Restructurings           |
|  | <b>SYSTEMS &amp;<br/>OPERATIONS<br/>MANAGEMENT</b> | <b>MS9417</b>  | Decision Making through Simulation                               |
|  |  | <b>MS9418</b>  | Service Operations Management                                    |
|  |  | <b>MS9419</b>  | Logistics Management   |
|  |  | <b>MS9420</b>  | Decision Modeling  |
|  |  | <b>MS9421</b>  | Application of Machine Learning and Block Chain<br>in Management |

## SYLLABUS

| <b>Department of Management Studies</b> |   |   |                               |              |               |             |        |
|---|---|---|-------------------------------|--------------|---------------|-------------|--------|
| Course Code                             | Title of the course   | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|   |   |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS1001                                  | <b>ORGANIZATIONAL BEHAVIOUR</b>   | PCR   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites                          |   | Course Assessment Methods - Continuous (CT) and End Assessment (EA) |                               |              |               |             |        |
| NIL                                     |   | CT+EA   |                               |              |               |             |        |
| Course Outcomes                         | <p>CO1: To understand some of the main theories, conceptual frameworks, principles of Organizational Behaviour and Management.</p> <p>CO2: To understand organizational real-life situations in terms of these theories, models and concepts of Organizational Behaviour and Management.</p> <p>CO3: To improve the ability to analyze and interpret behaviour of individuals (employees) in organizations in terms of the significant factors that influence Organizational Behaviour.</p> <p>CO4: To improve the skills in reacting appropriately to organizational situations using Organizational Behaviour concepts.</p> <p>CO5: To learn to apply OB theories and concepts to solve practical problems in organizations in a critical manner.</p> <p>CO6: To develop an ability to undertake research and apply this knowledge in the context of organizational setting.</p>  |   |                               |              |               |             |        |
| Topics Covered                          | <p><b>UNIT I:</b> [6]</p> <p>Organizations: Concept, Features, Approaches: socio-technical systems, Machine-based; perspectives, work, process of organizations;<br/>                     Organizational Behaviour: Nature, Integrative Model of OB, People-centered practices, Human &amp; Social Capital, Positive Organizational Behaviour.<br/>                     Schools of Thought: Classical School of management; Behavioural School of management; Other management perspectives: Contingency, TQM, Systems, McKinsey 7-S framework, The Theory Z perspective</p> <p><b>UNIT II:</b> [6]</p> <p>Changing nature of organizations: Challenges for managers: Diversified workforce; ethics; globalization; technological innovation, Managers of contemporary organizations.<br/>                     Organizational Structure: Concept, Elements, Types &amp; characteristics, Organizational Design, Basic parts of an organization, Common Organizational</p> |   |                               |              |               |             |        |

Forms (Traditional and Contemporary).

**UNIT III:**

[10]

Perception: Concept; perceptual process; Factors (External & internal), Gestalt Principles of Perceptual organization, Social perception in organizations: Model, Elements, theories of perception in organizations, Managerial implications; Perceptual Biases/errors (nature & types); Strategies of improving perceptions, Perception mapping.

Impression Management: Concept, Process; empirical framework; techniques.

Personality: Nature, Determinants; Important theories, their application in organizations; Concept of core self-evaluation and its components; Measurement of Personality (Different Questionnaires, Projective Tests) & application in organizations.

**UNIT IV:**

[10]

Work Motivation: Concept, Nature; Theories & their managerial applications (Different types of Content & Process theories).

Work Attitudes: Components, characteristics, Cognitive Dissonance, Changing employee attitudes; work related attitudes: Job satisfaction: perspectives, genesis; Theories & their implications, Measurement, Antecedents, Consequences; Organizational Commitment: Concept, Types, Withdrawal behaviours (nature, different models), Task performance & Organizational Commitment, Trends and application in organizations.

**UNIT V:**

[8]

Emotions at Work: nature and types; managing emotions in organizations; Emotional Labour, Emotional intelligence- Nature, Components of EI, Models, Measurement Tools of EI, Relevance in organizations.

Stress in the workplace: Concept, Stress Response Pattern, Types of stress, Theory of work stress; organizational stress- Stressors and causes, Consequences; Burnout; Coping strategies and stress management at individual and organizational levels.

Note: Case studies will be discussed.

**Text Books:**

1. Robbins, S. P., Judge, T.A. & Sanghi, S. (Latest Edition). Organizational Behaviour. New Delhi: Prentice- Hall of India.
2. Pierce, J.L & Gardner, D.G. (Latest Edition). Management & Organizational Behaviour: An Integrated Perspective. New Delhi: Cengage Learning.

**Reference Books:**

1. Luthans, F. (Latest Edition). Organizational Behaviour: An Evidence-Based Approach. New Delhi: McGraw-Hill Education (India).

| Department of Management Studies |  |   |                               |              |               |             |        |
|----------------------------------|--|---|-------------------------------|--------------|---------------|-------------|--------|
| Course Code                      | Title of the course  | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|                                  |  |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS1002                           | <b>MARKETING MANAGEMENT</b>  | PCR   | 2                             | 0            | 2             | 4           | 3      |
| Pre-requisites                   |  | Course Assessment methods (Continuous (CT) and end assessment (EA)) |                               |              |               |             |        |
| NIL                              |  | CT+EA   |                               |              |               |             |        |
| Course Outcomes                  | <p>CO1: To make students aware of various orientations and fundamentals of marketing</p> <p>CO2: To make students understand business environment and its linkage with marketing planning and decision</p> <p>CO3: To make learner conversant about consumer psychology and integrate it with various aspects of segmentation, targeting and positioning of the consumer.</p> <p>CO4: Formulate marketing mix strategies for different product and services</p> <p>CO5: Analyse the key requirements for successful implementation of marketing mix strategies</p> <p>CO6: Evaluate the impact of marketing mix strategies</p>   |   |                               |              |               |             |        |
| Topics Covered                   | <p><b>UNIT I: Marketing Fundamentals</b><br/>Marketing concept: perception and realities, Scope and Importance of Marketing, Company Orientations of Marketing: production, product, selling, marketing, societal and holistic. Core Concept of Consumer oriented value driven Marketing and conceptual understanding of Marketing Management Other than product and service what else can be marketed? [5]</p> <p><b>UNIT II: Marketing Environment and Planning</b><br/>Macro and Micro environment of Business affecting Marketing planning and decision. Strategic marketing planning tools. (All these Discussion would be carried out with reference to Indian marketing environment) [4]</p> <p><b>UNIT III: Consumer Behaviour</b><br/>Factors influencing consumer behaviour, Understanding consumer psychology: Perception, Learning, Motivation and Memory Process. The buying decision process, Decision heuristics and theory in relation to consumer involvement. [6]</p> <p><b>UNIT IV: Segmentation Targeting and Positioning</b><br/>Levels of market segmentation: Segment, niche, local and customerisation. Bases for segmenting consumer and business markets. Market Targeting. Insight of Positioning Concept proposed by Ries and Trout. Branding and Brand positioning. [6]</p> |   |                               |              |               |             |        |

**UNIT V: Product Strategies**

Understand how to build and manage product strategies, product mix, product life cycle, product level, new product development process, determine the process of building strong brands and managing them, ethics in product designing [5]

**UNIT VI: Pricing Strategies**

Formulate suitable pricing strategies, skimming pricing, penetration pricing, psychological pricing, cost based pricing, ethical pricing [3]

**UNIT VII: Distribution Strategies**

Design effective distribution strategies, functions of distribution channel, channel design decisions, hub and spoke model, channel conflict [4]

**UNIT VIII: Communication Strategies**

Understand and analyze the working of marketing communications, promotion mix, print, radio, tv, outdoor, digital media, designing effective communication message, advertising, sales promotion, personal selling, direct marketing, ethics in communication, measuring the impact of communication strategies [6]

**UNIT IX: Marketing of Services**

Understand the importance of people in delivering service, design efficient service delivery process, design complementing physical evidence for enhancing the service value [3]

Text Books,  
and/or  
reference  
material

**Text Book:**

1. Philip, K.: Marketing Management (Millenium Ed.)
2. Kotlar,P.,Lane,K.,& Koshy,A. &Jha,M.: Marketing Management (Twelfth Ed.)  
Publishe by-Pearson Prentice hall.

**Reference Books:**

1. Ramaswamy, V.S., &Namakumari, S. :Marketing management (Third Ed.)-.  
Published byMacmillan.
2. Saxena, R. :Marketing management(Third Ed.)-. Published by-Tata McGraw  
hill.
3. Baines, P., Chris Fill & Kelly: Marketing Management- Page. Published by-  
Oxford



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|----------------------------------|---|---|-------------------------------|--------------|---------------|-------------|--------|
| Course Code                      | Title of the course   | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|                                  |   |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS1003                           | <b>MANAGEMENT ACCOUNTING</b>  | PCR   | 2                             | 0            | 2             | 4           | 3      |
| Pre-requisites                   |   | Course Assessment methods (Continuous (CT) and end assessment (EA)) |                               |              |               |             |        |
| NIL                              |   | CT+EA   |                               |              |               |             |        |
| Course Outcomes                  | <p>CO1: Enable the students to gain a comprehensive knowledge of financial accounting and Indian Accounting Standards.</p> <p>CO2: Enable the students to prepare, analyse and interpret financial statements.</p> <p>CO3: To make the students comprehend the need, definition, function, basic concept of cost accounting.</p> <p>CO4: To make the students understand different cost accounting techniques for minimization of costs.</p> <p>CO5: To develop and improve the analytical ability of the students to take managerial decisions connected with management accounting concepts and applications.</p>   |   |                               |              |               |             |        |
| Topics Covered                   | <p><b>UNIT I:</b> The Nature and Purpose of Accounting [2]</p> <p><b>UNIT II:</b> Basic Accounting Concepts: The Balance Sheet. (Case- Music Mart, Inc.) The Income Statement. (Case-Pinetree Motel) [6]</p> <p><b>UNIT III:</b> Accounting Records and Systems. (Case: Copies Express) [2]</p> <p><b>UNIT IV:</b> Preparation of Income statement (case: to be notified later) [4]</p> <p><b>UNIT V:</b> Understanding Financial Statements (case: to be notified later) [3]</p> <p><b>UNIT VI:</b> Financial Ratio Analysis (case: Annual reports of listed companies) [4]</p> <p><b>UNIT VII:</b> Overview of Cost Accounting, Objectives of Cost Accounting, Cost Classification and Segregation. Relationship with Financial Accounting. Allocation, Apportionment and Distribution of Overheads, Absorption Costing concept, Under Absorption and Over Absorption of overheads, Cost Sheet, Job, Batch and Contract costing. [7]</p> <p><b>UNIT VIII:</b> Different concepts of Inventory Management, Minimization of total inventory cost: Economic Order Quantity, Ascertainment of different levels of materials, Inventory Valuation Methods (FIFO, LIFO &amp; Weighted Average). [7]</p> |   |                               |              |               |             |        |

|  |  |
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|  | <p><b>UNIT IX:</b> Marginal Costing and Cost-volume Profit Analysis, Break Even Analysis, Applications of Marginal Costing in decision making - Key Factor considerations. [7]</p>   |
|  | <p>Text Book:</p> <p>1) Anthony, R N, Hawkins D F and K Merchant: Accounting: Text and cases, McGraw Hill Education, India [AHM].</p> <p>2) Cost Accounting Text and Problems (1/e), <u>M.C. Shukla</u>, <u>T.S. Grewal</u> &amp; <u>S.C. Gupta</u>, S. CHAND</p> <p>Reference Books:</p> <p>1) Cost Accounting Theory and Practice (13/e), Bhabatosh Banerjee, PHI LEARNING</p> |

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|---|---|---|-------------------------------|--------------|---------------|-------------|--------|
| Course Code                             | Title of the course   | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|   |   |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS1004                                  | <b>QUANTITATIVE TECHNIQUES IN BUSINESS</b>  | PCR   | 3                             | 1            | 0             | 4           | 4      |
| Pre-requisites                          |   | Course Assessment methods (Continuous (CT) and end assessment (EA)) |                               |              |               |             |        |
| NIL                                     |   | CT+EA   |                               |              |               |             |        |
| Course Outcomes                         | <p>CO1: To appraise the students about the importance of mathematics and quantitative methods for problem solving in all aspects of business management.</p> <p>CO2: To develop the skills in the students to identify the source of a quantifiable problem, and recognize the issues involved.</p> <p>CO3: To inculcate quantitative skills among the students for complex problem solving to derive an appropriate action plan for business decision making.</p> <p>To develop the skills for understanding, calculating and interpreting</p> <p>CO4: various descriptive or summary measures of data and explaining their interrelation.</p> <p>To inculcate the notion of probability and random variables and</p> <p>CO5: introducing statistical distributions.</p> <p>To educate the students about the concept of population and various ways</p> <p>CO6: to draw samples to estimate the population</p>  |   |                               |              |               |             |        |
| Topics Covered                          | <p><b>UNIT I:</b> Mathematical Preliminaries- Numbers, Sequences and Series, Progressions (Arithmetic, Geometric and Harmonic), Set, Sub- sets and functions. (Students should be familiar with the concepts but there will be no questions from preliminaries in the examination) [2]</p> <p><b>UNIT II:</b> Sets and Functions: Venn diagram and its applications, Operations on sets, Cartesian product of sets, applications. Functions - Algebraic functions (polynomial - linear, quadratic and rational), transcendental functions (exponential, log and trigonometric functions with identities). Examples of Business Applications. [4]</p> <p><b>UNIT III:</b> Limits and Continuity of Functions: Introduction, Limit of a variable and a function, Implications of Limit of Functions, Continuity of a function of one variable. [2]</p> <p><b>UNIT IV:</b> Differentiation concepts: Derivatives of different function, 2<sup>nd</sup> order differentiation and partial derivatives, applications of differentiation in economic and managerial problems like marginal analysis, elasticity, Maxima and Minima-</p> |   |                               |              |               |             |        |

|  |   |
|--|---|
|  | <p>Concept and uses. [4]</p> <p><b>UNIT V:</b> Integration Concepts: Elementary integration, Integration by parts, Simple definite integrals, economic application, consumer surplus and producer surplus. [4]</p> <p><b>UNIT VI:</b> Difference Equation [linear and nonlinear homogeneous and non-homogeneous functions] with real life cases [2]</p> <p><b>UNIT VII:</b> Vectors, Matrices and Determinants with Business application: Vectors, Operations on Vectors, Matrices Types of matrices, operations on matrices, adjoint of matrix, inverse of a matrix, elementary row operations, solution of simultaneous linear equations using matrices/ determinants, input/output analysis. [3]</p> <p><b>UNIT VIII:</b> Introduction to Statistics , Frequency Distribution concept of Graph ,Measures of Central Tendancy ,Measures of Dispersion, Measures of Moments Skewness &amp; Kurtosis [5]</p> <p><b>UNIT IX:</b> Concept of Covariance and correlation Scatter Diagram Rank Correlation Simple Regression Multiple Regression Solve by Real life Case Study using Application Software. [6]</p> <p><b>UNIT X:</b> Concept of Probability , Baye’s Theorem, Random Variable, Concept of Discrete Random Variable , Continuous Random Variable [4]</p> <p><b>UNIT XI:</b> Concept of Binomial Distribution, Poisson Distribution and Normal Distribution with their important properties. [3]</p> <p><b>UNIT XII:</b> Concept of Sampling [Probabilistic and Deterministic Sampling]. Sampling Distribution of mean. Random Number Generation Technique. [3]</p> |
|  | <p><b>Text Books:</b></p> <ol style="list-style-type: none"> <li>1. J.K. Sharma, “Mathematics for Management and Computer Applications”, New Delhi, Galgotia Publication.</li> <li>2. S. Saha, “Business Mathematics and Quantitative Techniques”, Calcutta, Central Book Agency.</li> <li>3. David Levine, T. Krenbil, P.K.Viswanathan, “Business Statistics”, Pearson Education, 2008.</li> <li>4. Levin &amp; Rubin - Statistics for Management (7th edition): Prentice Hall/Pearson Education</li> </ol> <p><b>Reference Books:</b></p> <ol style="list-style-type: none"> <li>1. Quantitative Analysis for Management, 12e, by Barry Render, Ralph M. Stair, Michael E. Hanna, and T.N. Badri, Pearson Education.</li> <li>2. .R. Jayprakash Reddy and Y. Mallikarynna Reddy, “A Text book of Business Mathematics”, New Delhi, Ashish Publishing House.</li> <li>3. Applied Business Statistics By Ken Black WILEY publication<br/>4.D.N. Elhance, Veena Elhance and B. M. Aggrawal, “Fundamentals of Statistics”, Allahabad: Kitab Mahal</li> </ol>  |

| <b>Department of Management Studies</b> |   |   |                               |              |               |             |        |
|---|---|---|-------------------------------|--------------|---------------|-------------|--------|
| Course Code                             | Title of the course   | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|   |   |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS1005                                  | <b>MANAGERIAL ECONOMICS</b>   | PCR   | 2                             | 0            | 2             | 4           | 3      |
| Pre-requisites                          |   | Course Assessment methods (Continuous (CT) and end assessment (EA)) |                               |              |               |             |        |
| NIL                                     |   | CT+EA   |                               |              |               |             |        |
| Course Outcomes                         | <p>CO1: To provide an overview of objectives of modern business firm along with the a clear concept of market mechanism, demand analysis and production analysis.</p> <p>CO 2: To give the students a comprehensive understanding of different concepts and techniques useful in decision making</p> <p>CO3: To develop and improve the analytical ability of the students to apply the theory and concept to real life problems and find solutions through use of economic tools and managerial techniques.</p>  |   |                               |              |               |             |        |
| Topics Covered                          | <p><b>UNIT I:</b> Introduction, Fundamental Concepts and economic models of managerial economics, Firm, its objectives and constraints, Profit maximization, Sales maximization, Growth maximization, utility maximization, Satisfying behavior, Long run survival and welfare objectives. [4]</p> <p><b>UNIT II:</b> Decision Process, Economic Optimization: Optimization Techniques and New Management Tools. Case Study Analysis: How Xerox lost and regained International Competitiveness and became a leader in Information Technology. [4]</p> <p><b>UNIT III:</b> Market mechanism: Demand analysis: Theory of demand, Theory of consumer behavior, Consumer surplus, Demand Elasticities, Demand-Revenue Relationship. [4]</p> <p><b>UNIT IV:</b> Demand Estimation, Demand Forecasting-Qualitative and Quantitative forecasts, Methods of demand forecasting, Integrating Case study: Estimating and Forecasting the US demand for electricity. [4]</p> <p><b>UNIT V:</b> Production Analysis and Input Demand: Production Function, Production Analysis: Long-Run vs. Short-Run, Elasticity of Factor Substitution. [4]</p> <p><b>UNIT VI:</b> Cost and Supply Analysis: Cost Function, Cost-Output Relationship: Long-Run &amp; Short-Run, Cost Function Estimation and Managerial Use, Revenue Analysis. [4]</p> <p><b>UNIT VII:</b> Price and Output Determination: Perfect competitive model,</p> |   |                               |              |               |             |        |

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|  | <p>Monopoly model, Pricing under Discriminating monopoly, Monopolistic Competition, Oligopoly, Profit Maximization and Free Pricing, Economic Price &amp; Pricing Practices [6]</p> <p><b>UNIT VIII:</b> Profit analysis: Profit theories and profit policy, Profit planning and profit forecasting, Profit Budget, Break-Even Analysis, Investment analysis: Capital budgeting, Evaluation of capital investment decision. [6]</p> <p><b>UNIT IX:</b> Integrating Case Study– Production and Cost Functions in the Petroleum Industry; Numerical problems to apply knowledge. [4]</p> |
|  | <p><b>Text Books:</b></p> <ol style="list-style-type: none"> <li>1. G.S. Gupta, Managerial Economics, Tata McGraw-Hill publishing Company Limited</li> <li>2. D. Salvatore &amp; S. K. Rastogi, Managerial Economics, Oxford publisher</li> </ol> <p><b>Reference Books:</b></p> <ol style="list-style-type: none"> <li>1. A.Koutsoyiannis, Modern Microeconomics, Palgrave Macmillan</li> <li>2. W. J. Baumol, Economic Theory and Operations Analysis Englewood Cliffs, New Jersey: Prentice-Hall</li> </ol>   |

| Department of Management Studies      |  |   |                               |              |               |             |        |
|---------------------------------------|--|---|-------------------------------|--------------|---------------|-------------|--------|
| Course Code                           | Title of the course  | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|                                       |  |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS1051                                | <b>BUSINESS COMMUNICATION-1</b>  | PCR   | 0                             | 0            | 2             | 2           | 1      |
| Pre-requisites                        |  | Course Assessment methods (Continuous (CT) and end assessment (EA)) |                               |              |               |             |        |
| NIL                                   |  | CT+EA   |                               |              |               |             |        |
| Course Outcomes                       | <p>CO1: To make students conversant to communicate orally</p> <p>CO2: To make students able to analyse business scenario from different forms of reporting and able to communicating others the same.</p> <p>CO3: To make students learn how to present specially in the context of business</p>   |   |                               |              |               |             |        |
| Topics Covered                        | <p><b>SESSION 1:</b> Enhancing Communicability through Extempore: How to speak in a unknown topics? How to relate it with your existing knowledge. [10]</p> <p><b>SESSION 2:</b> Communication in case of a Group Setting: Group Discussions Behaviour, Rules and Do's and Dont's. [10]</p> <p><b>SESSION 3:</b> Communication in socio economic issues Studying Socio economic issues from News papers and periodicals. How relate it with your existing knowledge on Macro Economics and Finance. How to analyse any socio economic issues. [10]</p> <p><b>SESSION 4:</b> Planning and Developing Business Presentation: Making Presentation, stages of development, developing a content, preparing an outline and adding different visual aids. Designing PPTs. Delivering presentation and handling Q&amp;A. [12]</p> |   |                               |              |               |             |        |
| Text Books, and/or reference material | <p><b>Text Book:</b></p> <ol style="list-style-type: none"> <li>1. C L Bovee and J V Thill. Business Communication Today. Pearson Education</li> <li>2. Shalini Verma. Business Communication. Vikash Publishing House</li> </ol> <p><b>Reference Books:</b></p> <ol style="list-style-type: none"> <li>1. Kory Floyd and Peter Cardon. Business and Professional Communication. McGraw-Hill Education</li> <li>2. Business Newspapers</li> <li>3. Business Magazine</li> </ol>  |   |                               |              |               |             |        |

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| Course Code     | Title of the course   | Program Core (PCR) / Electives (PEL) | Total Number of contact hours |              |               |             | Credit |
|-----------------|---|--------------------------------------|-------------------------------|--------------|---------------|-------------|--------|
|                 |   |                                      | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS1052          | <b>BUSINESS LAB</b>   | PCR                                  | 0                             | 0            | 4             | 4           | 2      |
| Pre-requisites  |   | End assessment (EA)                  |                               |              |               |             |        |
| NIL             |   | EA                                   |                               |              |               |             |        |
| Course Outcomes | <p>CO1: To make the students conversant with the modern day's business report preparation.</p> <p>CO2: To make the students learn about the preparation of professional-looking spreadsheet documents.</p> <p>CO3: To make to the students equipped with the knowledge of writing formulas and using built-in functions to perform powerful and complicated calculations for the preparation of business reports.</p>   |                                      |                               |              |               |             |        |
| Topics Covered  | <p><b>SESSION I:</b> MS-Word: Hyperlinks &amp; Bookmarks:-Create a Bookmark and Hyperlink to a document, Hyperlink to a Place in the same document. Table of Contents:- Creating and Update Table of Contents. Creating and editing Footnotes, Endnotes, Captions. Mailing Features:-Application of Mail Merge in business letters. Use of conditional (with if) Mail Merge. [6]</p> <p><b>SESSION II:</b> Ms Excel: Getting Started With Excel:- Entering labels and values, using AutoSum, editing cell entries, simple formulas, printing options, worksheet views. Windows:- Managing Windows, Multiple Windows, Splitting Windows, Freezing Panes. [4]</p> <p><b>SESSION III:</b> Ms Excel: Working with Formulas and Functions:- Creating complex formulas, inserting and typing a function, moving and copying data, Linking Worksheets and Workbooks. Analyzing Data Using Formulas:- Use a variety of functions and complex formulas for Business Data Analysis. [10]</p> <p><b>SESSION IV:</b> Ms Excel: Using Tables &amp; Analyzing Table Data:- Plan and create a table; add, find and replace, delete, sort, and print a table. Using formulas in a table; Auto filter, Advanced filters, extract data, look up values, data base functions, Data Validation, using subtotals for filtered data. Analyzing Data with PivotTables:- Pivot-tables features and its practical applications. [7]</p> <p><b>SESSION V:</b> Formatting a Worksheet:- Apply Conditional Formatting with complex applications. Name and move a sheet. Automating Worksheet Tasks:- Work with Macros: plan, enable, record, run, edit, assign to shortcut keys and buttons. [5]</p> <p><b>SESSION VI:</b> Working with Charts:- Plan, create, move, resize, and format charts.</p> |                                      |                               |              |               |             |        |



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|  | <p>Change chart design and layout. [2]</p> <p><b>SESSION VII:</b> Managing Workbook Data:- View and Arrange Worksheets, Protect Worksheets, Custom Views, Worksheet Background, Hyperlinks, Grouping Worksheets. [2]</p> <p><b>SESSION VIII:</b> MS-Access: Application of MS-Access reports features, query generation, link with MS-Excel files. [4]</p> <p><b>SESSION IX:</b> Live MS-Excel projects. [2]</p>         |
|  | <p><b>Text Book:</b><br/>1) Business Data Analysis using Excel, David Whigham, OUP OXFORD</p> <p><b>Reference Books:</b><br/>1) Building Financial Models with Microsoft Excel A Guide for Business Professionals, K. Scott Proctor, JOHN WILEY &amp; SONS<br/>2) Financial Management: Text, Problems and Cases<br/>2) Learn MS Access Programming by Example Julitta Korol &amp; Julitta, WORDWARE PUBLISHING INC.</p> |

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|---|---|---|-------------------------------|--------------|---------------|-------------|--------|
| Course Code                             | Title of the course   | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|   |   |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS2001                                  | <b>HUMAN RESOURCE MANAGEMENT</b>  | PCR   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites                          |   | Course Assessment Methods - Continuous (CT) and End Assessment (EA) |                               |              |               |             |        |
| NIL                                     |   | CT+EA   |                               |              |               |             |        |
| Course Outcomes                         | <p>CO1. To understand the importance of human resources, HR activities, HR policies and their effective management in organizations.</p> <p>CO2. To learn to align HR systems with the strategic business objectives of the organization.</p> <p>CO3. To understand the implementation of different perspectives and techniques used in forecasting and planning of human resource needs.</p> <p>CO4. To develop critical skills in analyzing the key issues related to different aspects and practices of Human Resource Management.</p> <p>CO5. To learn to synthesize information regarding the effectiveness of different HRM aspects in order to make appropriate business decisions.</p> <p>CO6. To develop the ability to identify and analyze problems in the field of HRM and be able to provide innovative solutions.</p> |   |                               |              |               |             |        |
| Topics Covered                          | <p><b>UNIT I</b> [12]</p> <p>HRM- Introduction: Evolution of HRM, HRM &amp; Personnel Management, Domains and versions of HRM, Modern HRM, Features, Goals and Scope of HRM, HR Activities, HR Policies and Principles, HRM Models, Human Capital Management, Role of HR Manager, HRM challenges, HR Competencies &amp; Careers.</p> <p>Human Resource Planning: Nature, HRP process, Benefits, Forecasting HR Supply &amp; Demand (different methods), Succession Planning, Managing HR surplus and shortage, Downsizing- concept, approaches, HRIS- Concept, uses.</p> <p>Strategic HRM: Perspectives, Scope, Process and Issues, Benefits of SHRM, Strategic fit, HR Strategy (Pattern, SHRM Models, Practice approaches to SHRM), Role of SHR Manager, Strategic HR Tools and Implementation.</p> <p><b>UNIT II</b> [15]</p>    |   |                               |              |               |             |        |

Job Design & Job Analysis: Job Design: Person-Job Fit, Approaches, Job Characteristics Model, Alternative Work Schedules and Locations, Implementation. Job Analysis: Concept, Format of Job Description, Job Specification, Role Profile, Process (stages), Different Methods, Uses; Competency based Job analysis.

Recruitment: Nature, Stages in details (including activities, decisions related to recruitment), Sources and methods (External-types, Internal-types with advantages & disadvantages of both), aspects of E-recruitment, Recruiting effectiveness, legal aspects related to recruitment in India.

Selection: Nature, Criteria & Predictors, Reliability-forms & Validity-forms, Selection errors and ratios, Utility of the selection system, Process in details, methods (Selection Testing-different types of tests), Selection Interview: Types, uses, effectiveness, problems.

### **UNIT III**

[8]

Employee Training: Concept, Employee Orientation, Need and rationale of Training, Process, Methods of training, Designing and delivering of training programme, Evaluation.

Performance Appraisal: Nature, Relation with Performance Management; Process, Uses, Methods (Attribute, Behaviour, Ranking, Narrative, Results-based), MBO process, Common rating errors.

### **UNIT IV**

[7]

Compensation Management: Strategic Pay Plans, Establishing Pay rates, Competency-based Pay, Designing Incentive Programs, Employee benefits.

Industrial Relations: HRM'S role in promoting fair treatment; Indian Labour Unions; Collective Bargaining: Concept, Process; Grievances: Sources, Procedure.

Note: Case studies will be discussed.

(The syllabus is tentative).

#### **Text Books:**

1. Dessler, G. & Varkkey, B.(Latest Edition) Human Resource Management. Pearson.

#### **Reference Books:**

1. Armstrong, M. (Latest Edition) Armstrong's Essential Human Resource Management Practice. Kogan Page.  
2. DeCenzo, D. A., & Robbins, S. P. (Latest Edition). Fundamentals of Human Resource Management New York: John Wiley & Sons.

| Department of Management Studies |  |   |                               |              |               |             |        |
|----------------------------------|--|---|-------------------------------|--------------|---------------|-------------|--------|
| Course Code                      | Title of the course  | Program Core / Electives (PEL)                                      | Total Number of contact hours |              |               |             | Credit |
|                                  |  |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS2002                           | <b>INFORMATION SYSTEMS FOR BUSINESS</b>  |   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites                   |  | Course Assessment methods (Continuous (CT) and end assessment (EA)) |                               |              |               |             |        |
| NIL                              |  | CT+EA   |                               |              |               |             |        |
| Course Outcomes                  | <p>CO1: Understand the role of information systems in global business.</p> <p>CO2: Gain an insight on management decision making and different information systems.</p> <p>CO3: Gain knowledge about how information systems are developed.</p> <p>CO4: Understand the importance of knowledge management.</p>   |   |                               |              |               |             |        |
| Topics Covered                   | <p><b>UNIT I: Information and Systems:</b> Concept of data and information, Characteristics of good information, Dimensions of information, Types of information processing, DIKW hierarchy, Need of quality information in business organizations, Meaning of systems, Elements of a system, Types of systems. [6]</p> <p><b>UNIT II: Information Systems in Global Business:</b> Role of information systems in global business today, Contemporary approaches to information systems, Managing global systems, Impact of information systems on business firms, Use of information systems to achieve competitive advantage, Ethical and Social issues in Information Systems. [10]</p> <p><b>UNIT III: Management Decision Making and Information Systems:</b> Organizational Foundation of Information Systems, Decision making levels of an organization, Transaction Processing Systems, Management Information Systems, Executive Information Systems, Decision Support Systems, Expert Systems, Office Automation Systems, Enterprise Systems. [10]</p> <p><b>UNIT IV: Systems Development Life Cycle:</b> Reasons for developing a new Information System, Sources of new project requests, Managing project review and selection, Different Stages of SDLC. [10]</p> <p><b>UNIT V: Knowledge Management:</b> Dimensions of knowledge, Types of Knowledge Management Systems, Knowledge work systems, Capturing Knowledge. [6]</p> |   |                               |              |               |             |        |
|                                  | <p><b>Text Books:</b></p> <p>1.Introduction to Information Systems</p>   |   |                               |              |               |             |        |

J. A. O'Brien  
Tata McGraw Hill  
2.Introduction to Systems Analysis and Design  
I. Hawryzkiewicz  
Pearson

**Reference Books:**

1.Management Information Systems  
G.B.Davis, & M.H.Olson,  
McGraw Hill

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| Course Code                           | Title of the course   | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|---------------------------------------|---|---|-------------------------------|--------------|---------------|-------------|--------|
|                                       |   |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS2003                                | <b>FINANCIAL MANAGEMENT</b>   | PEL   | 2                             | 0            | 2             | 4           | 3      |
| Pre-requisites                        |   | Course Assessment methods (Continuous (CT) and end assessment (EA)) |                               |              |               |             |        |
| NIL                                   |   | CT+EA   |                               |              |               |             |        |
| Course Outcomes                       | <p>CO1: To Understand the students about the basics of Financial Management.</p> <p>CO2: To acquaint the knowledge of long term and short term source of finance</p> <p>CO3: To know about investment and financing decision</p> <p>CO4: To Learn about working capital management</p>  |   |                               |              |               |             |        |
| Topics Covered                        | <p><b>UNIT I:</b> Finance function-concept, scope and its relationship with other functional area. Tools of financial analysis-ratio analysis. [8]</p> <p><b>UNIT II:</b> Long term financial Decisions-Wealth Maximization and Time value of money, Risk-return trade off. Valuation of shares and bonds. [10]</p> <p><b>UNIT III:</b> Investment Analysis-Cash flow determination, Cost of capital, Capital budgeting methods. Capital structuring Planning-Leverage, Capital structure &amp; Value of the firm. [10]</p> <p><b>UNIT IV:</b> Estimation &amp; Management of Working Capital-Operating cycle concept, Inventory, Accounts receivables &amp; cash management, Working capital estimation &amp; control. [10]</p> <p><b>UNIT V:</b> Financing Decision-Debenture, Right issue, Dividend policy. Overview of Mergers &amp; leasing. [8]</p> |   |                               |              |               |             |        |
| Text Books, and/or reference material | <p>1.Financial management--- I.M.Pandey</p> <p>2.Financial management--- Prasanna Chandra</p> <p>3.Principles of Corporate Finance--- Brealey &amp; Myers</p> <p>4. Financial Management &amp; policy---Van Horne</p> <p>5.Financial Management---- Khan &amp; Jain</p> <p>6.Working Capital Management--- H. Bhattacharya</p> <p>7. Cases in Financial Management--- I.M.Pandey &amp; Ramesh Bhat</p>  |   |                               |              |               |             |        |

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| Course Code     | Title of the course  | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|-----------------|--|---|-------------------------------|--------------|---------------|-------------|--------|
|                 |  |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS2004          | <b>OPERATIONS RESEARCH</b>   | PCR   | 2                             | 0            | 2             | 4           | 3      |
| Pre-requisites  |  | Course Assessment methods (Continuous (CT) and end assessment (EA)) |                               |              |               |             |        |
| Matrix Algebra  |  | CT+EA   |                               |              |               |             |        |
| Course Outcomes | <p>CO1: Proficiency with tools from optimization, probability, statistics, simulation, and engineering economic analysis, including fundamental applications of those tools in industry and the public sector in contexts involving uncertainty and scarce or expensive resources.</p> <p>CO2: Familiarize with mathematical and computational modeling of real life decision-making problems, including the use of modeling tools and computational tools, as well as analytic skills to evaluate the problems.</p> <p>CO3: Familiarize with the design, implementation, and analysis of computational experiments.</p>   |   |                               |              |               |             |        |
| Topics Covered  | <p><b>UNIT I: LINEAR PROGRAMMING-</b> a) Formulation of LP Models b) Graphical LP Solution c) Simplex Method d) Artificial Variables – Big M - Method and Two-phase Method e) Duality, Sensitivity Analysis, Shadow Price and their economic interpretation Software package to be used in (b), (c), (d) and (e) above. [9]</p> <p><b>UNIT II: TRANSPORTATION, TRANSHIPMENT AND ASSIGNMENT MODELS</b> -a) Construction of Transportation, Transshipment and Assignment Models b) The Transportation Algorithm c) The Hungarian Method for the Assignment Problem d) The Transshipment problem Software package to be used for implementing the algorithms. [6]</p> <p><b>UNIT III: GAME</b> Theory with pure and mixed strategy and application of LPP in game theory [5]</p> <p><b>UNIT IV: Integer Linear Programming</b> Branch Bound and Cutting plane algorithm [5]</p> <p><b>UNIT V: DECISION ANALYSIS</b> -a) Decision Making under Certainty – Analytic Hierarchy Process b) Decision Making under Risk and Uncertainty [5]</p> <p><b>UNIT VI: PERT and CPM</b> including Crashing [6]</p> |   |                               |              |               |             |        |

**UNIT VII: QUEUEING MODELS**-a) M/M/1 Queues and applications b) M/M/c and M/M/c/k Queues and their applications [2]

**UNIT VIII: SIMULATION MODELS** (Use of package) -a) Construction of Simulation Models b) Generation of Random numbers from discrete distributions Application models to be discussed in detail. [4]

**Text Books:**

1. Kasana, H.S. & Kumar, K.D. - Introductory Operations Research; Springer
2. Hillier, F.S. and Lieberman, G.J. : Operations Research (8th edition),

**Reference Books:**

1. Taha, H.A. : Operations Research - An Introduction (8th edition), Prentice Hall/Pearson Education
2. Winston, Wayne L. – Operations Research: Applications and Algorithms (4th edition); Thomson Learning



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|----------------------------------|---|---|-------------------------------|--------------|---------------|-------------|--------|
| Course Code                      | Title of the course   | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|                                  |   |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS2005                           | <b>BUSINESS ENVIRONMENT AND ECONOMIC POLICY</b>   | PCR   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites                   |   | Course Assessment methods (Continuous (CT) and end assessment (EA)) |                               |              |               |             |        |
| NIL                              |   | CT+EA   |                               |              |               |             |        |
| Course Outcomes                  | <p>CO1: To discuss different components of business environment and to promote the continuing commitment by business to behave ethically and contribute to development of an economy while improving the quality of life of the society at large.</p> <p>CO2: To make the students understand various environmental challenges arising in business environment with particular reference to sustainable development</p> <p>CO3: To develop and improve the analytical ability of the students to take managerial decisions connected with macro-economic issues of contemporary relevance like economic growth, inflation, employment, balance of payments, business cycle, money market, capital market, Financial sector reforms etc</p>  |   |                               |              |               |             |        |
| Topics Covered                   | <p><b>UNIT I:</b> Business Environment: Meaning &amp; Scope, Dimensions of Business Environment: Economic, Social, Cultural, Political and Legal, Society and Business. [6]</p> <p><b>UNIT II:</b> Macro-economic Environment: Flows of Economic Resources, Gross National Income, Industrial Structure, Economic Growth, Inflation and Employment, Balance of Payments, The Business Cycle, Economic systems and Market Structures: Porter's five-forces model, competition Policy, Circular Flow of Income, Income Determination, Theory of Multiplier, Theory of Investment and Acceleration Principle, Keynesian Model of Income Determination. [8]</p> <p><b>UNIT III:</b> Organizations and Change: Business Strategy, Corporate Governance , Social Responsibility of Business, Business Strategy Formulation: PEST analysis and SWOT analysis. [6]</p> <p><b>UNIT IV:</b> Money Market, Demand for Money, Money Supply and its Determinants, Money Market Equilibrium, Monetary Policy for Economic Stabilisation. [6]</p> <p><b>UNIT V:</b> Fiscal policy, Global Financial Crisis, Euro-Zone Crisis and their impact on Business Environment. [4]</p> <p><b>UNIT VI:</b> Industrial Policy, Public Sector and the Issues of Privatization, External Policy Corporate Governance and Social Responsibility of Business Environment, Climate Change and Sustainable Business Environment. [6]</p> |   |                               |              |               |             |        |

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|  | UNITVII: Case Study Analysis . [4]  |
|  | <p><b>Text Books:</b></p> <ol style="list-style-type: none"><li>1. Brooks, Ian and Weatherston J., The Business Environment-Challenges and Changes, Prentice Hall/ Pearson, England,2000</li><li>2. Cherunilam, Francis, Business Environment Text &amp; Cases, Himalaya Publishing House</li></ol> <p><b>Reference Books:</b></p> <ol style="list-style-type: none"><li>1. Miskin, F.S., The Economics of money, Banking and Financial Markets, Addison Wesley, Longman, 2000.</li><li>2. Alagh, Yoginder Kumar, Economic Policy in a Liberalising Economy, Springer</li></ol> |

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| Course Code     | Title of the course  | Program Core (PCR) / Electives (PEL)   | Total Number of contact hours |              |               |             | Credit |
|-----------------|--|--|-------------------------------|--------------|---------------|-------------|--------|
|                 |  |  | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS2006          | <b>BUSINESS ETHICS AND CORPORATE SOCIAL RESPONSIBILITY</b>   | PCR  | 2                             | 0            | 0             | 2           | 2      |
| Pre-requisites  |  | Course Assessment methods (Continuous Assessment (CT) and End assessment (EA)) |                               |              |               |             |        |
| NIL             |  | CT+EA  |                               |              |               |             |        |
| Course Outcomes | <p>CO1: Students will understand the nature of Business Ethics and issues in Corporate Governance.</p> <p>CO2: They will understand the Ethical frameworks of business</p> <p>CO3: They will be aware of role of ethics &amp; values Marketing, Finance, HR and in Intellectual Property Issues.</p> <p>CO4: Ethical role of Managerial responsibility in business and society.</p> <p>CO5: They will realize the Rationale for Corporate Governance and Ethical Corporate Governance in practice</p> <p>CO6: Students will be in a position to understand the application of these very important aspects to the contemporary Indian business scenario.</p>   |  |                               |              |               |             |        |
| Topics Covered  | <p><b>UNIT I</b> (Introduction to Business Ethics): Introduction, Ethical frameworks. (Case Study: Satyam Computers) [2]</p> <p><b>UNIT II</b> (Concepts and theories of Business Ethics &amp; values): Normative theories, ethical theories, Ethical Principles in Business. [2]</p> <p><b>UNIT III</b> (Typical problems in Business Ethics): Marketing Ethics of consumer protection. (Case Study: Wockhardt Ltd) [2]</p> <p><b>UNIT IV</b> (Typical problems in Business Ethics): Marketing Ethics (Case Study: The cola conundrum) [2]</p> <p><b>UNIT V</b> (Typical problems in Business Ethics): Ethics &amp; Finance (Case Study: Xeroxing corruption). [2]</p> <p><b>UNIT VI</b> (Typical problems in Business Ethics): Environmental ethics (Case Study Documentary: A coke controversy) [2]</p> <p><b>UNIT VII</b> (Typical problems in Business Ethics): Ethics &amp; Society BBC Documentary: Dark side of Chocolate. [2]</p> |  |                               |              |               |             |        |

**UNIT VIII** (Corporate Social Responsibility): Basic concepts of CSR, principles of CSR [2]

**UNIT IX** (Corporate Social Responsibility): CSR & The Companies Act, 2013 [2]

**UNIT X** (Corporate Social Responsibility): CSR-Ethics and corporate behaviour: Planning and strategising. [3].

**Text Books:**

1) Business Ethics & Corporate Governance: A.C. Fernando, Pearson Education, 3rd edition

**Reference Books:**

1) Business Ethics: Concepts and Cases: Manuel G. Velasquez, Pearson Education, 7th edition

2) Readings: Handbook on Corporate Social Responsibility in India (2013), CII, [www.pwc.in](http://www.pwc.in)

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| Course Code     | Title of the course   | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|-----------------|---|---|-------------------------------|--------------|---------------|-------------|--------|
|                 |   |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS2007          | <b>RESEARCH METHODOLOGY</b>   | PCR   | 2                             | 0            | 2             | 4           | 3      |
| Pre-requisites  |   | Course Assessment methods (Continuous (CT) and end assessment (EA)) |                               |              |               |             |        |
| NIL             |   | CT+EA   |                               |              |               |             |        |
| Course Outcomes | <p>CO1: To make students aware of the fact how to develop research queries from literature and other supporting materials</p> <p>CO2: To make students understand how to convert research queries into meaningful hypothesis</p> <p>CO3: To make students conversant about various methods to collect the data or information scientifically in relation to crafted hypothesis</p> <p>CO4: To make students knowledgeable about experimentations and various statistical and qualitative methods to analyze the said hypothesis</p>   |   |                               |              |               |             |        |
| Topics Covered  | <p><b>UNIT I:</b> Introduction to Business Research Methods<br/>Meaning and significance of research. Importance of scientific research in business decision making, Types of research and research process. Identification of research problem and formulation of hypothesis, Research Designs [8]</p> <p><b>UNIT II:</b> Measurement and Data Collection<br/>Concept related to Primary and Secondary data. Design of questionnaire. Sampling fundamentals and sample designs. Measurement and Scaling Techniques including reliability and validity analysis of the construct. Statistical and non-statistical Experimental Design and Potential error related to Experimental design [12]</p> <p><b>UNIT III:</b> Data Analysis – I<br/>Hypothesis testing namely Z-test, t-test, F-test, chi-square test. Analysis of variance. Non-parametric Test – Sign Test, Run test, Krushall – Wallis test [8]</p> <p><b>UNIT IV:</b> Data Analysis – II<br/>Multiple Regressions Analysis. Principal Component Analysis &amp; Factor Analysis. Discriminant Analysis [7]</p> <p><b>UNIT V:</b> Data Analysis – III<br/>Focus group study. Interviewing and other observational techniques. Projective techniques [5]</p> <p><b>UNIT VI:</b> Report Writing and Presentation:<br/>Types and significance of the Research Report. Structure of research report. Presentation of report [2]</p> |   |                               |              |               |             |        |

Text Books,  
and/or  
reference  
material

**Text Book:**

1. Business Research Methods: Prahlad Mishra : Oxford University Press
2. Marketing Research: An Applied Orientation. Naresh Malhotra. Pearson Education
3. Multivariate Data Analysis, Joseph F. Hair Jr., William C. Black, Barry J. Babin, Rolph E. Anderson. Cengage Publication

**Reference Books:**

1. Research Methods for Business Students: Mark Saunders, Philip Lewis, Adrian Thornhi (Pearson Education Ltd)
2. Research Methods: A Modular Approach (Sherri L. Jackson: Jacksonville University Australia)
3. Business Research Methods –William G Zikmund - 7th Edition- Cengage Learning

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| Course Code                           | Title of the course   | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|---------------------------------------|---|---|-------------------------------|--------------|---------------|-------------|--------|
|                                       |   |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS2051                                | <b>BUSINESS COMMUNICATION -II</b>   | PCR   | 0                             | 0            | 2             | 2           | 1      |
| Pre-requisites                        |   | Course Assessment methods (Continuous (CT) and end assessment (EA)) |                               |              |               |             |        |
| NIL                                   |   | CT+EA   |                               |              |               |             |        |
| Course Outcomes                       | <p>CO1: Analysing the business documents</p> <p>CO2: Designing effective resume</p> <p>CO3: Developing effective written communication skill</p> <p>CO4: Formulating effective presentation strategies</p> <p>CO5: Applying effective business etiquette</p>  |   |                               |              |               |             |        |
| Topics Covered                        | <p><b>SESSION I:</b> Summarising Business Documents<br/>Summarising business news, reports, meeting minutes [5]</p> <p><b>SESSION II:</b> Building Effective Resume<br/>Various resume formats, Guidelines for preparing effective resume [10]</p> <p><b>SESSION III:</b> Creating Effective written communication<br/>Email, application, ideas, feedback [10]</p> <p><b>SESSION IV:</b> Developing Effective Managerial Etiquette<br/>Listening etiquette, speaking etiquette, telephonic etiquette [8]</p> <p><b>SESSION V:</b> Making Effective Presentation<br/>PPTs, non-verbal communication skill, handling queries [9]</p> |   |                               |              |               |             |        |
| Text Books, and/or reference material | <p><b>Text Book:</b></p> <ol style="list-style-type: none"> <li>1. Communication Skills, Sanjay Kumar &amp; Pushp Lata, Oxford University Press</li> <li>2. Business Communication, Raymond V Lesikar, Marie, E, Flatley, Kathryn Re ntz, NeerjaPande. Mcgraw Hill</li> </ol> <p><b>Reference Books:</b></p> <ol style="list-style-type: none"> <li>3. Business Correspondence and Report Writing,R.C.Sharma, Krishna Mohan.Mcgraw Hill</li> <li>4. Communication for Business,Shirley Taylor, V.Chandra, Pearson</li> </ol>  |   |                               |              |               |             |        |
|                                       |   |   |                               |              |               |             |        |

**Department of Management Studies**

| Course Code     | Title of the course  | Program Core (PCR) / Electives (PEL)                                 | Total Number of contact hours |              |               |             | Credit |
|-----------------|--|--|-------------------------------|--------------|---------------|-------------|--------|
|                 |  |  | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS2052          | <b>RURAL IMMERSION PROJECT</b>   | PCR  | 0                             | 0            | 2             |             | 1      |
| Pre-requisites  |  | Course Assessment methods (Continuous Assessment (CT) and Viva Voce) |                               |              |               |             |        |
| NIL             |  | CT+EA  |                               |              |               |             |        |
| Course Outcomes | <p>CO1: Expose the students about the various aspects of life in rural areas.</p> <p>CO2: Develop an understanding of the socio- economic status of rural India</p> <p>CO3: Familiarise students about their social and political environment.</p> <p>CO4: Sensitize students towards the intricacies of the rural areas of India.</p>   |  |                               |              |               |             |        |
| Topics Covered  | <p><b>Students will be attached to participating organizations from four broad sectors:</b></p> <p>Government and Infrastructure</p> <p>Industry and Business working in rural environment</p> <p>Agriculture, Food Processing and Rural Development and</p> <p>NGO and Environmental Management</p> <p><b>Duration of project:</b></p> <p>The project will provide the students with the unique opportunity to immerse themselves into <b>rural life for seven days.</b></p> <p><b>Coverage:</b></p> <p>The immersion project will typically cover topics and activities such as:-</p> <p>The opportunity gaps in rural India that exists for village youth;</p> <p>Financial and digital inclusion in rural India</p> <p>Rural Health care services, hygiene issues</p> <p>Impact assessment studies of various Government Projects and Scheme in Villages</p> <p>Study on rural livelihood</p> <p>Micro Finance</p> <p>Rural Banking</p> <p>Rural Marketing</p> |  |                               |              |               |             |        |



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|  | <p>Agriculture input and output marketing</p> <p>Assessment of various community development programme and self-help groups scheme</p> <p>Role of women in community development</p> <p>Rural education.</p> <p>Impact of Industrialization in rural India.</p> <p>Farming practices and livestock development activities.</p> <p>Study on environmental conservation activities</p> <p>Rural and social entrepreneurship</p> <p><b>Assessment Criteria:</b></p> <p>The assessment is based on the presentation, the field diaries and a final report and feedback from the host organisation.</p> |
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| Course Code | Title of the course           | Program Core (PCR) / Electives (PEL) | Total Number of contact hours |              |               |             | Credit |
|-------------|-------------------------------|--------------------------------------|-------------------------------|--------------|---------------|-------------|--------|
|             |                               |                                      | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS3001      | <b>INTERNATIONAL BUSINESS</b> | PEL                                  | 3                             | 0            | 0             | 3           | 3      |

Pre-requisites Course Assessment methods (Continuous (CT) and end assessment (EA))

NIL CT+EA

**Course Outcomes**

CO1: To develop a deep understanding of global economics and major geopolitical challenges arising in the international business environment with an aim to build global managers skilled in economics, management and strategy development.

CO2: To provide an in-depth knowledge of current conceptual materials on emerging global economy, cultural foundations of international business, global business strategy, building strategic alliances,, international negotiations, global staffing ,global marketing strategies and managing global; operations with particular emphasis on real world business examples.

CO3: From a career standpoint, it will develop and internalize a world view that will help students to succeed in managing business across borders by applying their knowledge , strength and clear understanding

**Topics Covered**

**UNIT I:** Introduction: The emerging global economy: The Road Ahead, Factors influencing international business: An organizing Framework, The globalization Enigma, Stages in Globalization, Challenges and prospects of globalization. [4]

**UNIT II:** Economic foundations of global business, Institutional influences on cross-border business and economic development, developing global economic literacy, Industrial policy and economic development: The case of Japan. [4]

**UNIT III:** International trade promotion, WTO Agreements: an overview Economic Integration and regional trading blocs: Theoretical framework of PTAs, policy framework for international business expansion. [4]

**UNIT IV:** Cultural foundations of international business: Understanding and assessing cultural differences, Mapping Cultural distances, Reframing culture: A ‘Big Five’ approach, Legal and political foundations of global business, Social responsibility in global business. [6]

**UNIT V:** Developing Global business strategies: Participant’s overview: Born

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|  | <p>Global firms, Focal Firms, Facilitators, Distribution Channel Intermediaries, Market entry mode decision, Tools for Country Evaluation and Selection. [4]</p> <p><b>UNIT VI:</b> Strategy for selecting International Business expansion modes: export-imports, licensing, franchising, and Foreign Direct Investment, Building global strategic alliances: Benefits and Drawbacks. [6]</p> <p><b>UNIT VII:</b> Staffing global operations: International staffing Models, Managing a competitive global workforce: Keys to successful global leadership, Managing Total quality and employee involvement: strategies for total quality management [4]</p> <p><b>UNIT VIII:</b> International trade finance, Foreign exchange market: risks and exposure, Global supply chain Management. [4]</p> <p><b>UNIT IX:</b> Global E-business: Conceptual framework, E-business technology and environment, E-business Applications, E-business models, Policy framework for Global E-business. [4]</p> <p><b>UNIT X:</b> Ethics and social responsibility in global business: Unethical business practices, Strategies for combating unfair trade practices. [1]</p> <p><b>UNIT XI:</b> Applying the knowledge in practical field:<br/>A field project: Managing the global business<br/>Preparing Global Manager's Work book for each Unit [2]</p> |
|  | <p><b>Textbooks:</b></p> <ol style="list-style-type: none"> <li>1. Shekhar Chaudhuri &amp; Ranjan Das, Entry Strategies and growth in Foreign Markets: Texts and Cases in the Indian context, Oxford University Press</li> <li>2. S Cavusgil, G Knight &amp; John R. Riesenberger, International business, Pearson Education</li> </ol> <p><b>Reference Books:</b></p> <ol style="list-style-type: none"> <li>1. Francis Cherunilam, International Business: Text and Cases, Prentice Hall</li> <li>2. J. J.Wild &amp; K. L.Wild, International Business : The Challenges of Globalization</li> </ol>  |

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|---|--|---|-------------------------------|--------------|---------------|-------------|--------|
| Course Code                             | Title of the course  | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|   |  |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS9111                                  | <b>RECRUITMENT AND SELECTION</b>   | PEL   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites                          |  | Course Assessment methods (Continuous (CT) and end assessment (EA)) |                               |              |               |             |        |
| NIL                                     |  | CT+EA   |                               |              |               |             |        |
| Course Outcomes                         | <p>CO 1. Understand the basic concepts of job analysis, recruitment, and selection.</p> <p>CO 2. Gain an insight on reliability and validity in selection measures.</p> <p>CO 3. Understand different selection decisions making.</p> <p>CO 4. Gain an in-depth knowledge about the different selection tools.</p> <p>CO 5. Understand the fundamentals of outsourcing and job performance.</p>  |   |                               |              |               |             |        |
| Topics Covered                          | <p><b>UNIT I:</b> Introduction to Selection and Recruitment: What is recruitment, Purpose of recruitment, Recruitment process, Concept of selection, Developing a selection program, Constraints in developing a selection program. [5]</p> <p><b>UNIT II:</b> Job Analysis in HR Selection: Need for job analysis, Work oriented and worker-oriented job analysis, Job analysis methods. [5]</p> <p><b>UNIT III:</b> Reliability and Validity in Selection measures: Fundamentals of measurement, Role of measurement in HR selection, Concept of reliability, True score and error score, Source of error, Methods of estimating reliability, Problems of reliability estimates, Factors influencing the reliability of a measure, Concept of validity, Methods of estimating validity. [5]</p> <p><b>UNIT IV:</b> Selection Decision making: Types of selection decision errors, Methods for collecting predictor information from job applicants, Methods for combining predictor information, Approaches for making selection decision. [5]</p> <p><b>UNIT V:</b> Application forms/blanks and Selection Interviews: Purpose, Inappropriate questions, Resumes, CV and Biodata, Information Distortions, Reference Checks, Purpose of selection interviews, Factors influencing interviewer's decision making, Types of selection interviews. [5]</p> <p><b>UNIT VI:</b> Selection Tests: Purpose, Ability tests, Physical Ability Tests, Personality tests, Integrity tests, Drug tests, Graphology. [7]</p> <p><b>UNIT VII:</b> Outsourcing: Concept, Reasons for outsourcing, Types of outsourcing, HR outsourcing, Areas of concern with outsourcing. [5]</p> |   |                               |              |               |             |        |

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|  | <b>UNIT VIII: Job Performance: Relation of job performance with HR selection, Types of job performance measures, Job performance and Compensation policies. [5]</b>  |
|  | <b>Text Books:</b><br>1. Recruitment and Selection<br>G. Roberts<br>Chartered Institute of Personnel & Development<br><br><b>Reference Books:</b><br>1. Effective Recruitment and Selection Practices<br>R.Compton, B.Morrissey, & A.Nankervis,<br>CCH Australia |

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|----------------------------------|---|---|-------------------------------|--------------|---------------|-------------|--------|
| Course Code                      | Title of the course   | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|                                  |   |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS9112                           | <b>MANAGERIAL PSYCHOLOGY AND EMPLOYEE RELATIONS</b>   | PEL   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites                   |   | Course Assessment Methods - Continuous (CT) and End Assessment (EA) |                               |              |               |             |        |
| NIL                              |   | CT+EA   |                               |              |               |             |        |
| Course Outcomes                  | <p>CO1. To understand real organizational and human resource situations in terms of the theories, models and concepts of Managerial Psychology and Employee wellbeing and relationships.</p> <p>CO2. To prepare the students for managerial work in the industry, equipping them with an insight to deal effectively with behavioural, psychological, relational issues at the workplace.</p> <p>CO3. To improve the ability to work effectively with people having different profiles in terms of individual differences, orientations and psychological mechanisms in organizations</p> <p>CO4. To build awareness of certain significant and critical issues in Employee Relations with respect to contemporary organizations.</p>   |   |                               |              |               |             |        |
| Topics Covered                   | <p><b>UNIT I:</b> [10]<br/> Critical Thinking – Characteristics, Process, Structures, Elements, Reasoning Types, fallacies, Standards, Strategies for increasing it in managerial decisions, Different Critical Thinking Tools- Concept and application;</p> <p>Creative Thinking- Concept, Types, Stages, Lateral Thinking Techniques, Thinking styles, Conditions of creativity, organizational programs &amp; strategies in stimulating creativity; Barriers to creativity; Problem-solving Demand.</p> <p>Individual decision-making: Nature, Process, Types, Factors, Individual decision-making styles, models and their applications, Errors; Techniques to improve decision-making.</p> <p><b>UNIT II:</b> [11]<br/> Time Management: Concept, Notion of generations; Time management matrix, Process, Strategies of managing time.</p> |   |                               |              |               |             |        |

Performance counseling: Basic concept, Relation with performance feedback, Process, Principles, Purpose; Employee counseling-Types, Skills, intervention; Emotional Freedom Technique.

Employee Development: contemporary concepts; managerial development; Transactional Analysis: concept, application.

**UNIT III:** [12]

Employee Benefit Plans: Design of Benefits Programs, Components of Benefit Packages, Benefits Administration.

Employee Engagement: Concept, nature, types, levels, drivers, models, measurement, application in organizations.

Safety, Health and Employee Assistance Programs: Employee Safety in Indian context, OSHA; Occupational Safety and Health Programmes, Health Hazards at Work, Employee Assistance Programs, Corporate Health Promotion

**UNIT IV:** [9]

Management of employees' occupational problems: Counterproductive Behaviours-Forms, Absence (forms, nature, techniques to deal with them); Employee Discipline (Administration, Management, Indian legal perspectives).

Equality, Diversity and Dignity at Work: Concepts: Equality, Diversity, Discrimination; Harassment in the workplace; The Legal Framework, Equal Employment Opportunities.

Note: Case studies will be discussed.

**TEXT BOOKS:**

1. Leavitt and Bahrami (Latest Edition). Managerial Psychology: Managing Behaviour in Organizations. University of Chicago Press.
2. Singh & Kumar (Latest Edition). Employee Relations Management. Pearson Education.

**REFERENCE BOOKS:**

1. McKenna, E.F. (Latest Edition). Business Psychology and Organizational Behaviour: A Student's Handbook. Psychology Press.
2. Matthewman, L., Rose, A. & Hetherington, A. (Latest Edition). Work Psychology. Oxford University Press.

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| Course Code     | Title of the course  | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|-----------------|--|---|-------------------------------|--------------|---------------|-------------|--------|
|                 |  |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS9113          | <b>DYNAMICS OF ORGANIZATIONAL EFFECTIVENESS</b>  | PEL   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites  |  | Course Assessment Methods - Continuous (CT) and End Assessment (EA) |                               |              |               |             |        |
| NIL             |  | CT+EA   |                               |              |               |             |        |
| Course Outcomes | <p>CO1. To understand effectively how organizations function and the associated dynamics of the processes involved in their functioning.</p> <p>CO2. To analyze the importance and effect of group and team behaviour in terms of the key factors that influence organizational dynamics and HRM practices.</p> <p>CO3. To evaluate the potential effects of organizational-level factors (such as culture) on organizational dynamics.</p> <p>CO4. To critically evaluate the potential impact of important developments in the external environment (such as globalization and international exposure) on HRM practices.</p> <p>CO5. To improve the ability to work effectively with people who have different values, areas of expertise and demographic profiles.</p> <p>CO6. To collaboratively analyze and evaluate organizational information collected from a wide variety of sources.</p> |   |                               |              |               |             |        |
| Topics Covered  | <p><b>UNIT I</b> [18]</p> <p>Organizational Effectiveness: Concept, nature, dimensions, criteria, approaches, application.</p> <p>Groups: Concept, Types of groups, Group Dynamics, Models, Group effectiveness, Group Performance factors, Social Facilitation, Social Loafing.</p> <p>Teams: Characteristics, Significance &amp; benefits; Types; Self-Managed Work teams, High-performance Teams, Aspects of Team Composition; Employee Involvement, Team-reward systems, Effective Teams, Determinants of Team Performance; Top level teams in organizations.</p> <p>Team Building: Basic concept; Significance, team-building activities-Classification, Types, Process and techniques of building a team, Team charter, Approaches to Team building, Manager's role.</p> <p><b>UNIT II:</b> [10]</p>   |   |                               |              |               |             |        |



Conflict and its resolution: Nature, Diagnosing conflict, Causes and Consequences of conflict in organizations, forms across levels; conflict management techniques, strategies and styles.

Group decision-making: Concept, Group Vs Individual Decision-making, process; limits; Different Group-decision techniques; Computer-based approaches.

Organizational Culture: Concept, Forms & Types, Levels - Artifacts, Values, Assumptions; Functions, Theories, Organizational Socialization, Assessment Tools; Changing organizational culture-Interventions, challenges.

**UNIT III:** [7]

Organizational Learning: Concept, Knowledge- Types, characteristics, Disciplines of OL, Single & Double Loop, Building an organization's Learning Capability, facilitating factors, Modes of Learning. Learning Organization: Concept, Characteristics, Forms, Core activities; Empowerment, Personal Networks, Strategies to promote the concepts in organizations.

Competency driven organizations: Notion, Characteristics, Categories, Uses in organizations, organizational competency models

**UNIT IV:** [7]

Cross-cultural management: International HRM- issues, Culture, Ethnocentrism, Hofstede's study, Project GLOBE, Global HR Policies, Preparing, managing Expatriates- Cross-cultural training, implications.

Organizational roles: Nature; Mapping Role Systems, Effectiveness through role, Role-Focused intervention in organizations.

Note: Case studies will be discussed.  
(The syllabus is tentative)

**TEXT BOOKS:**

1. Gibson,J.L., Ivancevich, J.M., Konopaske, R. (Latest Edition). Organizations: Behaviour, Structure, Processes. New Delhi: McGraw Hill Education.

**REFERENCE BOOKS:**

1. Tolbert, P.S. & Hall,R .H. (Latest Edition) Organizations: Structures, Processes, and Outcomes. New Delhi: PHI Learning.  
2. Aldrich, H.E. & Ruef, M. (Latest Edition). Organizations Evolving. Sage Publications.

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|----------------------------------|--|---|-------------------------------|--------------|---------------|-------------|--------|
| Course Code                      | Title of the course  | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|                                  |  |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS9114                           | <b>PSYCHOMETRIC TESTING AND ASSESSMENT</b>   | PEL   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites                   |  | Course Assessment Methods - Continuous (CT) and End Assessment (EA) |                               |              |               |             |        |
| NIL                              |  | CT+EA   |                               |              |               |             |        |
| Course Outcomes                  | <p>CO1. To develop an understanding of various psychometric theories, concepts related to scales/tests and test construction, applicable in the organization</p> <p>CO2. To identify, evaluate, a range of common psychological assessment tools (tests, scales, inventories) in details and application of them in the organization with a focus on their purposes, psychological measure for reliability, validity and biases.</p> <p>CO3.To develop an intricate understanding of new developments, ethical considerations, and controversies associated with psychological testing in organizations.</p> <p>CO4. To develop the skills related to the critical evaluation of tests and assessment instruments/tools in the organization.</p>   |   |                               |              |               |             |        |
| Topics Covered                   | <p><b>UNIT I:</b> [12]</p> <p>Psychological Testing and Assessment: Concept, Operationalization; Test Theory and assessment; Instrumentation: Procedures, Tests, Questionnaires; Assessment: Products, Processes, Procedures; Testing and assessment in Personnel, Organizational, Work settings.</p> <p>Measurement, Theory and Practice of Psychological Testing: Basics of Measurement Theory, Errors in Measurement, Types and criterion of tests; Introduction to Psychological Testing, Test Construction, Item Analysis, Scoring of Tests, Reliability, Validity, Norms, Standardization.</p> <p><b>UNIT II:</b> [10]</p> <p>Developing and Piloting Surveys and Psychological Tests: Construction, administration and using Survey Data; Developing a Test: Test plan, Composing the items, Administration and Scoring Instructions; Assessing the Psychometric Quality of a Test.</p> |   |                               |              |               |             |        |

**UNIT III:**

[15]

Tests in Organizational Settings: A brief history of Employment Testing; Pre-employment Testing; The Employment Interview; Performance Tests, Situational Judgement Tests, Personality Inventories, Integrity Testing, Cognitive Tests (GMA): Concept, Measurement, Administration and Scoring in details of at least one important Psychological Test in each category.

**UNIT IV:**

[5]

Ethical Issues in Psychological Testing: Specific Principles; Ethics and Privacy; Guidelines for critiquing a Psychological Test; Code of Fair Testing Practices; Challenges and Dilemmas.

Note: Case studies will be discussed.

**Text Books:**

1. Cohen, R.J., & Swerdlik, M.E., (Latest Edition). Psychological testing and assessment: An introduction to tests & measurement. New York: McGraw Hill.

**Reference Books:**

1. Miller, Lovler & McIntire (Latest Edition). Psychological Testing. Sage Publications.

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|---|---|---|-------------------------------|--------------|---------------|-------------|--------|
| Course Code                             | Title of the course   | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|   |   |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS9115                                  | <b>PERFORMANCE AND TALENT MANAGEMENT</b>  | PEL   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites                          |   | Course Assessment Methods - Continuous (CT) and End Assessment (EA) |                               |              |               |             |        |
| NIL                                     |   | CT+EA   |                               |              |               |             |        |
| Course Outcomes                         | <p>CO1. To equip the students in order to build necessary skills and form competences, based on a holistic approach towards a talent management system in the organization</p> <p>CO2. To assist in assessing the impact of contextual factors on the formation of a talent management system in the organization.</p> <p>CO3. To assist in identifying significant indicators to build the essential models for analyzing talent practices in the organization.</p> <p>CO4. To help in developing the bases regarding the prototypes of behaviour of talents in the organization</p> <p>CO5. To help in implementing talent management practices by utilizing the prevalent environmental factors pertaining to the organization.</p>  |   |                               |              |               |             |        |
| Topics Covered                          | <p><b>UNIT I:</b> [8]<br/>The Nature of Talent Management in Organizations: Concept, Background, Evolution; Key approaches with respect to contemporary organizations.</p> <p>Talent Management Frameworks: Different Integrated Models of Talent Management; Principles of Talent Management; Integrated Processes and practices of Talent Management; Global Talent Management Drivers.</p> <p><b>UNIT II:</b> [14]<br/>Attracting and Assessing Talent in Organizations: Talent Acquisition practices and strategies in different organizations; Employment Brand: Development and promotional strategies; Assessment: Different significant selection methods including a brief conceptualization of Psychometric methods</p> <p>Engaging Talent in Organizations: Employee Engagement: Drivers of Engagement and Retention; Developing a culture of Engagement; Assessing Engagement in Organizations, Implementing, and Interpreting Engagement</p> |   |                               |              |               |             |        |

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|  | <p>Surveys</p> <p><b>UNIT III:</b> [12]<br/> Optimizing Talent in Organizations, Managing Performance Evaluation and Feedback: Measuring, evaluating performance; Implications of different evaluation systems for employees; Errors to be avoided in Performance evaluation;<br/> Talent Development: Talent Pipeline: Concept, Talent Development Plan and its implementation; Identification of Hi Potential Talent;</p> <p>Leadership Development: Creating a Leadership Development Strategy; Coaching and Mentoring; Succession Planning in Organizations.</p> <p><b>UNIT IV:</b> [8]<br/> Talent Management Challenges; Talent Enhancement; Talent Mobility ; Rewards In Talent Management</p> <p>Note: Case studies will be discussed.</p> |
|  | <p><b>Text Books:</b><br/> 1. Greene, Robert J. (Latest Edition) Strategic Talent Management: Creating the Right Workforce. Routledge.</p> <p><b>Reference Books:</b><br/> 1. Berger, Lance A. &amp; Berger Dorothy R. (Edited- Latest Edition). The Talent Management Handbook: Creating Organizational Excellence By Identifying, Developing and Promoting Your Best People. McGraw Hill Education</p>   |

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| Course Code     | Title of the course   | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|-----------------|---|---|-------------------------------|--------------|---------------|-------------|--------|
|                 |   |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS9211          | <b>MARKETING COMMUNICATIONS</b>   | PEL   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites  |   | Course Assessment methods (Continuous (CT) and end assessment (EA)) |                               |              |               |             |        |
| NIL             |   | CT+EA   |                               |              |               |             |        |
| Course Outcomes | <p>CO1. Understand the roles of different promotional tools with an emphasis on advertising.</p> <p>CO2. Understand the role of integrated marketing communication (IMC) in marketing, as well as objectives and budgeting, and evaluation of IMC program.</p> <p>CO3. Understand application of different models related to consumers' processing of marketing communication messages, and consumers' response process.</p> <p>CO 4. Effectively utilize creative elements in advertising campaign.</p> <p>CO 5. Understand the ethical and economic aspects of marketing communications</p>   |   |                               |              |               |             |        |
| Topics Covered  | <p><b>UNIT I:</b> Marketing Communications: Basic model of communication, Tools of Marketing Communication, Integration of Marketing Communication, Consumer response process, Consumer Processing Model - Hedonic, Experiential Model, AIDA model, Cognitive Response model, Elaboration Likelihood Model. [5]</p> <p><b>UNIT II:</b> Advertising Management: Evolution of advertising, Functions of advertising, Types of advertising. [4]</p> <p><b>UNIT III:</b> Ad agencies: Types of ad agencies, Ad agency commission, How Ad agencies gain clients. [4]</p> <p><b>UNIT IV:</b> Advertising messages: Creating effective advertising, Concept of creativity, Order of message points presentation, Conclusion drawing, Message sidedness, Refutational messages, Subliminal messages; Ad Message Appeals – Fear, Humour, Rational, Emotional; Ad Message Source - Source traits/attributes; TEARS model, Role of celebrity endorsers in advertising. [5]</p> <p><b>UNIT V:</b> Ad Media Planning: Selecting the target audience, Media objectives, Media mix decision, Media Category Selection, Media vehicles, Media scheduling; Advertising Media - Traditional media, Internet. [4]</p> <p><b>UNIT VI:</b> Measuring Ad Effectiveness: Pre-testing - Theatre tests, Laboratory tests, Post testing - Memory tests, Inquiry test. [4]</p> <p><b>UNIT VII:</b> Economic Aspects and Ethical Issues of Advertising: Critics view of</p> |   |                               |              |               |             |        |

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|  | <p>advertising as a detrimental force, Counter arguments of proponents of advertising; Ethics of Targeting, Issues related to advertising being untruthful, deceptive, and offensive, Regulations. [4]</p> <p><b>UNIT IX:</b> Sales Promotion, PR, Publicity, Direct Marketing and Personal Selling: Purpose and limitations of sales promotions, Reasons for the increase in Sales Promotion, Types of sales promotion; Determining and evaluating public attitudes, Implementing the PR program, Positive and negative publicity; Use of database in direct marketing, Use of different media for direct marketing, Responsibilities of Salespeople in Personal selling, Problems with personal selling. [12]</p> |
|  | <p><b>Text Books:</b></p> <ol style="list-style-type: none"> <li>1. Advertising Management<br/>David A. Aaker, John G. Myers, &amp; Rajeev Batra.<br/>Pearson</li> <li>2. Advertising and Sales promotion<br/>K. Kaser<br/>South Western Cengage Learning</li> </ol> <p><b>Reference Books:</b></p> <ol style="list-style-type: none"> <li>1. Integrated Advertising, Promotion and Marketing Communications<br/>Kenneth E. Clow, &amp; Donald E. Baack<br/>Pearson</li> <li>2. Advertising: Principles and Practice<br/>W. Wells, S. Moriarty, &amp; J. Burnett<br/>Pearson</li> </ol>   |

| <b>Department of Management Studies</b> |  |   |                               |              |               |             |        |
|---|--|---|-------------------------------|--------------|---------------|-------------|--------|
| Course Code                             | Title of the course  | Program Core / Electives (PEL)                                      | Total Number of contact hours |              |               |             | Credit |
|   |  |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS9212                                  | <b>CONSUMER BEHAVIOUR</b>  | PEL   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites                          |  | Course Assessment methods (Continuous (CT) and end assessment (EA)) |                               |              |               |             |        |
| NIL                                     |  | CT+EA   |                               |              |               |             |        |
| Course Outcomes                         | <p>CO1. Understand the consumer buying process and the behaviour exhibited by consumers in different stages of the purchase process.</p> <p>CO 2. Gain an insight on the internal factors that influence consumers purchase decision.</p> <p>CO 3. Gain an insight on the external factors that influence consumers purchase decision.</p> <p>CO 4. Understand the diffusion and adoption of innovative products and services in the market place.</p>   |   |                               |              |               |             |        |
| Topics Covered                          | <p><b>UNIT I:</b> Introduction to Consumer Behavior: What is consumer behavior, Consumer behavior and the marketing concept, Scope and relevance of consumer behavior Studies, Contributions of other disciplines toward development of consumer behavior, Market segmentation, targeting, and positioning. [6]</p> <p><b>UNIT II:</b> Consumer Purchase Decision Process: What is a consumer purchase decision, Situational variables, Role of Involvement, Levels of consumer decision making, Basic Model of Consumer Behavior. [6]</p> <p><b>UNIT III:</b> Internal Determinants of Consumer Behaviour: Perception and its application in Marketing management, learning memory and product positioning, Application of motivation theories in understanding consumer behaviour, Personality and emotion and their application in marketing. [12]</p> <p><b>UNIT IV:</b> External Determinants of Consumer Behavior: Influence of Culture and Subculture; Influence of Social Class, Influence of Reference Groups, and Family Influences. [12]</p> <p><b>UNIT V:</b> Diffusion of Innovations: Diffusion and adoption of innovations, Types of innovation, Diffusion process, Adoption process, Consumer innovator. [6]</p> |   |                               |              |               |             |        |
|   | <p><b>Text Books:</b></p> <p>1.Consumer Behaviour<br/>L.G.Schiffman &amp; L.L.Kanuk<br/>Prentice Hall of India</p> <p>2.Consumer Behaviour: Building Marketing Strategy<br/>D.Hawkins, Roger J Best, Kenneth A Coney and Amit Mookherjee</p>   |   |                               |              |               |             |        |



Tata McGraw Hill

**Reference Books:**

1. Consumer Behaviour: Insights from Indian Market  
R. Majumdar  
Prentice Hall of India
2. Consumer Behaviour and Marketing Strategy  
J. Paul Peter & Jerry C. Olson  
McGraw-Hill

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|---|--|---|-------------------------------|--------------|---------------|-------------|--------|
| Course Code                             | Title of the course  | Program Core / Electives (PEL)                                      | Total Number of contact hours |              |               |             | Credit |
|   |  |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS9213                                  | <b>AI IN MARKETING</b>   | PEL   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites                          |  | Course Assessment methods (Continuous (CT) and end assessment (EA)) |                               |              |               |             |        |
| NIL                                     |  | CT+EA   |                               |              |               |             |        |
| Course Outcomes                         | <p>CO1: Gain an insight on the concept and foundations of AI.</p> <p>CO2: Gain an insight on the concept of Machine Learning.</p> <p>CO3: Understand how AI can be used for gaining key marketing benefits and maintaining competitive edge.</p> <p>CO 4. Understand the ethical issues related to the implementation of AI in business.</p>   |   |                               |              |               |             |        |
| Topics Covered                          | <p><b>UNIT I:</b> Understanding AI: Concept of AI; Foundations of AI; Intelligent agents; Kind of problems AI can solve. [10]</p> <p><b>UNIT II:</b> Understanding Machine Learning: Concept of Machine Learning; Big Data; Supervised learning; Unsupervised learning; Reinforcement learning; Deep learning. [10]</p> <p><b>UNIT III:</b> Use of AI in Marketing: Market Research; Market segmentation; Marketing mix; Branding; Customer service; Social Media; Case Studies. [12]</p> <p><b>UNIT IV:</b> Implementation of AI in business organizations: Requirements; Cognitive, Relational, and Structural implications of integrating AI and employees; Machine mistakes; Human mistakes; Role of manager. [5]</p> <p><b>UNIT V:</b> Ethical Issues: Ethical challenges; Responsible use of AI. [5]</p> |   |                               |              |               |             |        |
|   | <p><b>Text Book:</b><br/>1. Artificial Intelligence for Marketing: Practical Applications<br/>Jim Sterne<br/>Wiley Publication</p> <p><b>Reference Book:</b><br/>1. AI for Marketing and Product Innovation: Powerful New Tools for Predicting Trends, Connecting with Customers, and Closing Sales<br/>A. K. Pradeep, Andrew Appel, Stan Sthanunathan<br/>Wiley Publication</p>   |   |                               |              |               |             |        |

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| Course Code     | Title of the course  | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|-----------------|--|---|-------------------------------|--------------|---------------|-------------|--------|
|                 |  |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS9214          | <b>SPORTS AND ENTERTAINMENT MARKETING</b>  | PEL   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites  |  | Course Assessment methods (Continuous (CT) and end assessment (EA)) |                               |              |               |             |        |
| NIL             |  | CT+EA   |                               |              |               |             |        |
| Course Outcomes | <p>CO1.Gain an insight on the concept and foundations of sports and entertainment marketing.</p> <p>CO2. Gain an insight on the business perspectives of sports and entertainment.</p> <p>CO3. Understand the strategies for sports and entertainment marketing.</p> <p>CO 4. Understand how promotion and selling of sports and entertainment can done.</p> <p>CO5: Know about the channels of distribution in sports and entertainment.</p>  |   |                               |              |               |             |        |
| Topics Covered  | <p><b>UNIT I:</b> Introduction: Marketing basics, Sports marketing, Entertainment marketing. [4]</p> <p><b>UNIT II:</b> Business Perspectives of Sports and Entertainment: Sports and Entertainment economics, Market conditions, Risk management, Financial analysis, Business ethics, Industry segments, Supply and demand, Pricing strategies, Sports and Entertainment events across the globe. [7]</p> <p><b>UNIT III:</b> Understanding Customers: Need for information, Managing the information, Target markets, Customer service. [6]</p> <p><b>UNIT IV:</b> Strategies for Sports and Entertainment Marketing: The game plan, Sports and Entertainment strategies, Product mix, Product marketing strategies. [7]</p> <p><b>UNIT V:</b> Sports and Entertainment Promotion: Promoting Sports and Entertainment, Promotional plans, Promotional events, Sponsorships and endorsement. [6]</p> <p><b>UNIT VI:</b> Channels of Distribution: Global channels of distribution, Sports distribution, Entertainment distribution, Technology and distribution media. [6]</p> |   |                               |              |               |             |        |

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|  | <b>UNIT VII: Selling Sports and Entertainment: The sales process, Ticket sales, Group and Corporate sales. [6]</b>  |
|  | <b>Text Book:</b><br>1.Sports Marketing: A Strategic Perspective<br><u>M. D. Shank</u> & <u>M. R. Lyberger</u><br>Routledge<br>2.The Definitive Guide to Entertainment Marketing<br>Al Lieberman<br>Pearson Education |

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|---|--|---|-------------------------------|--------------|---------------|-------------|--------|
| Course Code                             | Title of the course  | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|   |  |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS9215                                  | <b>DIGITAL MARKETING</b>   | PEL   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites                          |  | Course Assessment methods (Continuous (CT) and end assessment (EA)) |                               |              |               |             |        |
| NIL                                     |  | CT+EA   |                               |              |               |             |        |
| Course Outcomes                         | <p>CO1: Understand the digital marketing space in the current business scenario</p> <p>CO2: Formulate effective digital marketing strategies</p> <p>CO3: Analyse the key determinants of successful implementation of digital strategies</p>   |   |                               |              |               |             |        |
| Topics Covered                          | <p><b>UNIT I:</b> Analysing the Need for Going Digital<br/>Why go digital? The evolution of digital marketing, Economics of going digital, digital disruptions and their impact on industry and society, impact of digitization and internet. [6]</p> <p><b>UNIT II:</b> Understanding Digital Business Model<br/>Digital divide, online communities, web analytics, SEO, SEM, information goods, digital listening and learning, open access and its impact on digital marketing. [8]</p> <p><b>UNIT III:</b> Formulating Effective Social Media Marketing Strategies<br/>Social networks, different forms of social media, analyse social media and customer engagement. [5]</p> <p><b>UNIT IV:</b> Understanding Digital Marketing Metrics<br/>Understanding digital consumer, defining digital marketing strategy, the 4Ps of digital marketing, measuring digital marketing success. [10]</p> <p><b>UNIT V:</b> Formulating Digital Marketing Strategies<br/>Mobile marketing, email marketing, bidding, gamification, content management, e-word of mouth, building an effective website, online public relation and reputation management. [5]</p> <p><b>UNIT VI:</b> Analysing the Regulatory Framework in the Digital Space<br/>Role of institutions and regulatory framework in the digital space, Governance and market readiness. [3]</p> <p><b>UNIT VII:</b> Evaluating Challenges in Digital Marketing<br/>Ethics, trust, privacy, legal issues. [5]</p> |   |                               |              |               |             |        |
|   | <p><b>Text Book:</b><br/>Understanding Digital Marketing: Marketing Strategies for Engaging the Digital</p>  |   |                               |              |               |             |        |

Generation, Damian Ryan and Calvin Jones, Kogan Page, 2009.

**Reference Book:**

1. Fundamentals of Digital Marketing, Puneet Singh Bhatia, Pearson, 2017.

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|----------------------------------|---|---|-------------------------------|--------------|---------------|-------------|--------|
| Course Code                      | Title of the course   | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|                                  |   |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS9216                           | <b>BRAND &amp; PRODUCTMANAGEMENT</b>  | PEL   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites                   |   | Course Assessment methods (Continuous (CT) and end assessment (EA)) |                               |              |               |             |        |
| NIL                              |   | CT+EA   |                               |              |               |             |        |
| Course Outcomes                  | <p>CO1: Making students aware and knowledgeable various dimensions of 'Product Management' decisions marketer has to undertake</p> <p>CO2: Making students aware and educated various facets of 'Brand Management' decisions marketer has to carry out</p> <p>CO3: Overall integration of this learning with 'Marketing' as one of the functional discipline of management.</p>   |   |                               |              |               |             |        |
| Topics Covered                   | <p><b>UNIT I:</b> Existing Product Management<br/>Product level, product line, product width, product breadth, product variant, product line stretching and product pruning , Product life cycle , Product portfolio decision: BCG and Pareto analysis with numerical exercise [10]</p> <p><b>UNIT II:</b> New Product Management<br/>New Product Development Stages with application of Perceptual Mapping and Conjoint Analysis, Roger's model of new product information diffusion, forecasting models for new product: Bass &amp; others. [10]</p> <p><b>UNIT III:</b> Brand &amp; Branding<br/>Brand challenges, Branding in a dynamic and competitive business environment with special emphasis to Indian environment, What Brand Communicates?-pyramid of branding activities and Scopes of Branding, Understanding social psychology of the brand and model of emotion driven choice &amp; emotional involvement, Choosing &amp; developing brand elements-criteria, Brand sponsor decision. [5]</p> <p><b>UNIT IV:</b> Brand Equity<br/>Brand equity and how Brand equity generates value (Aaker concept), Brand equity Measurements &amp; Models, Young and Rubicam Asset valuator, Keller's model of brand building hierarchy, Aaker's criteria of measurement, Elliot &amp; Percy model of brand equity synthesis. [6]</p> <p><b>UNIT V:</b> Brand Positioning</p> |   |                               |              |               |             |        |

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|                                       | <p>Brand Positioning, 4W's of Positioning, Evaluating and choosing Brand Positioning platform, Pursuit of differential advantages-Who am I? What am I? For whom am I? And Why me? Positioning with non-functional value, Celebrated case studies of positioning success with special reference to India. [5]</p> <p><b>UNIT VI: Brand Personality</b><br/>Measurement and self concept, how it creates brand equity. Brand image and identity, six facets of Brand identity, Stretching of a Brand-Leverage and types of brand and line extension, criteria for good brand extension: elasticity analysis fit, value perception and edge, Success and failure case analysis of brand extension. [6]</p>   |
| Text Books, and/or reference material | <p><b>Text Book:</b></p> <ol style="list-style-type: none"> <li>1. Michael Baker, Susan Hart: Product strategy and management. 2nd edition. Education</li> <li>2. Subrata Sengupta :Brand Positioning Tata Macgraw Hill India 2<sup>nd</sup> edition 200</li> <li>3. Keller K L, Parameswaran AMG, Jacob I: Strategic Brand Management, India 4<sup>th</sup> edition 2015</li> </ol> <p><b>Reference Books:</b></p> <ol style="list-style-type: none"> <li>1. Richard Elliott and Larry Percy. Strategic Brand Management. Oxford University Press, india</li> <li>2. R.K Baisya. Branding in a Competitive Marketplace. Sage Publication India Limited, New Delhi.</li> <li>3. Ramanuj Majumder. Product Management in India. PHI India</li> </ol> |



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|----------------------------------|--|---|-------------------------------|--------------|---------------|-------------|--------|
| Course Code                      | Title of the course  | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|                                  |  |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS9217                           | <b>MARKETING RESEARCH</b>  | PEL   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites                   |  | Course Assessment methods (Continuous (CT) and end assessment (EA)) |                               |              |               |             |        |
| NIL                              |  | CT+EA   |                               |              |               |             |        |
| Course Outcomes                  | <p>CO1: To make students aware and educated about different ways of integrating marketing problem and its quantitative techniques based solutions</p> <p>CO2: To make students aware and knowledgeable about various applications of quantitative techniques based software to solve marketing problems</p> <p>CO3: To make students aware and educated about optimisation concepts applicable in sales management</p> <p>CO4: To integrate the above-mentioned knowledge with ‘Marketing’ as one of the functional discipline of management.</p>  |   |                               |              |               |             |        |
| Topics Covered                   | <p><b>UNIT I:</b> Application of hypothesis testing techniques in solving marketing problem. Application of independent sample, before –after T, chi- square statistics to solve marketing problem; Guidelines for application of statistical software. [6]</p> <p><b>UNIT II:</b> Application of cluster analysis for solving segmentation problem. Making of similarity index from categorical data .Distance and correlation based approach for clustering. K Means and Agglomeration based techniques. Software based application. [9]</p> <p><b>UNIT III:</b> Application of conjoint analysis in designing consumer preference. Discussion of case studies in relation to design new product /service. Application of Bass model for forecasting new product. Quantitative method based application of ‘Test Marketing’ for new product launching. [8]</p> <p><b>UNIT IV:</b> Non statistical designs and Experimental Designs namely CRD, RBD, LSD and Factorial Design. [6]</p> <p><b>UNIT V:</b> Optimisation concepts in sales management related problems and solve. [3]</p> <p><b>UNIT VI:</b> Software based application of Multi-dimensional scaling for solving relevant marketing problems. Identification of latent variables using principal</p> |   |                               |              |               |             |        |

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|                                       | <p>component analysis for understanding customer need set. Software based learning of the PCA. Naming of identified principal components. [8]</p> <p><b>UNIT VII:</b> Marketing application of Discriminant analysis for customer classification [2]</p>  |
| Text Books, and/or reference material | <p><b>Text Book:</b></p> <ol style="list-style-type: none"> <li>1. Malhotra, N.K, Marketing Research: An applied orientation. Pearson India</li> <li>2. Mishra P, Business Research Methods, Oxford University Press</li> <li>3. R Nargundkar. Marketing Research Text and Cases. TMH India</li> </ol> <p><b>Reference Books:</b></p> <ol style="list-style-type: none"> <li>1. Joseph F. Hair Jr., William C. Black, Barry J. Babin, Rolph E. Anderson. Multivariate Data Analysis. Cengage Publication.</li> <li>2. R.A Johnson &amp; D.W. Wichern. Applied Multivariate Statistical Analysis. Pearson India</li> <li>3. Kotler.P, Lilien.G and Moorthy.S, Marketing Models, Prentice Hall India</li> </ol> |

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|---|---|---|-------------------------------|--------------|---------------|-------------|--------|
| Course Code                             | Title of the course   | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|   |   |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS9218                                  | <b>GREEN MARKETING</b>  | PEL   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites                          |   | Course Assessment methods (Continuous (CT) and end assessment (EA)) |                               |              |               |             |        |
| NIL                                     |   | CT+EA   |                               |              |               |             |        |
| Course Outcomes                         | <p>CO 1: To provide an excellent resource for students who want to understand why traditionally ‘soft’ issues for business have become very ‘hard’ -to manage and understand the need for a new strategic decision-making approach within a business organization based on green marketing orientation.</p> <p>CO 2: To give an in-depth understanding of historical origins, theoretical basis , practical implementation as well as the societal impact of and green marketing and identify the role of marketing to earth’s eco-system and understand what green corporate citizenship is and how do business organizations can strive to conduct marketing strategy in an ethical manner</p> <p>CO 3 : To empower students with competitive as well as sustainable managerial skills to adopt corporate environmental policy practices and minimise the negative externalities of their business on the life-supporting system of the earth</p>   |   |                               |              |               |             |        |
| Topics Covered                          | <p><b>UNIT I:</b> Introduction, Economic Growth and the Environment, Climate change, Market failure and Economic Growth, The Environmental Kuznets curve and Demand for Environmental quality, Sustainability, Welfare, and Equity , Corporate environmental policy. [8]</p> <p><b>UNIT II:</b> Ethical Consumer behaviour, Measuring benefits to consumers, Revealed preference Methods: Hedonic Pricing, Travel Cost, Stated preference methods: Conjoint Analysis, Experimental Economics and Stated Preference. [8]</p> <p><b>UNIT III:</b> Private Markets and the Environment: The Coase Theorem, Government policies for Environmental Protection, Benefit -Cost Analysis, Overview of the concept of sustainable consumption and sustainable production, Evolution of Green marketing: a different marketing orientation. [10]</p> <p><b>UNIT IV:</b> Green consumerism, Value belief Norm Theory, Greening the process and green technology development, Green corporate image, Importance and benefits of green marketing and green product development. [6]</p> <p><b>UNIT V:</b> Green marketing strategies, Green marketing initiatives, Marketing</p> |   |                               |              |               |             |        |

ethics, Green supply chain management, Corporate environmentalism, Circular economy and New rules of Green marketing. [6]

**UNIT VI:** Case Study Analysis. [10]

**Text Books**

1. Dahlstrom Robert,2010, Green Marketing Management ,Cengage Learning2010
2. Essaki and Thangasamy, 2017, Green Marketing and environmental responsibility in modern corporations, IGI Global,2017

**Reference Books**

3. Jacquelyn A. Ottman, 1993, Green marketing: challenges and opportunities for the new marketing age, NTC business books,1993
4. Ipek Altinbasak-Farina Sebnem Burnaz, Ethics, Social Responsibility and Sustainability in Marketing, Springer

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| Course Code     | Title of the course   | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|-----------------|---|---|-------------------------------|--------------|---------------|-------------|--------|
|                 |   |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS9311          | <b>FINANCIAL REPORTING, ANALYSIS AND ACCOUNTING STANDARDS</b>   | PEL   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites  |   | Course Assessment methods (Continuous (CT) and end assessment (EA)) |                               |              |               |             |        |
| NIL             |   | CT+EA   |                               |              |               |             |        |
| Course Outcomes | <p>CO1: To make the students to gain the ability of preparing and analyzing various financial statements of the corporate entities.</p> <p>CO2: To familiarize the students with recent developments in the area of financial reporting and various legal compliances.</p> <p>CO3: To improve analytical ability and skills of the students to take managerial decisions using cost accounting techniques and to take corrective actions whenever is required.</p> <p>CO4: To equip the students with the knowledge of various Accounting Standards (AS) and Indian Accounting Standards (Ind-AS) to help them to make informed decisions.</p>  |   |                               |              |               |             |        |
| Topics Covered  | <p><b>UNIT I:</b> Corporate Financial Reports Preparation:- Preparation of Corporate Balance Sheet and Profit &amp; Loss Accounts with special reference to relevant Accounting Standards, Provision of Companies Act relevant to the preparation of Final Accounts, Preparation of Cash Flow Statement with reference to Accounting Standards-3 and its interpretation. [12]</p> <p><b>UNIT II:</b> Interpretation and Analysis of Financial Reports:- Financial Ratio Analysis, Industry related analysis, DuPont Analysis, Sickness Prediction through research models. [6]</p> <p><b>UNIT III:</b> Decision Making through Cost-volume Profit Analysis:- Relevant Costs, Break Even Analysis, Applications of Marginal Costing in decision making –Product Mix, Key Factor Analysis, Make or Buy Decision Making, Profit Maximization through Break Even Analysis. [8]</p> <p><b>UNIT IV:</b> Budgetary Control and Analysis:- Planning and preparation of Budgets, Fixed and Flexible Budgets, Standard Costing and Variance Analysis. [4]</p> <p><b>UNIT V:</b> Accounting Standards (AS) and Indian Accounting Standards (Ind-AS):- Contingencies and Events Occurring after the Balance Sheet Date (AS-4), Net Profit or Loss for the period, Prior period Items and changes in Accounting Policies (AS-5),</p> |   |                               |              |               |             |        |

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|  | Revenue Recognition (AS-9), Segment Reporting (AS-17), Basic and Diluted Earnings Per Share (AS-20) and corresponding Indian Accounting Standards (Ind-AS). [12]   |
|  | <b>Text Book:</b><br>1) Advanced Accounts Vol-2, 17/e, M.C. Shukla, T.S. Grewal & S.C. Gupta, S. CHAND<br>2) Practical Costing (1/e), P.C. Tulsian, S. CHAND<br><br><b>Reference Books:</b><br>1) Student's Guide to Accounting Standards, D. S. Rawat, TAXAAMNN<br>2) Financial Management (9/e), I. M. Pandey, VIKAS PUBLISHING HOUSE PVT. LTD |

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| Course Code     | Title of the course   | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|-----------------|---|---|-------------------------------|--------------|---------------|-------------|--------|
|                 |   |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS9312          | <b>CORPORATE TAXATION</b>   | PEL   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites  |   | Course Assessment methods (Continuous (CT) and end assessment (EA)) |                               |              |               |             |        |
| NIL             |   | CT+EA   |                               |              |               |             |        |
| Course Outcomes | <p>CO1: To make the students aware of various issues of direct tax so that they can make proper tax planning for the companies they are working for and for themselves.</p> <p>CO2: To make the students familiar with some important issues of indirect tax.</p> <p>CO3: To make the students able to apply the corporate taxation knowledge in various decision making situations in their workplace.</p> <p>CO4: To make the students aware of some of the important corporate taxation related legal compliances.</p>   |   |                               |              |               |             |        |
| Topics Covered  | <p><b>UNIT I:</b> Definition and Concepts:- Basic concepts, Important Definitions, Explanation of various types of taxable incomes with illustrations, Taxation of money received without consideration, Agricultural income, Exempted Incomes . [12]</p> <p><b>UNIT II:</b> Residential status:- Residential status of individuals, firms, Hindu Undivided Families and Corporate bodies, Incomes deem to accrue or arise in India, Incomes deemed to accrue or arise in India, tax incidence of different incomes in respect of residential status. [5]</p> <p><b>UNIT III:</b> Computation of Total Income and Tax Liability:- Heads of income, Computation of income under different heads, Computation of Gross Total Income (GTI), Exemptions and Deductions from GTI, Computation of Taxable Income (TI), Tax rates and calculation of tax, Taxation of individuals, Partnership, LL.P, Companies, Trust, Minimum Alternative Tax (MAT). [10]</p> <p><b>UNIT IV:</b> Tax Deducted at Sources (TDS):- Different kind of payments for which deduction of tax at source is mandatory, Who are liable to deduct tax at sources, Important Provisions and Implications of TDS. [5]</p> <p><b>UNIT V:</b> Assessment Procedure and Tax Planning:- Basic concepts of assessment procedure, Tax Planning relating to Individual, Companies and Business Entities. [5]</p> <p><b>UNIT VI:</b> Indirect Tax: Goods and Services Tax:- GST in India – An Introduction, Supply under GST, Charge of GST, Basic Exemption Limits, Registration, Input Tax Credit. [5]</p> |   |                               |              |               |             |        |

**Text Book:**

- 1) Direct Taxes Law and Practice (updated as per the prevailing Finance Act), V. K. Singhanian and K. Singhanian, TAXAAMNN'S
- 2) Indirect Taxes- Law & Practice (updated as per the prevailing Finance Act), V. S. Datey, TAXAAMNN'S

**Reference Books:**

- 1) Students Guide to Income Tax (updated as per the prevailing Finance Act), M. Singhanian and V. K. Singhanian, TAXAAMNN'S



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|---|---|---|-------------------------------|--------------|---------------|-------------|--------|
| Course Code                             | Title of the course   | Program Core<br>(PCR) /<br>Electives<br>(PEL)                                     | Total Number of contact hours |              |               |             | Credit |
|   |   |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS9313                                  | <b>BANKING MANAGEMENT</b>   | PEL   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites                          |   | Course Assessment methods<br>(Continuous Assessment (CT) and End assessment (EA)) |                               |              |               |             |        |
| NIL                                     |   | CT+EA   |                               |              |               |             |        |
| Course Outcomes                         | <p>CO1: Students will have a comprehensive knowledge of financial system in India.</p> <p>CO2: They will have the knowledge of functioning of banking system in India.</p> <p>CO3: Functioning of Central Bank (RBI) would be clear to the students.</p> <p>CO4: Students will have the knowledge of structure and development of banking system in India</p> <p>CO5: They come across the rules and regulations prevailing in the banking sector.</p> <p>CO6: Students would be able to analyse the Monetary Policy system in India and evaluate them.</p>   |   |                               |              |               |             |        |
| Topics Covered                          | <p><b>UNIT I (INDIAN FINANCIAL SYSTEM):</b> Nature and evolution, Role of financial system in economic development, Indian Financial system-Structure; (Financial markets, instruments, regulators and intermediaries) [4]</p> <p><b>UNIT II (BANKING SYSTEM IN INDIA):</b> Origin, nature and structure, Types of Banks and their Functions,[Scheduled banks, Commercial banks, Public sector banks, private sector banks (Old and new generation banks), co-operative Banks, RRBs, Local area banks, NBFCs, Mutually aided co-operative societies, RBI-the Central Bank- Structure, Role and Functions of RBI [6]</p> <p><b>UNIT III (SOURCES AND USES OF FUNDS IN BANKS):</b> Basic structure of Bank Balance sheet [2]</p> <p><b>UNIT IV (CREDIT POLICY):</b> Credit policy of RBI, significance of credit policy for Banks, Exposure Norms, and Delegation of Powers. Credit culture [3]</p> <p><b>UNIT V (LENDING ACTIVITIES):</b> Principles of lending, various credit products/ Facilities, Credit Appraisal, - Credit rating/ Credit scoring chart. Automated Credit appraisal mechanisms [3]</p> <p><b>UNIT VI (PRIORITY SECTOR LENDING):</b> Classification and Definition, Rural Credit Delivery mechanism- Commercial Banks/ RRBs/ LABs/Co-operative institutions. [10]</p> <p><b>UNIT VII (RURAL BANKING AND MICRO FINANCE):</b> Microfinance, Financial inclusion, NABARD [2]</p> <p><b>UNIT VIII (RETAIL BANKING):</b> Basics of retail banking Products and services,</p> |   |                               |              |               |             |        |

Deposit products, Personal, Consumer, Housing loans, Educational loans, Plastic money, Gold Loans etc.[5]

**UNIT IX (CORPORATE BANKING):** Nature of corporate banking and recent developments, multiple banking arrangement, Consortium finance and loan syndication, Infrastructure finance. [3]

**UNIT X (MERCHANT BANKING):** Management of Public issues: Reasons for going public, and eligibility norms, Offer document and regulatory frame work for public issues (SEBI norms), marketing of issues and post issue activities. [4]

**UNIT XI (EMERGING TRENDS IN BANKING):** Banking in India- Issues and Challenges for the Future [2].

**Text Books:**

- 1) Commercial Banking: B. E. Gup and J. W. Kolari. (Wiley India).
- 2) Indian Financial System: B. Pathak (Pearson India).
- 3) Financial Institutions and Markets: L. M Bhole (Tata-Mcgraw India).

**Reference Books:**

- 1) Additional reference study materials are from RBI.
- 2) Banking Principles and Practices by Mr. M.N. Gopinath. (Snow White).

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|---|---|---|-------------------------------|--------------|---------------|-------------|--------|
| Course Code                             | Title of the course   | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|   |   |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS9314                                  | <b>INVESTMENT AND PORTFOLIO MANAGEMENT</b>  | PEL   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites                          |   | Course Assessment methods (Continuous (CT) and end assessment (EA)) |                               |              |               |             |        |
| NIL                                     |   | CT+EA   |                               |              |               |             |        |
| Course Outcomes                         | <p>CO1: To learn about investment decision process and various investment avenues</p> <p>CO2: To understand about Stock/ capital market</p> <p>CO3: To learn about equity valuation tools and techniques</p> <p>CO4: Portfolio Management process and risk and return analysis</p>  |   |                               |              |               |             |        |
| Topics Covered                          | <p><b>UNIT I:</b> Introduction to various investment avenues and alternatives: Investment vs gambling and speculation, Types of investors and avenues, New Issue market and Stock Exchanges, Trading mechanisms in stock exchange. [7]</p> <p><b>UNIT II:</b> Equity Valuation: Macroeconomic Analysis Industry Analysis; Company Analysis; Valuation of Equity Shares. [10]</p> <p><b>UNIT III:</b> Fixed Income Security Analysis; Bond Prices and Yield. [5]</p> <p><b>UNIT IV:</b> Technical Analysis- Charts, Patterns, Moving averages, Bollinger Band, MACD, stochastics etc. [7]</p> <p><b>UNIT V:</b> C Risk Vs Return Efficient Market Hypothesis. Capital Market Theories: CAPM, CML, SML, Efficient frontier with Riskless lending and borrowing, Markowitz Model, Sharpe single index Model) Portfolio Risk &amp; Return Factor Models and Arbitrage Pricing Theory [7]</p> <p><b>UNIT VI:</b> Overview of Derivatives Markets - Forward, Future , Call option, Put Option [4]</p> |   |                               |              |               |             |        |

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| Text Books,<br>and/or<br>reference<br>material | <ol style="list-style-type: none"><li>1. Investment Analysis and portfolio Management- P Chandra TMH</li><li>2. Security Analysis and Portfolio Management - Donald E. Fischer, Ronald J. Jordan</li><li>3. Value investing and Behavioural Finance, Parikh, TMH</li><li>4. Investment Management – V.K. Bhalla – S. Chand</li><li>5. Investment Management and Security Analysis – D.K. Khatri – Mcmillan</li></ol> |
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| Course Code     | Title of the course  | Program Core (PCR) / Electives (PEL)   | Total Number of contact hours |              |               |             | Credit |
|-----------------|--|--|-------------------------------|--------------|---------------|-------------|--------|
|                 |  |  | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS9315          | <b>BEHAVIOURAL FINANCE</b>   | PEL  | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites  |  | Course Assessment methods (Continuous Assessment (CT) and End assessment (EA)) |                               |              |               |             |        |
| NIL             |  | CT+EA  |                               |              |               |             |        |
| Course Outcomes | <p>CO1: Understand the limitations of traditional finance models of investment and expose them to an alternate framework for understanding investment behavioural perspective.</p> <p>CO2: Understand the Heuristics &amp; Biases and errors of judgment that affect financial decision making.</p> <p>CO3: Critically evaluate Investors Psychology involving individual's investment decisions.</p> <p>CO4: Understand the Investor Sentiment in the financial markets</p> <p>CO5: Critically discuss and expose the students to important developments in this new area of finance.</p>   |  |                               |              |               |             |        |
| Topics Covered  | <p><b>UNIT I</b> (Introduction): Introduction to behavioural finance [2]</p> <p><b>UNIT II</b> (Rational Finance): Imperfect Markets and Limited Arbitrage [3]</p> <p><b>UNIT III</b> (Rational Finance): Modern Portfolio theory, CAPM, Efficient Market Hypothesis and challenges to EMH [7]</p> <p><b>UNIT IV</b> (Heuristics &amp; Biases): Overconfidence and optimism. [4]</p> <p><b>UNIT V</b> (Heuristics &amp; Biases): Herd behaviour, Anchoring. [2]</p> <p><b>UNIT VI</b> (Heuristics &amp; Biases): Mental Accounting [2]</p> <p><b>UNIT VII</b> (Investors Psychology): Prospect Theory, Loss Aversion, Disposition Effect. [3]</p> <p><b>UNIT VIII</b> (Financial Markets and Behavioural Finance): Overreaction and/or</p> |  |                               |              |               |             |        |

|  |   |
|--|---|
|  | <p>Under-reaction [3].</p> <p><b>UNIT IX</b> (Financial Markets and Behavioural Finance): Investor Sentiment and stock market [2].</p> <p><b>UNIT X</b> (Financial Markets and Behavioural Finance): Investors behaviour and influence of nature and culture. [2]</p> <p><b>UNIT XI</b> (Neurofinance): Concepts of neuro-finance, Neurobiological factors in investment behaviour and decision making. [2]</p>   |
|  | <p><b>Text Book:</b></p> <ol style="list-style-type: none"> <li>1. Behavioural Finance; William Forbes, John Wiley &amp; Sons, 2009 [WF]</li> <li>2. Behavioural Finance; Prasanna Chandra, (2e), Mc Graw Hill, 2020. [PC].</li> <li>3. Behavioural Finance: Insights into Irrational Minds and Markets; James Montier, Wiley Finance, 2009 [JM].</li> </ol> <p><b>Reference Books:</b></p> <ol style="list-style-type: none"> <li>1. Nofsinger, J. (2014), The Psychology of Investing, 5th edition (international edition), Pearson, ISBN: 0133382877.</li> <li>2. Shefrin, H. (2007), Behavioral Corporate Finance, 1st edition, McGraw-Hill, ISBN: 0072848650.</li> </ol> |

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|---|--|---|-------------------------------|--------------|---------------|-------------|--------|
| Course Code                             | Title of the course  | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|   |  |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS9411                                  | <b>COMPUTER NETWORKS AND INFORMATION SECURITY</b>  |   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites                          |  | Course Assessment methods (Continuous (CT) and end assessment (EA)) |                               |              |               |             |        |
| NIL                                     |  | CT+EA   |                               |              |               |             |        |
| Course Outcomes                         | <p>CO 1. Understand the concept of data communication, communication protocols, and network topologies.</p> <p>CO 2. Gain an insight on Client – server computing.</p> <p>CO 3. Gain in-depth knowledge on network security and security mechanisms.</p> <p>CO 4. Understand cryptography, steganography, data encryption standards</p> <p>CO 5. Understand the concept of message integrity and message authentication.</p>   |   |                               |              |               |             |        |
| Topics Covered                          | <p><b>UNIT I:</b> Data communication, Networks, Network type, Client – server computing, Application, Middleware, Intranet, Extranet, Evolution of internet, Addressing in internet – IP &amp; domains, ISP, Types of connectivity, Evolution of WWW, Basic features, WWW browsers, HTTP &amp; URL, Email, FTP, SMTP. [6]</p> <p><b>UNIT II:</b> Principles of protocol layering, TCP/IP Protocol suite, OSI model. [6]</p> <p><b>UNIT III:</b> Data and signals, Transmission impairment, Data rate limits, Performance of network, Digital transmissions, Analog transmission. [6]</p> <p><b>UNIT IV:</b> Multiplexing, Transmission media – Guided and Unguided, Packet Switching. [6]</p> <p><b>UNIT V:</b> Network security, Security goals, Attacks, Security services and mechanisms. [6]</p> <p><b>UNIT VI:</b> Cryptography, Symmetric key and Asymmetric key cryptography. [6]</p> <p><b>UNIT VII:</b> Digital signature, Entity authentication. [6]</p> |   |                               |              |               |             |        |
|   | <p><b>Text Books:</b></p> <p>1.Computer Networks, A. S. Tanenbaum, Prentice Hall</p> <p>2.Cryptography and Network Security: Principles and Practice, W. Stallings, Pearson</p> <p><b>Reference Book:</b></p> <p>1.Data and Computer communications , W.Stallings, Pearson Prentice Hall</p>   |   |                               |              |               |             |        |

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| Course Code     | Title of the course  | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|-----------------|--|---|-------------------------------|--------------|---------------|-------------|--------|
|                 |  |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS9412          | <b>OPTIMIZATION TECHNIQUES USING R AND PYTHON</b>  | PEL   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites  |  | Course Assessment methods (Continuous (CT) and end assessment (EA)) |                               |              |               |             |        |
| LPP & NLPP      |  | CT+EA   |                               |              |               |             |        |
| Course Outcomes | <p>CO1: The ability to apply the theory of optimization methods and algorithms to develop and for solving various types of optimization problems.</p> <p>CO2: Ability to apply optimization techniques in business problems.</p> <p>CO3: Ability to analyse the mathematical results and numerical techniques of optimization theory to concrete business management problems by using R and Python.</p>   |   |                               |              |               |             |        |
| Topics Covered  | <p><b>UNIT I:</b> Concept of Fuzzy Set with examples including Triangular Fuzzy and Trapezoidal Fuzzy with the concept of Alpha-cut. [6]</p> <p><b>UNIT II:</b> GOAL PROGRAMMING a) Construction of Goal Programming Models b) Goal Programming Algorithms using R software of different fuzzy techniques. [5]</p> <p><b>UNIT III:</b> Ranking of Performance Appraisal of different homogeneous sector using DEA techniques for different methods. (Using R and Python) [8]</p> <p><b>UNIT IV:</b> Fuzzy Transportation problem using softwares [6]</p> <p><b>UNIT V:</b> Inventory problem in crisp and fuzzy state using software [7]</p> <p><b>UNIT VI:</b> Fuzzy Programming on MADM, AHP, ANP and MCDM using Software [6]</p> <p><b>UNIT VII:</b> Fuzzy PERT and CPM Using Softwares [4]</p> |   |                               |              |               |             |        |
|                 | <p><b>Text Books:</b></p> <p>1. Fuzzy Set Theory—and Its Applications   Hans-Jürgen Zimmermann – springer</p> <p>2. Performance Measurement with Fuzzy Data Envelopment Analysis, Authors: Ali Emrouznejad and Madjid Tavana.</p> <p>3. R in Action Data analysis and graphics with R.<br/>Author: ROBERT I. KABACOFF<br/>Publisher: MANNING</p>   |   |                               |              |               |             |        |



Shelter Island

4. Fluent Python by Luciano Ramalho

Released August 2015

Publisher(s):

O'Reilly

Media,

Inc.

**Reference Books:**

1.Data Envelopment Analysis: Theory and Techniques for Economics and Operations Research, by Subhash C. Ray

2. Fuzzy Sets

Originally published: June 1965

Author: Lotfi A. Zadeh

3. Advanced R

By Hadley Wickham • 2015

Publisher:CRC Press

4. Learn Python 3 the Hard Way: A Very Simple Introduction to the Terrifyingly Beautiful World of Computers and Code by Zed Shaw 2017.

Publisher(s): Addison-Wesley Professional.

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| Course Code     | Title of the course  | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|-----------------|--|---|-------------------------------|--------------|---------------|-------------|--------|
|                 |  |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS9413          | <b>INTRODUCTION TO DATA SCIENCE TECHNIQUES</b>   | PEL   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites  |  | Course Assessment methods (Continuous (CT) and end assessment (EA)) |                               |              |               |             |        |
| Combinatorics   |  | CT+EA   |                               |              |               |             |        |
| Course Outcomes | <p>CO1: Define data science and what data scientists do.</p> <p>CO2: Impart knowledge on widely used tools and algorithms used for analyzing data and deriving pattern and meaningful conclusion.</p> <p>CO3: Explain the role of data science within a business.</p>  |   |                               |              |               |             |        |
| Topics Covered  | <p><b>UNIT I:</b> Introduction to Data Science – Evolution of Data Science – Data Science Roles – Stages in a Data Science Project – Applications of Data Science in various fields – Data Security Issues. [6]</p> <p><b>UNIT II:</b> Data Collection Strategies – Data Pre-Processing Overview – Data Cleaning – Data Integration and Transformation – Data Reduction – Data Discretization. [8]</p> <p><b>UNIT III:</b> Descriptive Statistics – Mean, Standard Deviation, Skewness and Kurtosis – Box Plots – Pivot Table – Heat Map – Correlation Statistics – ANOVA. [8]</p> <p><b>UNIT IV:</b> Simple and Multiple Regression – Model Evaluation using Visualization – Residual Plot – Distribution Plot – Polynomial Regression and Pipelines – Measures for In-sample Evaluation – Prediction and Decision Making [10]</p> <p><b>UNIT V:</b> Generalization Error – Out-of-Sample Evaluation Metrics – Cross Validation – Overfitting – Under Fitting and Model Selection – Prediction by using Ridge Regression – Testing Multiple Parameters by using Grid Search. [10]</p> |   |                               |              |               |             |        |
|                 | <p><b>Text Books:</b></p> <ol style="list-style-type: none"> <li>1. Jojo Moolayil, “Smarter Decisions: The Intersection of IoT and Data Science”, PACKT, 2016.</li> <li>2. Cathy O’Neil and Rachel Schutt , “Doing Data Science”, O’Reilly, 2015.</li> </ol> <p><b>Reference Books:</b></p> <ol style="list-style-type: none"> <li>1. David Dietrich, Barry Heller, Beibei Yang, “Data Science and Big data Analytics”, EMC 2013</li> <li>2. Raj, Pethuru, “Handbook of Research on Cloud Infrastructures for Big Data Analytics”, IGI Global.</li> </ol>  |   |                               |              |               |             |        |

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|  | <p>3. Pattern Recognition and Machine Learning (Information Science and Statistics) by Christopher M. Bishop</p> <p>4. Business Analytics: Text and Cases by Tanushri Banerjee and Arindam Banerjee</p> <p>5. Business Analytics: The Science of Data - Driven Decision Making by U Dinesh Kumar</p> |
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| Course Code     | Title of the course   | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|-----------------|---|---|-------------------------------|--------------|---------------|-------------|--------|
|                 |   |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS9414          | <b>ADVANCED PRODUCTION PLANNING &amp; INVENTORY CONTROL</b>   | PEL   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites  |   | Course Assessment methods (Continuous (CT) and end assessment (EA)) |                               |              |               |             |        |
| NIL             |   | CT+EA   |                               |              |               |             |        |
| Course Outcomes | <p>CO1: To make the students comprehend the need, definition, function, basic concept of MM.</p> <p>CO2: To develop and improve the analytical ability of the students to test various hypotheses related to Reliability.</p> <p>CO3: To identify the problem by analyzing the signal through FFT</p>   |   |                               |              |               |             |        |
| Topics Covered  | <p><b>UNIT I:</b> Introduction – Basic Definition of Production system, Brief on various types of systems, Competitive Advantage Models, Various strategies of OM, [2]</p> <p><b>UNIT II:</b> Demand Forecasting - Introduction to forecasting, Time Series, Application of Exponential Smoothing, Double Exponential Smoothing, Seasonality models, ARIMA models, forecasting using SPSS, EViews, FORECASTING OF INNOVATIVE GOODS, STYLE GOODS and rules of forecasting for A, B and C class items, FORECASTING USING FUZZY TECHNIQUES [8]</p> <p><b>UNIT III:</b> Inventory Control Systems: Study of various Inventory Control Systems, identification of various cost components, Choosing appropriate systems for A, B and C class items, exchange curve, news vendor model, single &amp; multi-period probabilistic models, Derivation and application of EOQ, EPQ models, MEOQ models under various situations [8]</p> <p><b>UNIT IV:</b> Capacity Planning - Study of Resource Requirement Planning, Rough cut capacity planning, capacity requirement planning, short terms capacity planning [6]</p> <p><b>UNIT V:</b> Study of various production systems - Job shop system, MRP system, JIT system, synchronous manufacturing system, opt rules &amp; problems of flow balance, [5]</p> |   |                               |              |               |             |        |

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|  | <p><b>UNIT VI:</b> Production Planning - Aggregate planning &amp; application of various linear &amp; nonlinear models to a case [3]</p> <p><b>UNIT VII:</b> Operations scheduling &amp; control - Loading, Sequencing and Scheduling using advanced optimization techniques &amp; heuristics, application of Queuing models [7]</p> |
|  | <p><b>Text Books:</b></p> <ol style="list-style-type: none"><li>1. Modern Production / Operations Management by Buffa &amp; Sarin</li><li>2. Production Planning &amp; Control: by P Chandra</li></ol> <p><b>Reference Books:</b></p> <p>Production Planning &amp; Operations Management: Bedi</p>                                   |

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| Course Code     | Title of the course  | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|-----------------|--|---|-------------------------------|--------------|---------------|-------------|--------|
|                 |  |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS9415          | <b>QUALITY MANAGEMENT</b>  | PEL   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites  |  | Course Assessment methods (Continuous (CT) and end assessment (EA)) |                               |              |               |             |        |
| NIL             |  | CT+EA   |                               |              |               |             |        |
| Course Outcomes | <p>CO1: To make the students comprehend the need, definition, function, basic concept of Operations Management.</p> <p>CO2: To make the students understand different ways of aligning operations as per the strategy of the concern.</p> <p>CO3: To develop and improve the analytical ability of the students to take managerial decisions in the domain of SOM.</p>   |   |                               |              |               |             |        |
| Topics Covered  | <p><b>UNIT I:</b> Quality Perspective - Introduction Role of Quality (views of Juran, Deming, Crosby), Quality and Competitive Advantage Model, Product &amp; service quality, Quality planning, Control and improvement, Quality Function Deployment and cases, basic concepts of Six Sigma and TQM, DMAIC, Lean thinking, Concepts related to ISO [7]</p> <p><b>UNIT II:</b> Sampling and essential Concepts - Acceptance sampling (single, double and multiple), Producer's risk and Consumer's risk, LTPD, OC, <math>\alpha</math> and <math>\beta</math> error, [8]</p> <p><b>UNIT III:</b> Process capability - <math>\bar{X}</math> bar, R chart, p and np, C chart etc., control charts preparation, Nelson Rules, process capability analysis, cases, quality loss function and cases [10]</p> <p><b>UNIT IV:</b> Reliability - Basic definitions, parallel &amp; series system concepts, cut set &amp; path set methods to derive reliability, Reliability and Maintainability of a system, Availability performance, Bath-tub curve, Life testing plans [7]</p> <p><b>UNIT V:</b> Basics of Design of Experiment - Definitions, need, Randomization, background statistics and cases, Two factor problems [8]</p> |   |                               |              |               |             |        |
|                 | <p><b>Text Books:</b></p> <ol style="list-style-type: none"> <li>1. Modern Production / Operations Management by Buffa &amp; Sarin</li> <li>2. Operations Management for Competitive Advantage: by Chase, Jacobs</li> </ol> <p><b>Reference Books:</b></p> <ol style="list-style-type: none"> <li>1. Quality Management: by Bedi;</li> <li>2. TQM: by Evans</li> </ol>   |   |                               |              |               |             |        |

| <b>Department of Management Studies</b> |  |  |                               |              |               |             |        |
|---|--|--|-------------------------------|--------------|---------------|-------------|--------|
| Course Code                             | Title of the course  | Program Core (PCR) / Electives (PEL)                               | Total Number of contact hours |              |               |             | Credit |
|   |  |  | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS9416                                  | <b>SUPPLY CHAIN MANAGEMENT</b>   | PEL  | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites                          |  | Course Assessment methods (Continuous (CT) and end assessment (EA) |                               |              |               |             |        |
| NIL                                     |  | CT+EA  |                               |              |               |             |        |
| Course Outcomes                         | <p>CO1: To make the students comprehend the need, definition, function, basic concept of Supply chain &amp; Logistics Management.</p> <p>CO2: To make the students understand ways of classification of products as per the Supply chain and Logistics management</p> <p>CO3: To develop and improve the analytical ability of the students to solve the rigorous problems on VRP, Bin Packing etc.</p>  |  |                               |              |               |             |        |
| Topics Covered                          | <p><b>UNIT I:</b> Introduction to SCM - Definition, its relation with materials management &amp; logistics management, Close loop supply Chain (to understand the basic domain), Impact of not exchanging information &amp; Bullwhip Effect, Relationship between Value chain &amp; Supply Chain, Technological aspects, objective of the course [10]</p> <p><b>UNIT II:</b> Existence of Various Supply Chains - Brief on competitive advantage, various types of products &amp; suitable supply chains, strategic aspects are dealt in order to understand the role of economy of scale, &amp; related case studies [5]</p> <p><b>UNIT III:</b> Study of various Strategies - Push pull &amp; other strategies, understanding of JIT system, MRP System, Job shop System &amp; synchronous manufacturing system and how do they help in making such strategies, risk pooling strategy with examples [4]</p> <p><b>UNIT IV:</b> Tactical Planning in SCM - Aggregate Planning, Study of Master Production Schedule &amp; various types of ATPs, [4]</p> <p><b>UNIT V:</b> Distribution Models - Study of inventory systems, probabilistic inventory models for different type of products, study &amp; application of DRP models, [4]</p> <p><b>UNIT VI:</b> Supplier Selection - Make or Buy decision, Importance of Supplier Selection, study of the way of purchasing, important factors related to supplier selection, mathematical models to carry out it [6]</p> <p><b>UNIT VIII:</b> Performance Measurement and Improvement - Optimization Strategies: Background to logistics and supply chain management, Modelling techniques in logistics and supply chain management, Review of logistics and supply chain</p> |  |                               |              |               |             |        |

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|  | performance indicators, Analytical performance and benchmarking techniques, Current issues in supply chain performance and optimization [7] |
|  | <b>Text Books:</b><br>1. SCM by Simchi Levi<br>2. Logistics Management: by Bowerski<br><b>Reference Books:</b><br>1. SCM: by Bedi;          |



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| Course Code     | Title of the course  | Program Core (PCR) / Electives (PEL)  | Total Number of contact hours |              |               |             | Credit |
|-----------------|--|---|-------------------------------|--------------|---------------|-------------|--------|
|                 |  |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS9011          | <b>CORPORATE GOVERNANCE</b>  | PEL   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites  |  | Course Assessment methods<br>(Continuous Assessment (CT) and End assessment (EA)) |                               |              |               |             |        |
| NIL             |  | CT+EA   |                               |              |               |             |        |
| Course Outcomes | <p>CO1: Students will understand the nature and issues in Corporate Governance.</p> <p>CO2: They will understand the Emergence of Corporate Governance in the business world.</p> <p>CO3: They will realize the Rationale for Corporate Governance and Ethical Corporate Governance in practice</p> <p>CO4: The course will develop the leadership quality in the emerging corporate culture.</p> <p>CO5: Students will be in a position to understand the application of these very important aspects to the contemporary Indian business scenario.</p>   |   |                               |              |               |             |        |
| Topics Covered  | <p><b>UNIT I</b> (Introduction to Corporate Governance): Basic concepts, CSR and Corporate Governance, Principles of Corporate Governance [4]</p> <p><b>UNIT II</b> (Aspects of Corporate Governance): Role and functions of BoDs, Independent directors, auditors, audit committees, Terms of Reference, Accountability and Performance Appraisals of committees (Case Study: Satyam) [5]</p> <p><b>UNIT III</b> (Landmarks in the Emergence of Corporate Governance): Introduction, Developments in the USA, Developments in the UK, Cadbury committee, The Greenbury Committee, The Hampel Committee, World Bank on Corporate Governance, McKinsey Survey on Corporate Governance, Sarbanes-Oxley Act, 2002. [3]</p> <p><b>UNIT IV</b> (Corporate Governance in India): Development of Corporate Governance practices in India, CII, K M Birla committee report, Naresh Chandra Committee Report, Narayana Murthy Committee Report, [4].</p> <p><b>UNIT V</b> (Capital markets and SEBI): Role of securities market in economic growth, Role of SEBI in promoting corporate governance, Clause 49. [2]</p> <p><b>UNIT VI</b> (The impact of governance problems on corporate operations): reputational damage, early financial problems and financial distress, The impact of bankruptcy on stakeholders. [2].</p> <p><b>UNIT VII</b> (<i>Studies in flawed governance I: companies</i>):<br/>Case study 1: Enron, USA<br/>Case study 2: Arthur Andersen, USA<br/>Case study 3: WorldCom, USA</p> |   |                               |              |               |             |        |

Case study 4: US investment banking and research  
Case study 5: Corporate governance in the banking sector-India. [4]

**UNIT VIII** (Corporate Governance and Business Ethics): Ethics-Society- Corporate Governance (Case Study: Satyam) [2]

**Text Books:**

- 1) Business Ethics & Corporate Governance: A.C. Fernando, Pearson Education, 3rd edition .
- 2) Corporate Governance : Erik Banks, Macmillan, 2004

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|----------------------------------|---|---|-------------------------------|--------------|---------------|-------------|--------|
| Course Code                      | Title of the course   | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|                                  |   |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS9012                           | <b>TECHNOLOGY STRATEGY FOR MANAGERS &amp; ENTREPRENEURS</b>   | PEL   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites                   |   | Course Assessment methods (Continuous (CT) and end assessment (EA)) |                               |              |               |             |        |
| NIL                              |   | CT+EA   |                               |              |               |             |        |
| Course Outcomes                  | <p>CO 1: To provide an understanding of core areas of technology strategy, and describe their impact on business.</p> <p>CO 2 : To give an in-depth understanding of technology -push and market-pull innovation and describe how business organizations capture the value generated from their investment in innovation and raise competitive advantage.</p> <p>CO 3: The course is designed to provide a systematic approach to use strategic management of technology and innovation to enhance competitive efficiency and business performance</p>  |   |                               |              |               |             |        |
| Topics Covered                   | <p><b>UNIT I:</b> Introduction, Technological innovation theories, Understanding Technological change: Technology Evolution, Radical and Incremental technological change. Technology S-Curves, The Abernathy-Utterback Model. [8]</p> <p><b>UNIT II:</b> Technology Adoption and Diffusion: Distribution of adopters, Take-off stage, Crossing the chasm, Market Dynamics; Product Diffusion models, Technological opportunities: Sources, Locus of Innovation, Forms of innovation and technology strategy. [10]</p> <p><b>UNIT III:</b> Selecting Innovation projects: Managing uncertainty, Decision making Tools and Market Research, Portfolio management; Customer needs: Technology use versus market pull, Market segmentation and product development. [6]</p> <p><b>UNIT IV:</b> Models of innovation, The Underpinnings of Profits: Assets, Competences, and knowledge, Value Capture from innovation: Intellectual property protection, Effectiveness of Patents in different industries, Trade Secrets, Trade Marks, Copyrights; Competitive advantage: Five forces model, The value chain, Resource-based core competencies. [6]</p> <p><b>UNIT V:</b> Formulating Technology strategy: collaboration strategies, Managing people and enhancing creativity, Corporate venturing, Strategizing: Dynamic Competitive Analysis, Coopetitors, Technology Strategy for Sustaining Profit; Strategic Innovation Process; [8]</p> |   |                               |              |               |             |        |

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|  | <b>UNITVI: Case Study Analysis. [2]</b>   |
|  | <b>Text Books:</b><br>1.Schilling, M.2005. Strategic Management of Technological Innovation. New York: McGraw -Jill<br>2.Afuah, A., 2003. Innovation Management, New York:Oxford University Press<br><b>Reference Books:</b><br>1. Boutellier, Romanm,Heinzen, Mareike, Growth through Innovation, Springer |

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| Course Code     | Title of the course  | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|-----------------|--|---|-------------------------------|--------------|---------------|-------------|--------|
|                 |  |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS9013          | <b>STRATEGIC HUMAN RESOURCE MANAGEMENT</b>   | PEL   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites  |  | Course Assessment methods (Continuous (CT) and end assessment (EA)) |                               |              |               |             |        |
| NIL             |  | CT+EA   |                               |              |               |             |        |
| Course Outcomes | <p>CO1: To make students aware of the HR Alignment and Integration vis-à-vis different facets of firm strategy</p> <p>CO2: To make students understand Strategic human resource planning and role of HR vis-à-vis Organizational Change</p> <p>CO3: To make learner conversant about emerging and contemporary strategic human resource management issues with reference to measurement of HR alignment.</p> <p>CO4: To make learner knowledgeable about interaction between Strategic HRM and Human Capital Management</p>  |   |                               |              |               |             |        |
| Topics Covered  | <p><b>UNIT I:</b> Strategic Human Resource Management: Concept, Models and Perspectives – Strategic role of HR function—Issues relating to HR Alignment and Integration vis-à-vis different facets of firm strategy—Investment Perspective of Human Resource—Strategic HRM and Design thinking. [8]</p> <p><b>UNIT II:</b> Strategic Human Resource Planning—Strategies for Managing Performance, Strategic Human Resource Development, Compensation Strategy, Reward Strategy, Employee Relations Strategy. [9]</p> <p><b>UNIT III:</b> Strategic HRM issues and role of HR vis-à-vis Organizational Change, Corporate Social Responsibility, Corporate Restructuring, Culture Management, Total Quality Management, Knowledge Management, Merger and Acquisition, etc. [8]</p> <p><b>UNIT IV:</b> Performance Impact of Strategic HRM: Overview and Approaches—Measuring HR Alignment—Evaluating Impact of HRM vis-à-vis organizational performance and effectiveness—High Performance Work Practices (HPWP)—Balanced Scorecard, HR Scorecard, Benchmarking etc. [9]</p> <p><b>UNIT V:</b> Strategic HRM and Human Capital Management interface—Human Capital Advantage and Resource-based view of firms—Measuring human capital vis-à-vis strategic HRM—HR value proposition and HR Transformation—Strategic HRM vis-à-vis Gig Workers, Emerging Business Models etc. [8]</p> |   |                               |              |               |             |        |

Text Books,  
and/or  
reference  
material

**Text Book:**

1. Michael Armstrong, Strategic Human Resource Management – A Guide to Action, Kogan Page.
2. Charles Greer, Strategic Human Resource Management, A general managerial approach, Pearson Education.
3. Linda Holbeche, Aligning Human Resource and Business Strategy, Butterworth Heinemann.

**Reference Books:**

1. Catherine Bailey, David Mankin, Clare Kelliher and Thomas Garavan, Strategic Human Resource Management, Oxford.
2. Dave Ulrich, Wayne Brockbank, Jon Younger, Mark Nyman, Justin Allen, HR Transformation: Building Human Resources From the Outside In, McGraw Hill

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| Course Code     | Title of the course   | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|-----------------|---|---|-------------------------------|--------------|---------------|-------------|--------|
|                 |   |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS9014          | <b>INTERNATIONAL MANAGEMENT</b>   | PEL   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites  |   | Course Assessment methods (Continuous (CT) and end assessment (EA)) |                               |              |               |             |        |
| NIL             |   | CT+EA   |                               |              |               |             |        |
| Course Outcomes | <p>CO1: To enable students to acquire critical thinking and strategic skills to develop flexible business operations and decision making under increasing cross national complex environment</p> <p>CO2: Focus on current issues in the globalised world, including visit in different companies and interaction with those business environment</p> <p>CO3: To make students aware of different functional operations namely marketing, production and financial management of a transnational</p>   |   |                               |              |               |             |        |
| Topics Covered  | <p><b>UNIT I:</b> Introduction, Going Global, Global strategic planning, Cultural awareness, Intercultural negotiations, International team and diversity Management [7]</p> <p><b>UNIT II:</b> Managing global competitive dynamics, Leveraging resources, Motivating and leading across borders and cultures, Making strategic alliances and designing global products and services, Global marketing, Outsourcing and logistics. [7]</p> <p><b>UNIT III:</b> Multinational corporations: entry modes and operations, Organizational structures and value chain, Integration versus responsiveness strategic dilemma, Ethics and social responsibility for international firms. [7]</p> <p><b>UNIT IV:</b> Production strategy and competitive advantage. Global production strategies, Research in global productions strategy, Plant location decision making, Procurement and transnational business, Global logistics. [5]</p> <p><b>UNIT V:</b> The role of marketing in global and transnational strategy, Globalization of markets and marketing research, Global marketing strategies, Global market segmentation and positioning strategies, Global marketing management, Global products ,Global pricing, Global promotion, ICT and global marketing. [6]</p> <p><b>UNIT VI:</b> Finance management and the global enterprise, Centralization versus decentralization of the finance function, financing foreign operations, resource allocation and capital budgeting, operational policies, remittance strategy. An overview of integrations and alliances, Transnational mergers and acquisitions, Collaborative ventures and strategic alliances, Types of strategic alliance and</p> |   |                               |              |               |             |        |

collaborative venture, Successful alliances, The strategic management of networks and alliances. [10]

**Text books:**

1. Holt, D. H., and Wigginton, K. W., International Management, Harcourt, Orlando

2. George Stonehouse, David Campbell, Jim Hamill, Tony Purdie.. Global and Transnational Business: Strategy and Management, Wiley publication

**Reference Books:**

1. Paul James; John Tulloch. Globalization and Culture, Globalizing Communications. Sage Publications

2. WJ Keegan and MC Green. Global marketing. Pearson Education.



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| Course Code                           | Title of the course   | Program Core (PCR) / Electives (PEL)       | Total Number of contact hours |              |               |             | Credit |
|---------------------------------------|---|--|-------------------------------|--------------|---------------|-------------|--------|
|                                       |   |  | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS3051                                | <b>ENTREPRENEURSHIP LAB- I</b>  | PCR  |                               | 0            | 2             | 2           | 1      |
| Pre-requisites                        |   |  |                               |              |               |             |        |
| NIL                                   |   | Course Assessment methods (Continuous (CT) |                               |              |               |             |        |
|                                       |   | CT   |                               |              |               |             |        |
| Course Outcomes                       | <p>CO1: To motivate students to become entrepreneurs.</p> <p>CO2: To provide knowledge, skill development and training in the field of entrepreneurship.</p> <p>CO3: To learn about developing business plan.</p> <p>CO4: To learn the skills to establish their own business.</p>  |  |                               |              |               |             |        |
| Topics Covered                        | <p><b>SESSION I-Understanding Entrepreneurship: [8]</b><br/>                     Concept of Entrepreneur, Entrepreneurial Motivation workshop, Entrepreneurial characteristics and skills – Entrepreneurial success and failures. Entrepreneurial Process, steps of entrepreneurial process. Interaction with Entrepreneurs. Case study analysis of successful entrepreneur, exercise on entrepreneurship.</p> <p><b>SESSION II-Idea Generation, Screening and demand analysis [9]</b><br/>                     Generation business idea based on brain storming, field visit, interaction with Governmental Organisation and Banks. Demand forecasting and conduct of market survey, Market characteristics</p> <p><b>SESSION III – Final Preparation of business plan part one: [6]</b><br/>                     Company Description, Products and Services, Marketing Plan, Operational Plan</p> |  |                               |              |               |             |        |
| Text Books, and/or reference material | <p>1. Projects - Planning, Analysis, Selection, Implementation and Review - Prasanna Chandra. (Tata McGraw - Hill Publishing Corporation Limited, New Delhi).</p> <p>2. Indian Financial Systems - M. Y. Khan. (Tata McGraw - Hill Publishing Corporation Limited, New Delhi) Investment Analysis and portfolio Management- P Chandra TMH</p> <p>3. Vasanth Desai " Dynamics of Entrepreneurial Development and Management Himalaya Publishing House.</p>   |  |                               |              |               |             |        |

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| Course Code                             | Title of the course   | Program Core (PCR) / Electives (PEL)        | Total Number of contact hours |              |               |             | Credit |
|   |   |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS3052                                  | <b>SUMMER INTERNSHIP PROJECT</b>  | PCR   |                               | 0            | 6             |             | 3      |
| Pre-requisites                          |   |   |                               |              |               |             |        |
| NIL                                     |   | Course Assessment methods (Continuous (CT)) |                               |              |               |             |        |
|   |   | CT  |                               |              |               |             |        |
| Course Outcomes                         | <p>CO1: To make student aware of real industry practices in relation to different functional areas of Management</p> <p>CO2: To enable student to understand the group behaviour and dynamics of real work setting</p>  |   |                               |              |               |             |        |
| Topics Covered                          | <p>Sent students to various industries for 8 weeks physically (in extraordinary circumstances it can be in online mode) and where under the guidance of one or more executives they would see the industry practices and if that firm allows, they can do detailed study of one or more business problem. And it is also expected that they would suggest a possible solution in consultation with any one or more executives alongside a faculty member. Later on, they have to present his/her experience and learning, problem undertaken and solution in front of the panel of faculty members. They have to submit a detailed report alongside a certificate of the firm/organisation where he/she worked for 8 weeks.</p> |   |                               |              |               |             |        |
| Text Books, and/or reference material   | As per requirement of the SIP   |   |                               |              |               |             |        |

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|---|--|---|-------------------------------|--------------|---------------|-------------|--------|
| Course Code                             | Title of the course  | Program Core / Electives (PEL)                                      | Total Number of contact hours |              |               |             | Credit |
|   |  |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS4001                                  | <b>STRATEGIC MANAGEMENT</b>  |   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites                          |  | Course Assessment methods (Continuous (CT) and end assessment (EA)) |                               |              |               |             |        |
| NIL                                     |  | CT+EA   |                               |              |               |             |        |
| Course Outcomes                         | <p>CO1: To develop a theoretically rigorous yet practically relevant approach to strategic Management.</p> <p>CO2: Would be able to analyze internal and external environment of business organizations.</p> <p>CO3: Students would be able to craft business and corporate strategies.</p> <p>CO4: Students would able to learn the process of formulation and implementation of strategic plans.</p> <p>CO5: Analysis of how MNCs are crafting their strategies.</p>   |   |                               |              |               |             |        |
| Topics Covered                          | <p><b>UNIT I:</b> Introduction to Strategic Management: Concept of strategy, Organizations and strategies, Evolution of strategic management, Strategic management process, Strategic Intent, Vision, Mission, Values, Goals, Objectives, Policy. [5]</p> <p><b>UNIT II:</b> Analysis of Internal Environment: Challenges of analyzing the internal environment, Resources and capabilities, Value chain analysis, Core competencies and competitive advantage, Criteria for sustainable competitive advantage. [5]</p> <p><b>UNIT III:</b> Analysis of External Environment: Purpose, Macroeconomic and Microeconomic environments, PESTLE, Porter's model, Scenario analysis, Industry analysis. [5]</p> <p><b>UNIT IV:</b> Competitive Rivalry and Dynamics: Concept and types of competition, Competitive dynamics, Competitive rivalry, Drivers of competitive behaviour, Model of competitive rivalry, Competitive analysis, Inter firm rivalry, Outcomes of competitive rivalry. [4]</p> <p><b>UNIT V:</b> Levels of Strategy: Business level strategy, Purpose of business level</p> |   |                               |              |               |             |        |

strategy, Types of business level strategy, Corporate level strategy, Purpose of corporate level strategy, Types of corporate level strategy. [5]

**UNIT VI:** Global Strategy: Identifying international opportunity, International strategies, Environmental trends, Choice of international entry mode, Strategic competitive outcomes, Risk in international environment. [4]

**UNIT VII:** Blue Ocean Strategy: Concept of Blue Ocean Strategy, Features of Blue Ocean Strategy, Implementation of Blue Ocean Strategy. [4]

**UNIT VII:** Strategy Implementation: Stability and change in organizations, Change triggers and barriers, Overcoming barriers to change. [5]

**UNIT IX:** Strategy Evaluation and Control: Evaluation and Control in Strategic Management, Strategy Evaluation framework, Criteria for Strategy Evaluation, The Balanced Scorecard. [5]

**Text Books:**

- 1.Strategic Management: Concepts and Cases  
A.A.Thompson & A.J.Strickland  
McGraw Hill
- 2.Strategic Management: A Dynamic Perspective  
M.A.Carpenter, W.G.Sanders, & P.Salwan  
Pearson

**Reference Books:**

- 1.Strategic Management and Business Policy  
A. Kazmi  
McGraw Hill
- 2.Discourses on Strategic Management.  
D.Roy  
Asian Books Pvt Ltd

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|---|---|---|-------------------------------|--------------|---------------|-------------|--------|
| Course Code                             | Title of the course   | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|   |   |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS4002                                  | <b>LEGAL ASPECTS OF BUSINESS</b>  | PCR   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites                          |   | Course Assessment methods (Continuous (CT) and end assessment (EA)) |                               |              |               |             |        |
| NIL                                     |   | CT+EA   |                               |              |               |             |        |
| Course Outcomes                         | <p>CO1: To make the students familiar with the legal environment of a business.</p> <p>CO2: To make the students equipped with the knowledge of various legal issues relating to Indian Contract Act, Sales of Good Act, Consumer Protection Act, Negotiable Instrument Act, The Competition Act, etc.</p> <p>CO3: To make the students aware of some relevant issues of Indian Companies Act so that they can understand the corporate affairs from the legal angle.</p> <p>CO4: To make the students able to apply the legal knowledge in various decision-making situations in their workplace.</p>  |   |                               |              |               |             |        |
| Topics Covered                          | <p><b>UNIT I:</b> Indian Contract At, 1872:- Essential elements of a valid contract, classifications of contract, Offer and acceptance, Capacity of parties to contract, Free consent, Consideration, Legality of object, Agreement declared void, Performance of contract, Discharge of contract, Remedies for breach of contract, Special Contracts: Indemnity, Guarantee, Bailment and pledge. [16]</p> <p><b>UNIT II:</b> Sale of Goods Act, 1930:- Formation of contracts of sale, Goods and their classification, Price, Conditions and warranties, Formation of contracts of sale, Goods and their classification, Price, Conditions and warranties. [4]</p> <p><b>UNIT III:</b> Company Law and Practice:- Meaning, characteristics and kinds of companies, Lifting the corporate veil, Registration and incorporation, Memorandum of Association and its content, Alteration of Memorandum of Association, Doctrine of ultravires–consequences of ultravires transaction, Articles of Association and it’s content, Alteration of Article of Association, Relationship of Memorandum of Association and Article of Association, Rule of constructive notice, Doctrine of Indoor Management, Prospectus- its content, Red herring prospectus, Shelf prospectus, Shares – statutory restrictions, Kinds of share capital, Debt Instruments [8]</p> |   |                               |              |               |             |        |

**UNIT IV:** Negotiable Instrument Act, 1881:- Definition of negotiable instruments, Features, Promissory note, Bill of exchange and cheque, Holder and holder in the due course, Crossing of a cheque, Types of crossing, Negotiation, Dishonor and discharge of negotiable instrument. [2]

**UNIT V:** The Consumer Protection Act, 1986:- Objective and salient features, Important Definitions, Practical understanding of Consumer and Consumer Complaint, Unfair Trade Practice, Restrictive Trade Practice, Grievance redressal machinery. [4]

**UNIT VI:** Miscellaneous Acts:- Objective, Definitions and main provisions of The Competition Act, The Foreign Exchange Management Act, The Information Technology Act, The Factories Act, The Payment of Gratuity Act, The Payment of Wages Act, The Payment of Bonus Act, and The EPF and Misc. Provision Act. [8]

**Text Book:**

- 1) Elements of Mercantile Law (recent edition) N. D. Kapoor SULTAN CHAND & SONS
- 2) Legal Aspects of Business (recent edition), Ravinder Kumar, CENGAGE LEARNING INDIA

**Reference Books:**

- 1) Business Law including Company Law (recent edition), S. S. Gulshan and G. K. Kapoor, NEW AGE INTERNATIONAL (P) LIMITED

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|---|---|---|-------------------------------|--------------|---------------|-------------|--------|
| Course Code                             | Title of the course   | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|   |   |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS4003                                  | <b>LEADERSHIP</b>   | PCR   | 1                             | 0            | 2             | 3           | 2      |
| Pre-requisites                          |   | Course Assessment Methods - Continuous (CT) and End Assessment (EA) |                               |              |               |             |        |
| NIL                                     |   | CT+EA   |                               |              |               |             |        |
| Course Outcomes                         | <p>CO1. To develop a basic understanding of the issues related to the study of leadership in modern organizations, with an emphasis on the theory and practice.</p> <p>CO2. To develop understanding and self-awareness of one's own leadership style, and how to acquire new skills and techniques to support effective leadership in organizations.</p> <p>CO3. To display an ability to apply leadership theory to novel situations by means of behavioural dimensions and tendencies impacting the leadership style.</p> <p>CO4. To develop an ability to motivate teams and groups to achieve organizational goals.</p> <p>CO5. To explore the implementation of leadership practices in work environments considering various organizational aspects.</p> |   |                               |              |               |             |        |
| Topics Covered                          | <p><b>UNIT I:</b> [15]</p> <p>Introduction to Leadership: Concept, Nature; Theoretical and Conceptual Frameworks: Great Man Theory; Traits and Styles; Behavioural approaches; Situational and contingency approaches; Contemporary approaches.</p> <p>Leadership and Managing Diversity in Organizations: Nature, Dynamics; Gender and Leadership; Culture, Change, and Leadership; Adaptive Leadership; Leadership Ethics.</p> <p><b>UNIT II:</b> [12]</p> <p>Perceived Leadership Effectiveness: Hamlin's generic model for leadership effectiveness; Assessment of Leadership Effectiveness: Conceptual approaches;</p>   |   |                               |              |               |             |        |

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|  | <p>Measurement by means of administering and scoring of different Skills Inventory and questionnaires; Assertiveness Training.</p> <p><b>UNIT III</b> <span style="float: right;">[15]</span></p> <p>Building and Leading Teams: Team: Concept, Nature, Types; Team roles; Team Leadership; Team Building: Concepts; Strategies, Techniques and Exercises in building a team; Assessment of Team Performance; Team and Conflict Management Challenges; Mentoring and Coaching: Concepts, Exercises.</p> <p>Note: Case studies, Experiential exercises, Leadership (Self) Assessment exercises will be followed.</p> |
|  | <p><b>Text Books:</b></p> <p>1. Northhouse, Peter, G. (Latest Edition) <i>Leadership: Theory and Practice</i>. SAGE</p>   |



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|---|--|---|-------------------------------|--------------|---------------|-------------|--------|
| Course Code                             | Title of the course  | Program Core / Electives (PEL)                                      | Total Number of contact hours |              |               |             | Credit |
|   |  |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS9116                                  | <b>TRAINING AND DEVELOPMENT</b>  | PEL   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites                          |  | Course Assessment methods (Continuous (CT) and end assessment (EA)) |                               |              |               |             |        |
| NIL                                     |  | CT+EA   |                               |              |               |             |        |
| Course Outcomes                         | <p>CO 1. Understand the key issues in strategic training.</p> <p>CO 2. Understand the learning theories.</p> <p>CO 3. Know about transfer of training, training methods, and training evaluation.</p> <p>CO 4. Gain an in-depth knowledge about training development.</p>  |   |                               |              |               |             |        |
| Topics Covered                          | <p><b>UNIT I:</b> Introduction to Employee Training and Development: What is training, Nature and Scope of training and development, Concept of development, Designing effective training programs, Factors influencing training and development needs. [5]</p> <p><b>UNIT II:</b> Strategic Training: Evolution of training, Strategic training, Training needs in different strategies. [4]</p> <p><b>UNIT III:</b> Needs Assessment: Necessity of training needs assessment, Participants in training needs assessment, Training needs assessment process, Training needs assessment and Training process design, Competency models. [4]</p> <p><b>UNIT IV:</b> Learning Theories: What is learning, Learning theories, Learning programs. [4]</p> <p><b>UNIT V:</b> Transfer of Training: Training design, Work environment characteristics influencing transfer of training, Facilitation of Transfer with Focus on Organization Intervention. [4]</p> <p><b>UNIT VI:</b> Training Methods: Traditional methods, Modern methods, Use of technology in training. [4]</p> <p><b>UNIT VII:</b> Training Evaluation: Reasons for evaluating training, Outcomes of training programs, Evaluation practices, Evaluation designs, Determining ROI,</p> |   |                               |              |               |             |        |

Measuring human capital. [4]

**UNIT VIII:** Employee Development; Approaches to employee development, Development planning process, Strategies for providing development. [4]

**UNIT IX:** Career Management: Model of career development, Career management systems, Role of employees, managers, HRM, and company in career management, Challenges in career management. [4]

**UNIT X:** Special Issues in Employee Training and Development: Cross cultural preparation, Managing work force diversity, Legal issues, Succession planning, Training and pay systems, Joint union management programs. [5]

**Text Books:**

1. Effectiveness Training – Systems, Strategies and Practices  
P.N. Blanchard & J.W. Thacker  
Pearson Education
2. Training for Organizations  
B. N. O'Connor, M. Bronner, & C. Delaney,  
Thompson Learning Press

**Reference Books:**

1. Training and Development – A Complete Handbook  
A. Landale  
Infinity Books
2. Training Instruments for Human Resource Development  
U. Pareek  
TMH

**Department of Management Studies**

| Course Code     | Title of the course  | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|-----------------|--|---|-------------------------------|--------------|---------------|-------------|--------|
|                 |  |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS9117          | <b>MANAGING TRANSITIONS: ORGANIZATIONAL CHANGE AND DEVELOPMENT</b>   | PEL   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites  |  | Course Assessment Methods - Continuous (CT) and End Assessment (EA) |                               |              |               |             |        |
| NIL             |  | CT+EA   |                               |              |               |             |        |
| Course Outcomes | <p>CO1. To develop a basic understanding of the issues and perspectives creating the need for change and management of the same by means of interventions in contemporary organizations.</p> <p>CO2. To understand the conceptual dimensions of the models and theories of change management, OD interventions and implement them in solving issues and problems related to change in organizational situations.</p> <p>CO3. To develop the ability in analyzing the sources of change resistance and devising various methods for coping.</p> <p>CO4. To learn to design a change management program by diagnosing, incorporating different techniques for change implementation and sustain change actions in the organization.</p> <p>CO5. To critically interpret the academic and practitioner treatments of Organizational Development.</p> <p>CO6. To develop the ability to identify and examine ethical issues related to leading change management initiatives in organizations.</p> |   |                               |              |               |             |        |
| Topics Covered  | <p><b>UNIT I:</b> [6]</p> <p>Organizational Change: Concept, Nature: General perspectives, Premises of change, Types of continuity, Requisites of change, Productivity dip, Paradox of planned organizational change.</p>  |   |                               |              |               |             |        |

Forces of change: Categorization and types of External, Internal sets of forces, Forces' impact on elements of organizations (System perspective) in details.

Types of organizational change: Characteristics and examples of different types of changes, implementation.

**UNIT II:** [15]

Models of Change: Top-Down & Bottom-up approaches; Process-based, Content-based and Integrative Models in details with managerial implications.

Organization Structure & Change: Forces shaping organizations, Significance of Structural Change, Symptoms of Structural Deficiency, Structural factors affecting change, Restructuring-steps, Basic approaches to Redesign, Structural Strategic Interventions with examples.

Organizational Culture & Change: Concept, Background, Research perspectives; Parameters of Cultural Change, Strategies in dealing with cultural change, Steps of Cultural change, Developing a new corporate culture with examples.

**UNIT III:** [12]

Assessment of Organizational Readiness to change: Conceptual Framework; Assessing organizational propensity to change- Elements & Techniques, Transformation Planning, Managing Human Resources, DICE framework and its implementation.

Change Management Programs: Theory E & Theory O, Managing change- a step focused perspective with examples, HR's role, Role of Transition Management Group, Stream Analysis and Impact Analysis - Process & application.

Management of emotional response to change: Nature and Phases of emotional experience in response to changes, Causes behind resistance to changes; Strategies for reducing Individual & Organizational resistances to change.

**UNIT IV:** [9]

Organizational Development: Concept, Characteristics, Goals & Values of OD, Emergence & evolution of OD

A model of OD: stages/phases in details, OD cycle, Organizational Transformation & OD

OD Practitioner: Role, External & Internal Practitioner, OD Practitioner styles, Intervention Process, Forming the Practitioner – Client Relationship- Operating ground rules, Problems.

OD Interventions: Classification, Types: Sensitivity Training, Survey Feedback,

Grid Training, Process- Consultation, Role Analysis Technique, Interdependency Exercise, Role Negotiation Technique, Responsibility Charting, Visioning, Organizational Mirror, Appreciative Inquiry, Behaviour Modeling; Evaluating OD Interventions.

Note: Case studies will be discussed.

**Text Books:**

1. Palmer, I., Dunford, R., Akin, G. (Latest Edition) Managing Organizational Change: A Multiple Perspectives Approach. Tata McGraw Hill
2. French, W., Bell, C., Zawacki, R. (Latest Edition) Organization Development & Transformation: Managing Effective Change. Tata McGraw Hill.

**Reference Books:**

1. Cameron, Esther. (Latest Edition). Making Sense of Change Management. Kogan Page.
2. Poole & Scott. (Latest Edition) Handbook of Organizational Change and Innovation. Oxford University Press.

| <b>Department of Management Studies</b> |   |   |                               |              |               |             |        |
|---|---|---|-------------------------------|--------------|---------------|-------------|--------|
| Course Code                             | Title of the course   | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|   |   |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS9118                                  | <b>ORGANIZATIONAL LEADERSHIP AND LEADERSHIP DEVELOPMENT</b>   | PEL   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites                          |   | Course Assessment Methods - Continuous (CT) and End Assessment (EA) |                               |              |               |             |        |
| NIL                                     |   | CT+EA   |                               |              |               |             |        |
| Course Outcomes                         | <p>CO1. To understand the theoretical foundations of leadership, power and political influence strategies in organizations and recognize situations in which the theories are applied.</p> <p>CO2. To increase the degree of awareness of HR, strategic and ethical issues relating to globalization and gender diversity in an organization and their influence on Organizational Leadership.</p> <p>CO3. To develop the competencies required to be an effective organizational leader and design strategies in improving the leadership potential.</p> <p>CO4. To help in gaining an effective mastery of case-based problem solving approach relating to contemporary leadership challenges and improving the diagnostic skill in mapping others' power bases and political influence strategies.</p> <p>CO5. To understand leader behaviours and orientations that contribute to enhancing sustainable organizational and societal relationships at multiple levels of business.</p> <p>CO6. To enhance awareness and build commitment towards effective leadership in undertaking corporate social responsibility.</p> <p>CO7. To improve the ability to link organizational leadership with effective change management initiatives in organization.</p> |   |                               |              |               |             |        |
| Topics                                  | <b>UNIT I:</b>  |   |                               |              |               |             | [6]    |

Covered

The Nature of Leadership: Concept, Background; Key elements; leadership for today's organization.

Management & Leadership: Paradigm shift, Comparison of Management and Leadership with examples, Evolution of Leadership.

Leadership skills & styles: Nature; Research on Leadership Traits and Skills, Measurement of traits, skills, Managerial motivation, Competencies, Executive Derailment, Skills and effectiveness, Leader Decision-making styles, Leadership styles and emotional intelligence.

**UNIT II:**

[22]

Theoretical & research perspectives on Leadership:

The Trait approach & the Behavioural approaches (Lewin's classification, 3 classical studies, Leadership Grid, concept of a High-High Leader, Individualized Leadership).

The Contingency approaches (Fiedler's Contingency Model, Hersey & Blanchard's Situational Theory, Path-goal Theory, Vroom-Jago Contingency Model, Substitutes for Leadership).

Charismatic, Transformational & Transactional Leadership: Theoretical perspectives and models, process; determinants and consequents in organizations.

The Emergent Leadership perspectives (Full range leadership theory, Shared leadership, Strategic Leadership, Value-based leadership, Covey's Principle-centered leadership, Moral leadership, Servant leadership, Authentic leadership, Level 5 leadership, Spiritual leadership, Indian perspective)

Implications of theories in organizations.

**UNIT III:**

[8]

Leadership Development Program: Need, Action-Observation-Reflection Model, Leadership Training Programs, Designing & Impact of Leadership Development Programs through GAPS Analysis.

Changing Behaviour: Need and rationale; Designing & executing Individual Development Plan, Coaching-Types, Process & Mentoring- detailed Process.

Women & Leadership: Paradigm shift, Present status in organizations, Factors, Strategies to foster women leadership in organizations, Research perspectives.

**UNIT IV:**

[6]

Leadership Power: Concept, Sources of Leader power in organizations, French & Raven's Bases of Power with guidelines to implement, Responses to the use of power.

Influence tactics & Political Behaviour in organizations: Concept, Influence-Attempts, Behaviour Processes, Outcomes;

Organizational politics- Concept, Tactics, Drivers, Relation to Performance Appraisal.

Note: Case studies will be discussed.

**Text Books:**

1. Yukl, G. (Latest Edition) Leadership in Organizations. Pearson Education Inc.

**Reference Books:**

1. Miner, J.B. (Latest Edition) Organizational Behaviour 1: Essential Theories of Motivation & Leadership. Prentice Hall.

2. Storey, John. (Latest Edition). Leadership in Organizations: Current Issues and Key Trends. Taylor & Francis Ltd.



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| Course Code     | Title of the course  | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|-----------------|--|---|-------------------------------|--------------|---------------|-------------|--------|
|                 |  |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS9119          | <b>DESIGN OF ORGANIZATIONS</b>   | PEL   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites  |  | Course Assessment Methods - Continuous (CT) and End Assessment (EA) |                               |              |               |             |        |
| NIL             |  | CT+EA   |                               |              |               |             |        |
| Course Outcomes | <p>CO1. To develop a basic understanding of the issues related to the principles of organization structure and design.</p> <p>CO2. To identify and understand the components of the organization along with their dimensions, and their relationships to one another in contemporary organizations.</p> <p>CO3. To develop the ability in analysing the impact of environment, technology, strategy and other relevant variables on organizational structure.</p> <p>CO4. To learn to design organizations in an effective way so that it can lead to strategic advantage regarding the implementation of the design strategies and interventions.</p> <p>CO5. To learn linking the concepts related to organizational design to global business strategies and practices in an effective way.</p> |   |                               |              |               |             |        |
| Topics Covered  | <p><b>UNIT I:</b> [15]</p> <p>Basics of Organization Theory: Concept, Nature; Evolution of Organization Theory and Design; Perspectives in organizations; Dimensions of Organizational Design; Organization Size, Life Cycle, and Decline.</p> <p>Fundamentals of Organization Structure: Concept, Nature, Principles; Formal Organizations: Traditional and Contemporary Structures along with examples; Informal Organizations: Informal structure and networks; Inter-organizational</p>  |   |                               |              |               |             |        |

Structures; Strategic Alliances; Organization design alternatives; The Design of Social Architecture

**UNIT II:** [15]

Strategy, Organization Design, and Effectiveness: Strategic direction and Organizational Design; Assessment of Organizational Effectiveness; An integrated effectiveness model; Developing a framework for selecting strategy with the respective organizational design/structures.

Organizational Restructuring: Approaches to Organizational Redesign; Relations between Complexity, Formalization and Centralization; Effects of Size, Technology, Culture on structure; Structural changes in Indian and global organizations, with examples.

**UNIT III** [12]

Organizational Culture and Organizational Design: Nature, layers and dynamics of Organizational Culture vis-a-vis Design; Role of Ethical values in designing organizations; Culture, Design and the learning organization; Leadership in cultural-structural changes.

Innovation, Change and Organizational Design: Elements, Strategy of successful change; Technological change; Strategy and structural change. Techniques for implementing change in structure.

Note: Case studies will be discussed.

**Text Books:**

1. Richard D. Daft (Latest Edition). *Organization Theory and Design*. Mason, OH: South-Western, Cengage Learning.

**Reference Books:**

1. Tolbert & Hall (Latest Edition). *Organizations: Structures, Processes, and Outcomes*. PHI Learning.

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| Course Code     | Title of the course  | Program Core / Electives (PEL)                                      | Total Number of contact hours |              |               |             | Credit |
|-----------------|--|---|-------------------------------|--------------|---------------|-------------|--------|
|                 |  |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS9219          | <b>SERVICES MARKETING AND RETAIL MANAGEMENT</b>  | PEL   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites  |  | Course Assessment methods (Continuous (CT) and end assessment (EA)) |                               |              |               |             |        |
| NIL             |  | CT+EA   |                               |              |               |             |        |
| Course Outcomes | <p>CO 1. Understand the key issues in managing service quality.</p> <p>CO 2. Understand customer service experience, expectations, and perceptions.</p> <p>CO 3. Understand the role of people (employees and customers) in service delivery, customer satisfaction, and service recovery.</p> <p>CO 4. Know about the importance of the physical evidence in service delivery</p> <p>CO 5. Understand pricing, promotion, and distribution in the context of services</p> <p>CO 6. Understand analysis of store location, merchandising, and pricing.</p> <p>CO 7. Understand the elements of store design, and store operations.</p>   |   |                               |              |               |             |        |
| Topics Covered  | <p><b>UNIT I:</b> Introduction to Services Marketing: Concept of service, Contribution of services sector to the economy, Services vs Goods, Broad categories of services, The services marketing-mix. [3]</p> <p><b>UNIT II:</b> Service Quality: What is service quality, Customer expectation and perception, Factors affecting customer expectation and perception, SERVQUAL model of service quality, Zone of tolerance, Adequate and desired level of service, Measuring and improving service quality. [4]</p> <p><b>UNIT III:</b> Balancing Demand and Productive Capacity: Fluctuations in demand, Managing demand, Managing capacity; Queues - Types, Problems associated with</p> |   |                               |              |               |             |        |

queues and their solutions. [3]

**UNIT IV: Role of People in Services:** Service employees, Employee training, Possible Problem Areas, Resolution of conflicts, Benefits of employee empowerment; Service Recipient Customer, Customers as active contributors to services delivery, Customers as competitors to the service provider, Customers as promoters of service. [3]

**UNIT V: Marketing Communication, Price, and Distribution of Services:** Role of marketing communications, Challenges of services communication, Different types of pricing in services, Distribution in services context, Distribution options for servicing customers, Place and time dimensions, Role of intermediaries. [4]

**UNIT VI: Physical Evidence of Service:** Problems of intangible nature of services, Elements of physical evidence, Contribution of physical evidence to the service. [4]

**UNIT VII: Complaint Handling and Service Recovery:** Response to a service failure, Why do customers complain, Expectations of customers from the complaint process, Service recovery paradox, Effective Service Recovery, Service guarantee, Abusive and Opportunistic customers. [3]

**UNIT VIII: Introduction to Retailing:** Concept of retailing, Retail functions, Social and economic significance of retailing, Retail channels, Relationship Retailing. [3]

**UNIT IX: Retailing formats:** Retail stores on the basis of ownership, Retail stores on the basis of merchandise offered, Non-store based retail stores. [3]

**UNIT X: Retail Site Location:** Types of location, Evaluating specific area for locations, Trade area characteristics, Estimating potential sale for a store site. [3]

**UNIT XI: Retail Store Design:** Store design objectives, Principles of Store Design, Elements of Store Design, Space management, Types of store layouts. [3]

**UNIT XII: Merchandise Planning Process:** Merchandise management, Assortment plan, Managing inventory, Analyzing merchandise management performance, Retail pricing. [3]

**UNIT XIII: Operations Management in Retailing:** Operations blueprint, Tactics for maximizing retail personnel productivity, Store maintenance, Credit management, Inventory management, Energy management, Store renovation, Store security, Outsourcing, Crisis management. [3]

**Text Books:**

- 1.Services Marketing  
V.Zeithaml,M.J.Bitner, D.D.Gremler, & A.Pandit  
McGraw Hill
- 2.Retail Management: A Strategic Approach  
B.Berman, J.R.Evans & M.Mathur

Pearson India

**Reference Books:**

1. Essential of Service Marketing: Concepts Strategies and Cases  
K.D.J.Hoffman & E.G.Bateson,  
Thomson South Western
2. Retail Management  
Gibson G. Vedamani  
Pearson

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| Course Code     | Title of the course   | Program<br>Core (PCR)<br>/ Electives<br>(PEL)                       | Total Number of contact hours |              |               |             | Credit |
|-----------------|---|---|-------------------------------|--------------|---------------|-------------|--------|
|                 |   |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS9220          | <b>NEUROMARKETING</b>   | PEL   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites  |   | Course Assessment methods (Continuous (CT) and end assessment (EA)) |                               |              |               |             |        |
| NIL             |   | CT+EA   |                               |              |               |             |        |
| Course Outcomes | <p>CO 1. Understand the concept and importance of Neuromarketing.</p> <p>CO 2. Gain an insight on the method of Neuromarketing.</p> <p>CO 3. Know the different applications of Neuromarketing.</p> <p>CO 4. Know in depth about brain's behaviour and how it influences consumer decision making.</p> <p>CO 5. Understand how Neuromarketing can be used to influence consumer's cognitive behaviour.</p>  |   |                               |              |               |             |        |
| Topics Covered  | <p><b>UNIT I:</b> Concept of Neuromarketing: Concept of consumer neuroscience and neuromarketing, Marketing limitations and the contribution of neuroscience, Neuroscience as a way to discover human intelligence, Basic model of consumer choice, Benefits of neuromarketing. [8]</p> <p><b>UNIT II:</b> Exploring the Human mind: Brain structures and functions, Nonconscious mind, Senses, Cognition, Memory, Learning, Emotions and Motivations, Brain Research Methods. [12]</p> <p><b>UNIT III:</b> Neuromarketing in Application: Building better brands, Designing better products and packages, Creating effective ads, Understanding the mind of shoppers, Producing compelling entertainment. [12]</p> |   |                               |              |               |             |        |

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|--|--|
|  | <p><b>UNIT IV: Neuromarketing and Value Innovation:</b> Value innovation to surprise the customer's brain, Disruption for improved communication, Value innovation approach, How to appear exceptional to the customer's intelligence. [5]</p> <p><b>UNIT V: Neuromarketing Perspectives for the future:</b> The present scenario of neuromarketing in business, The future of neuromarketing. [5]</p> |
|  | <p><b>Text Book:</b><br/> 1.Neuromarketing: A Peep into Customers Minds<br/> J.K.Sharma<br/> Prentice Hall India</p> <p><b>Reference Books:</b><br/> 1.Neuromarketing: Understanding the Buy Button in your Customer's Brain<br/> P.Renvoise &amp; C.Morin<br/> Thomas Nelson<br/> 2.The Buying Brain: Secrets for Selling to the Subconscious Mind<br/> A.K.Pradeep<br/> John Wiley &amp; Sons</p>    |

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|---|---|---|-------------------------------|--------------|---------------|-------------|--------|
| Course Code                             | Title of the course   | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|   |   |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS9221                                  | <b>MARKETING ANALYTICS</b>  | PEL   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites                          |   | Course Assessment methods (Continuous (CT) and end assessment (EA)) |                               |              |               |             |        |
| NIL                                     |   | CT+EA   |                               |              |               |             |        |
| Course Outcomes                         | <p>CO1: Analysing the role of analytics in formulating marketing strategies.</p> <p>CO2: Apply product analytics for identification of suitable customers and develop optimum market offerings</p> <p>CO3: Apply marketing mix analytics for designing suitable price and advertising strategies</p> <p>CO4: Design suitable customer strategies applying customer analytics</p> <p>CO5: Formulate digital marketing strategies with the help of web analytics</p>  |   |                               |              |               |             |        |
| Topics Covered                          | <p><b>UNIT I: Role of Marketing Analytics</b><br/>Analyse the role of marketing analytics as an enabler of marketing strategy, examine price and revenue management decisions. [5]</p> <p><b>UNIT II: Product Analytics</b><br/>Formulate market segments using cluster analysis, the anatomy of conjoint analysis, experimental design, data collection, interpretation of conjoint analysis results, optimise offerings using conjoint analysis. [11]</p> <p><b>UNIT III: Marketing Mix Analytics</b><br/>Formulate marketing mix models using simple, multiple and logistic regression analysis, single variable and multiple variable regression models, economic significance of regression output, pricing and advertising models, price elasticity of demand, advertising elasticity of demand, building comprehensive price and advertising elasticity models. [12]</p> |   |                               |              |               |             |        |

|                                       |   |
|---------------------------------------|---|
|                                       | <p><b>UNIT IV: Customer Analytics</b><br/>Examine customer lifetime value, customer retention and life time value decisions [7]</p> <p><b>UNIT V: Web Analytics</b><br/>Designing marketing experiments, paid search advertising, formulating digital marketing strategies [7]</p>  |
| Text Books, and/or reference material | <p><b>Text Book:</b></p> <ol style="list-style-type: none"> <li>1. Cutting Edge Marketing Analytics: Real World Cases and Data Sets for Hands On Learning, Rajkumar Venkatesan, Paul Farris and Ronald T Wilcox, Pearson FT Press, 2014.</li> </ol> <p><b>Reference Books:</b></p> <ol style="list-style-type: none"> <li>1. Database Marketing: Analysing and Managing Customers, Robert C Blattberg, Byung Do Kim and Scott A Neslin, Springer, 2008.</li> <li>2. Building Models for Marketing Decisions, Peter S H Leeflang, Dick R Wittink, Michel Wedel, Phuppe A Naert, Springer, 2000.</li> </ol> |



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| Course Code     | Title of the course  | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|-----------------|--|---|-------------------------------|--------------|---------------|-------------|--------|
|                 |  |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS9222          | <b>RURAL MARKETING</b>   | PEL   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites  |  | Course Assessment methods (Continuous (CT) and end assessment (EA)) |                               |              |               |             |        |
| NIL             |  | CT+EA   |                               |              |               |             |        |
| Course Outcomes | <p>CO1: Understand the importance of rural markets</p> <p>CO2: Analyse the various road blocks facing rural marketers</p> <p>CO3: Formulate effective rural market strategies</p>  |   |                               |              |               |             |        |
| Topics Covered  | <p><b>UNIT I:</b> Analysing the Importance of Rural Market<br/>Size and scope, the nature and characteristics, factors contributing to the changes in rural market, importance of rural market. [3]</p> <p><b>UNIT II:</b> Understanding Rural Market Environment<br/>Physical, economic, socio-cultural, technological, competitive environment of the rural market. [2]</p> <p><b>UNIT III:</b> Conducting Marketing Research in the Rural Market<br/>Researching the rural market, challenges in the rural research, data collection techniques in the rural market, issues with design of questionnaire, analysing and interpreting the rural market data. [3]</p> <p><b>UNIT IV:</b> Understanding Consumer Behaviour in the Rural Market<br/>Characteristics of rural consumer, how rural consumers earn, save and spend, drivers of rural consumption behaviour, opinion leaders and their role in rural market, technology as a catalyst for changing rural consumption behaviour. [4]</p> <p><b>UNIT V:</b> Designing Segmentation, Targeting and Positioning Strategies in the Rural Market<br/>Heterogeneity in rural market, basis for segmenting the rural market, evaluation and selection of segments, positioning strategies for rural</p> |   |                               |              |               |             |        |

market

[3]

**UNIT VI: Product Decisions in the Rural Market**

Rural product categories, adoption process of new product in rural market, packaging issues, creating a strong rural brand, brand loyalty versus brand stickiness, fake products. [3]

**UNIT VII: Pricing Decisions in the Rural Market**

Factors affecting pricing decisions in rural market, pricing strategies in rural market, key challenges in price determination. [3]

**UNIT VIII: Distribution Strategies in the Rural Market**

Challenges in designing distribution strategies, rural distribution channels, innovative distribution models used in rural market. [3]

**UNIT IX: Communication Strategies in the Rural Market**

Communication mix for rural market, factors affecting communication mix, challenges in designing and implementing communication strategies for rural, developing effective communication strategies for the rural market, innovative communication techniques prevalent in rural market. [4]

**UNIT X: Marketing of Agricultural Input and Output**

History of agriculture development in India, current status of agri input-output markets, regulated marketing system in India and reforms, modern agri-marketing system, contract farming, grading, packaging, storing and transportation of agri- output, ICT and agri-development, precision farming. [2]

**UNIT XI: Designing and Implementing Sustainable Marketing Strategies for the Rural Market**

Marketing strategies for FMCG sector, marketing strategies for consumer goods, marketing strategies for financial products, marketing strategies for agri input-output, social marketing strategies for the rural market, future of Indian rural market [12].

**Text Book:**

Kashyap Pradeep, Rural Marketing (3<sup>rd</sup> edition), Pearson, 2016.

**Reference Book:**

Rural Marketing: Text and Cases (2<sup>nd</sup> edition), C. S. G. Krishnamacharyulu, Lalitha Ramakrishnan, Pearson, 2011

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| Course Code     | Title of the course  | Program Core (PCR) / Electives (PEL)                               | Total Number of contact hours |              |               |             | Credit |
|-----------------|--|--|-------------------------------|--------------|---------------|-------------|--------|
|                 |  |  | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS9223          | <b>SALES &amp; DISTRIBUTION MANAGEMENT</b>   | PEL  | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites  |  | Course Assessment methods (Continuous (CT) and end assessment (EA) |                               |              |               |             |        |
| NIL             |  | CT+EA  |                               |              |               |             |        |
| Course Outcomes | <p>CO1: To make students aware and knowledgeable about process of organisational, industrial , pharmaceutical, Consumer goods and service selling concepts nature and steps.</p> <p>CO2: To make students aware and educated about different facets of sales management functions.</p> <p>CO3: To make students aware and informed distribution channel management from behavioural aspects.</p> <p>CO4: To integrate the above mentioned knowledge with ‘Marketing’ as one of the functional discipline of management.</p>  |  |                               |              |               |             |        |
| Topics Covered  | <p><b>UNIT I:</b> Basic Understanding of Selling Process:<br/> Steps of selling with special emphasis to organizational selling, Industrial selling and FMCG channel selling, Prospecting:- Identification of customer and sources for customer generation, Qualifying:- Prioritization of customer using different techniques, Pre approaching:- Required information and how can it be collected, Approaching:- Selling theories in relation to buyer seller dyad and other relevant issues of approaching, Sales Presentation:- Different types of sales presentation –A comparative analysis, Objection handling:- Methods for handling and overcoming objections, Trial close &amp; final close:- Buying signal, closing techniques. Post Selling activities [15]</p> |  |                               |              |               |             |        |

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|                                       | <p><b>UNIT II: Sales Forecasting</b><br/>Basic Idea of Quantitative and qualitative Techniques of Sales Forecasting [2]</p> <p><b>UNIT III: Sales Territory Formation</b><br/>Concept &amp; Methods. [5]</p> <p><b>UNIT IV: Sales HR Function</b><br/>Sales force sizing. Different types of sales recruitment. Various steps of selection in sales. Sales training types. Motivation of the sales force. Performance appraisal of the sales force. Sales Compensation. [6]</p> <p><b>UNIT V: Sales Auditing and Sales Budget</b><br/>Cost and Profitability analysis. Sales Budgeting and Sales Quota formulations [4]</p> <p><b>UNIT VI: Behavioural Distribution Channel Management:</b><br/>Activity of different channel partner, selection criteria of Distribution channel Partner, Channel conflict: concept and reasons. Managing channel members` behaviour, Channel power bases, Channel influence &amp; other strategies, [10]</p> |
| Text Books, and/or reference material | <p><b>Text Books</b></p> <ol style="list-style-type: none"> <li>1. Richard R. Still &amp; Edward W. Cundiff , Govoni : Sales Management. Prentice Hall.</li> <li>2. Krishna K Havaladar &amp; Vasant M Cavale : Sales &amp; distribution Management . Tata McGraw-Hill India</li> <li>3. Pingali Venugopal. Sales &amp; Distribution Management: An Indian Perspective. Response Books,Sage India Limited, New Delhi</li> </ol> <p><b>Reference Books</b></p> <ol style="list-style-type: none"> <li>1.M W Johnston and G W Marshall. Sales Force Management. Tata McGraw-Hill India</li> <li>2. Ramendra Singh.Sales and Distribution Management A Practice Based Approach. Vikas Publishing India</li> <li>3. W. L Cron and T.E Decarlo. Dalrymple's Sales Management: Concepts and Cases. Wiley publication USA (e book available)</li> </ol>   |

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| Course Code     | Title of the course   | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|-----------------|---|---|-------------------------------|--------------|---------------|-------------|--------|
|                 |   |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS9224          | <b>SOCIAL MARKETING</b>   | PEL   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites  |   | Course Assessment methods (Continuous (CT) and end assessment (EA)) |                               |              |               |             |        |
| NIL             |   | CT+EA   |                               |              |               |             |        |
| Course Outcomes | <p>CO1: To make students aware and educated about different ways of marketing based solutions of social issues</p> <p>CO2: To make students knowledgeable about various applications of integrating CSR activities with traditional marketing tools for building trust among the customer</p> <p>CO3: To make students educated about planning and execution of societal marketing activities</p>   |   |                               |              |               |             |        |
| Topics Covered  | <p><b>UNIT I:</b> Present practices for doing at least some good:- what is good? What are the trends? Shifting from fulfilling obligation to new approach of supporting corporate objective. Various facets of business logic of doing good. Current challenges of doing good. [6]</p> <p><b>UNIT II:</b> Corporate social initiatives: Six Options for doing good:- Cause Promotion, Cause related marketing, Corporate social marketing, Corporate Philanthropy, CommUnity Volunteering and responsible business practices. Conceptualisation with Indian cases. [10]</p> <p><b>UNIT III:</b> Marketing Actions:-For each Cause Promotion, Cause related marketing, Corporate social marketing, Corporate Philanthropy, CommUnity Volunteering and responsible business practices; when applicable? How it is applicable? And Key challenges with potential concerns. Explanations with Indian,</p> |   |                               |              |               |             |        |

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|                                       | <p>South Asian and Global cases. [14]</p> <p><b>UNIT IV:</b> Managing Social Marketing Programs:- Develop a plan for monitoring and evaluation. Modified logic model. When and how will we measure? Benefit and Cost of measurement. Budget and fund generation for social marketing initiatives by other organisation. [8]</p> <p><b>UNIT V:</b> Activities to generate corporate funding for societal initiatives: various marketing recommendations. [4]</p> |
| Text Books, and/or reference material | <p>Text Book:</p> <ol style="list-style-type: none"> <li>1. Philip Kotler and Nancy Lee. Corporate Social Responsibility. Wiley India</li> <li>2. S Deshpande and Nancy Lee. Social Marketing In India. Sage India</li> </ol> <p>Reference Books:</p> <ol style="list-style-type: none"> <li>1. C K Prahalad. The Fortune at the Bottom of the Pyramid. Wharton School Publishing marketed in India by Pearson Education</li> </ol>                             |

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|----------------------------------|---|---|-------------------------------|--------------|---------------|-------------|--------|
| Course Code                      | Title of the course   | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|                                  |   |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS9225                           | <b>INTERNATIONAL MARKETING</b>  | PEL   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites                   |   | Course Assessment methods (Continuous (CT) and end assessment (EA)) |                               |              |               |             |        |
| NIL                              |   | CT+EA   |                               |              |               |             |        |
| Course Outcomes                  | <p>CO1: To enable students to understand global needs and wants of customers in international markets</p> <p>CO2: To understand international marketing mix decisions and the framework for international product promotion strategy and achieve global competency in the dynamic and competitive business environment</p> <p>CO3: To develop managerial skills and adopt a proactive approach to transform emerging marketing threats and challenges into viable business opportunities as a strategic response to the globalization of markets.</p>   |   |                               |              |               |             |        |
| Topics Covered                   | <p><b>UNIT I:</b> Introduction, Nature of International Marketing: Challenges and opportunities, Trade Distortions and Market Barriers, Consumer Behaviour: psychological and social dimensions. [6]</p> <p><b>UNIT II:</b> Marketing Information system, Framework of International Marketing, Setting Marketing Objectives, Market Identification, Segmentation and Targeting. [4]</p> <p><b>UNIT III:</b> Foreign Market Entry Strategies, International Marketing Mix Decisions, Product Strategies: Basic decisions and product planning, Product strategies: global branding and packaging decisions, International Pricing strategies: Basic Decisions. [10]</p> <p><b>UNIT IV:</b> International Distribution Channels: Channel development, channel adaptation, Black market, Gray Market, Communication Decisions for</p> |   |                               |              |               |             |        |

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|  | <p>International Markets [10]</p> <p><b>UNIT IV:</b> Framework for International Product Promotion Strategies, Reviewing Performance and Consolidating International Marketing Operations. [8]</p> <p><b>UNIT V:</b> Case study Analysis. [4]</p>   |
|  | <p><b>Textbooks:</b></p> <p>1.Cateora, Philip R. and John L. Graham,2002, International Marketing, Tata Mc Graw-Hill,2002</p> <p>2.S. Onkvisit &amp; J. Show, International Marketing: Analysis and strategy,Routledge, Newyork.</p> <p><b>Reference Books:</b></p> <p>1. Keegan, Warren J., 2002,Global Marketing Management, New Delhi: Pearson Education(Singapore) Pvt. Ltd, 2002</p> |



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| Course Code     | Title of the course  | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|-----------------|--|---|-------------------------------|--------------|---------------|-------------|--------|
|                 |  |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS9226          | <b>E-COMMERCE</b>  | PEL   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites  |  | Course Assessment methods (Continuous (CT) and end assessment (EA)) |                               |              |               |             |        |
| NIL             |  | CT+EA   |                               |              |               |             |        |
| Course Outcomes | <p>CO1: To give an in-depth understanding of the theory and practice of E-Commerce through the core models of economics</p> <p>CO2: To enable students to understand success and failure of Web-based business models and latest information related to e-commerce strategies</p> <p>CO3: To help students to develop managerial skills to deal with complex managerial issues emerging continually in the real time business activity</p>   |   |                               |              |               |             |        |
| Topics Covered  | <p><b>UNIT I:</b> Introduction, E-Commerce: Advantages &amp; Disadvantages, Business Models for E-Commerce: B2C, B2B, C2C, C2B, Aggregator Model, Brokerage Model. [6]</p> <p><b>UNIT II:</b> Enabling Technologies: Networks and internets, Software agents, ISP policy. [4]</p> <p><b>UNIT III:</b> e-Marketing: Browsing Behavior model, Online Marketing, E-advertising, E-branding. E- Marketing strategies. [4]</p> <p><b>UNIT IV:</b> e-Security: Information system security, E-business Risk management issues: Firewall components-governance, education and Green IT initiative.[4]</p> <p><b>UNIT V:</b> e-Payment: Internet Banking , Digital Token-based e-payment systems: Credit Cards, Debit Cards &amp; Mobile Payments. Properties of e-Cash:</p> |   |                               |              |               |             |        |

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|  | <p>Operational Risk, Cheque Payment System on the internet, Risk and e-Payment , Digital Signature, Online Financial Services &amp; Online Stock-trading.[6]</p> <p><b>UNIT VI:</b> e-Customer Relationship Management: E-CRM solutions, Interactive Web Technology, E-CRM Toolkit, CRM capabilities and the customer life cycle. [4]</p> <p><b>UNIT VII:</b> e-Supply Chain Management: The New Way. E-logistics, Smart chain and the strategic advantage. E-Supply Chain components, Major trends in e-SCM. [4]</p> <p><b>UNIT VIII:</b> e-Strategy and knowledge Management: Knowledge Management Drivers, Stages, Data Mining, The Virtual Value Chain, Value chain and e-strategy. [4]</p> <p><b>UNIT IX:</b> Seven dimensions of e-commerce Strategy, Planning the e-commerce project, Portals for E-business, Legal and Ethical issues in the digital Economy. [4]</p> <p><b>UNIT X:</b> Case studies and Real life examples [2]</p> |
|  | <p><b>Text Books:</b><br/>1.Dave Chaffey, E-Business and E-Commerce Management, FT Prentice Hall</p> <p><b>Reference Books:</b><br/>1. P.T. Joseph, S. J, E-Commerce: An Indian Perspective, PHI Learning Private Limited</p>   |

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| Course Code     | Title of the course   | Program Core (PCR) / Electives (PEL)   | Total Number of contact hours |              |               |             | Credit |
|-----------------|---|--|-------------------------------|--------------|---------------|-------------|--------|
|                 |   |  | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS9317          | <b>INVESTMENT BANKING</b>   | PEL  | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites  |   | Course Assessment methods (Continuous Assessment (CT) and End assessment (EA)) |                               |              |               |             |        |
| NIL             |   | CT+EA  |                               |              |               |             |        |
| Course Outcomes | <p>CO1: Understand functions performed by Investment Banks</p> <p>CO2: Understand role of Investment banks in M&amp;A, equity &amp; Debt financing and asset management.</p> <p>CO3: Critically Analyze the strategies undertaken by Investment Banks decisions.</p> <p>CO4: Understand about private equity, venture capital and angel investing.</p> <p>CO5: Critically discuss and expose the students to important developments in this new area of Investment Banking.</p> |  |                               |              |               |             |        |
| Topics Covered  | <p><b>UNIT I</b> (Introduction): Fundamentals of Investment Banking [2]</p> <p><b>UNIT II</b> (Investment Banking &amp; Securities Markets): Securities Markets: Segments, Products and Participants [2]</p> <p><b>UNIT III</b> (Investment Banking &amp; Securities Markets): Primary Markets and Securities Issuances [2]</p> <p><b>UNIT IV</b> (Domestic Issue Management): Regulation of Securities Industry, Indian market and Other markets. [3]</p>                      |  |                               |              |               |             |        |

**UNIT V (Underwriting):** Concept and Definition, Different Business Models. [4]

**UNIT VI (Global Capital Market Offers):** Global Capital Market, ADR, GDR, FCCB, International Bond Market. [5]

**UNIT VII (Mergers &Acquisition):** Merger Valuation, Types of Merger, Financing Mergers, Valuing Synergy, Financing Options, LBO and other Valuation Models [10].

**UNIT VIII (Buy-backs and De-listings):** Share buy backs in India, implications and regulations in India, Investment Banking perspective in share buyback. [4].

**UNIT IX (Private Placement and Equity Advisory):** Private placement within the purview of Investment Banking, market segments, International private placements. Investment Banking services in private equity, Valuations in venture capital and private equity, Regulations [8].

**UNIT X (Corporate Restructuring):** Overview, Split-up, Demerger, Investment Banking perspective in Corporate Restructuring [4].

**UNIT XI:** Pitch Book Presentation [2].

**Text Books:**

1. Subramanyam, Pratap G: Investment Banking: Concepts, Analysis and Cases.(3<sup>rd</sup> Ed) Tata McGraw Hill [PG].
2. Stowell, David P. (2010). An Introduction to Investment Banking, Private Equity and Hedge Funds, Academic Press.[DPS].

**Reference Books:**

1. Joshua Rosenbaum and J. Pearl: Investment Banking: Valuations, LBO and MA, Wiley Finance, 2009 [JRP].

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|---|--|--|-------------------------------|--------------|---------------|-------------|--------|
| Course Code                             | Title of the course  | Program Core (PCR) / Electives (PEL)   | Total Number of contact hours |              |               |             | Credit |
|   |  |  | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS9318                                  | <b>INTERNATIONAL FINANCE</b>   | PEL  | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites                          |  | Course Assessment methods (Continuous Assessment (CT) and End assessment (EA)) |                               |              |               |             |        |
| NIL                                     |  | CT+EA  |                               |              |               |             |        |
| Course Outcomes                         | <p>CO1: This would help to understand them the requirements of international finance by all the countries.</p> <p>CO2: They would know about the international liquidity position in the world.</p> <p>CO3: Students would be acquiring knowledge about the international monetary system.</p> <p>CO4: They would get the knowledge of exchange rate mechanism and foreign exchange risk management and application of such mechanism.</p> <p>CO5: They would know about the functioning and structure of IMF, World Bank.</p> |  |                               |              |               |             |        |

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|                | CO6: They will come to know about the sources of international finance for corporations.  |
| Topics Covered | <p><b>UNIT I</b> (Global macroeconomic environment): Macroeconomic environment, recent trends and developments, theoretical basis for trade. Impact of global macroeconomic environment on TNCs [5]</p> <p><b>UNIT II</b> (International Finance and Financial liquidity): Concepts of international finance, sources, International liquidity, problem of inadequacy [3]</p> <p><b>UNIT III</b> (Development of International Monetary System): Problem of liquidity, need for an International Monetary System, Gold standards, Fixed system, floating system to present time. [5]</p> <p><b>UNIT IV</b> (Multinational Financial Institutions): IMF, World bank (IBRD, IFC, MIGA) - structure and functioning. [4]</p> <p><b>UNIT V</b> (Balance of payments): Importance and structure of BOP, Indian BOP situation and disequilibrium in BOP [3]</p> <p><b>UNIT VI</b> (Determining and Forecasting Foreign exchange rates): Determination of exchange rates, factors affecting exchange rates, forecasting exchange rates. Foreign exchange, market in world and Asia pacific. [4]</p> <p><b>UNIT VII</b> (Transaction, Operating and Translation exposure): Transaction and Operating Exposure: forward and future hedges, hedging strategies. Measuring Translation exposure and methods used [6]</p> <p><b>UNIT VIII</b> (International Parity Theories): Interest rate parity, Purchasing power parity, Forward rates and futures spot rate parity. [4]</p> <p><b>UNIT IX</b> (Financing Global Operation): Selected determinants of equity costs, Raising global equity- GDR, ADR issues, Euro banking, and Euro bonds. [5]</p> <p><b>UNIT X</b> (Investments in Global Operations): FDI, advantages and disadvantages of FDI flows, Reasons for expansion of international business, Policies of FDI. [4]</p> <p><b>UNIT XI</b> (FDI in India): FDI trend and progress in India [1]</p> |
|                | <p><b>Text Book:</b></p> <ol style="list-style-type: none"> <li>1) International Financial Management: Jeff Madura</li> <li>2) International Finance: Maurice D Levi (Rutledge)</li> </ol> <p><b>Reference Books:</b></p> <ol style="list-style-type: none"> <li>1) International Financial Management: Sathey-Rose-Allen-Weston (Wiley India).</li> <li>2) Additional reference study materials are from IMF, World Bank, RBI etc.</li> </ol>  |

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| Course Code     | Title of the course  | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|-----------------|--|---|-------------------------------|--------------|---------------|-------------|--------|
|                 |  |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS9319          | <b>FINANCIAL DERIVATIVES</b>   | PEL   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites  |  | Course Assessment methods (Continuous (CT) and end assessment (EA)) |                               |              |               |             |        |
| NIL             |  | CT+EA   |                               |              |               |             |        |
| Course Outcomes | <p>CO1: To Understand the students about the concept of Derivatives.</p> <p>CO2: To acquaint the knowledge of Options, Futures, forwards and swaps.</p> <p>CO3: To know about Hedging and developing trading strategy.</p> <p>CO4: To Learn about risk management using derivatives product</p>  |   |                               |              |               |             |        |
| Topics Covered  | <p><b>UNIT I:</b> Introduction to Derivatives: Futures and forward Markets–Forward Prices Vs Future Prices. Futures – Financial Futures Contracts – Types of Financial Futures Contract –Traders in Futures Market in India – Functions and Growth of Futures Markets – Futures Market Trading Mechanism - Specification of the Future Contract – Clearing House – Operation of Margins – Settlement – Theories of Future prices –Stock Market Index and Hedging Pricing and hedging of Forwards &amp; Futures [12]</p> <p><b>UNIT II</b> Options – Concept of Options – Types of options – Option Valuation – Underlying Assets in Exchange-traded Options – Determinants of Option Prices, put call parity – Binomial Option Pricing Model – Black-Scholes Option Pricing – [10]</p> |   |                               |              |               |             |        |

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|                                       | <p><b>UNIT III-</b> Option trading strategies<br/>Various strategies such as Spread, Straddle, Strangle, butterfly etc. [10]</p> <p><b>UNIT IV</b> other derivatives products: SWAP: Concept, Evaluation and Features of Swap – Types of Financial Swaps – Interest Rate Swaps – Currency Swap – Debt-Equity Swap [10]</p>                                |
| Text Books, and/or reference material | <p>1. Fundamentals of Financial derivatives- N. R. Prasuraman Wiley India</p> <p>2. Derivatives- Valuation and Risk Management- David A Dubofsky and Thomas W. Miller, JR Oxford University Press</p> <p>3. Options &amp; Future-- An Indian Perspectives D. C Patwari Anshul Bhargova</p> <p>4. Options, Futures, and Other Derivatives John C. Hull</p> |

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|----------------------------------|---|---|-------------------------------|--------------|---------------|-------------|--------|
| Course Code                      | Title of the course   | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|                                  |   |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS9320                           | <b>CORPORATE FINANCE</b>  | PEL   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites                   |   | Course Assessment methods (Continuous (CT) and end assessment (EA)) |                               |              |               |             |        |
| NIL                              |   | CT+EA   |                               |              |               |             |        |
| Course Outcomes                  | <p>CO1: To provide necessary inputs to the students in the form of concepts, theories &amp; financial management techniques related to the issues of corporate finance.</p> <p>CO2: To aid the students in developing an integrated approach to capital expenditure decision-making process primarily emphasizing on sound concepts and managerial implications in the area of corporate restructuring and project financing.</p> <p>CO3: To focus heavily on the practical &amp; financial aspects of various corporate finance decision making, which will equip the students to apply their skills &amp; knowledge effectively in the future while dealing with actual /real life financial decisions &amp; strategies at corporate level.</p> |   |                               |              |               |             |        |
| Topics Covered                   | <p><b>UNIT I:</b> Arrangement of Funds and Cash Flow Analysis:- Cash Flow Analysis emphasizing on its importance &amp; utility, Arrangement of funds for Capital Expenditure. Sources of Finance, Capital Market and Money Market Instruments. [4]</p> <p><b>UNIT II:</b> Business Valuation:- Different methods of business valuation, Application of business valuation techniques related to strategic finance as well as corporate restructuring issues. [12]</p>   |   |                               |              |               |             |        |



**UNIT III: Capital Budgeting:-** Capital budget techniques, Advanced Risk Analysis Methods, Risk Management techniques in capital expenditure, assessment of merger decisions and evaluation merger proposal, Inflation adjustment for capital budget decisions. [8]

**UNIT IV: Capital Structure and Leverage:-** Capital Structure Theories & decision making toward determination the most suitable capital structure. Computation of Operating Leverage, Financial Leverage, and Combined Leverage and their implication. [5]

**UNIT V: Dividend Policy:-** Overview & practical aspects of determining a suitable dividend policy, different models of dividend policy. [2]

**UNIT VI: Working Capital Management:-** Operating cycle & Working Capital financing Mechanism. Advanced Cash Management Models. [5]

**UNIT VII: Forecasting:-** Financial forecasting techniques & components of project costs, Inflation adjusted forecasting. [2]

**UNIT VIII: Leasing:-** Operating Lease and Finance Lease with reference to Accounting Standard 19: Accounting for Leases. [2]

**UNIT IX: Case Study Analysis.** [2]

**Text Book:**

- 1) Financial Management (7/e), Ravi M. Kishore, TAXAAMNN'S
- 2) Projects : Planning, Analysis, Selection, Financing, Implementation and Review (7/e), Prasanna Chandra, TATA MCGRAW HILL EDUCATION PRIVATE LIMITED

**Reference Books:**

- 1) Financial Management (9/e), I. M. Pandey, VIKAS PUBLISHING HOUSE PVT. LTD
- 2) Student's Guide to Accounting Standards, D. S. Rawat, TAXAAMNN

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| Course Code     | Title of the course   | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|-----------------|---|---|-------------------------------|--------------|---------------|-------------|--------|
|                 |   |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS9321          | <b>MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING</b>  | PEL   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites  |   | Course Assessment methods (Continuous (CT) and end assessment (EA)) |                               |              |               |             |        |
| NIL             |   | CT+EA   |                               |              |               |             |        |
| Course Outcomes | <p>CO1: To make the students aware of various forms corporate restructuring.</p> <p>CO2: To provide a comprehensive background to the students in respect of strategic, economic, financial and organizational aspects of mergers, acquisitions and other forms of corporate restructuring.</p> <p>CO3: To make the students aware of various strategic and financial analysis in respect of various issues of mergers and take-overs.</p> <p>CO4: To provide the students a practical framework with the relevant case studies for managerial decision- making in the context of merger, acquisition &amp; restructuring activities.</p> |   |                               |              |               |             |        |
| Topics Covered  | <p><b>UNIT I: Corporate Restructuring:-</b> Different forms of Corporate Restructuring and strategies involved:- Expansion &amp; Diversification (ex.: Merger, Take-over, Strategic Alliance, Joint Venture, Franchising, Reverse Merger, etc.), Divestment (ex. Spin-off,</p>  |   |                               |              |               |             |        |

Sell-off, Leveraged Buyout, Management Buyout, Liquidation, etc.), Other forms of Corporate Restructuring (ex. Share Buyback, Equity Carve-out, etc.) [5]

**UNIT II:** Types and Motives of Merger:- Merger types and categories (ex. Horizontal Merger, Vertical Merger, Conglomerate Merger, Hostile Merger, Friendly Merger, Bailout Merger, etc.), Motives of Merger (ex. Strategic Motives, Financial Motives, Organizational Motives). [4]

**UNIT III:** Business Valuation:- Market Value Method, Intrinsic Value Method, Valuation of Goodwill, Free Cash Flow Method with and without growth, Adjusted Present Value Method, Inflation Adjusted Present Value Method, Different methods of determining Terminal Values. [10]

**UNIT IV:** Maximum Purchase Consideration:- Minimum and maximum Exchange Ratio, Different aspects of calculating Purchase Consideration, Minimum and maximum Purchase Consideration. [5]

**UNIT V:** Evaluation of Merger Proposals:- Different aspects of Evaluation of Merger Proposals, factors to be considered while evaluation a Merger Proposal. [5]

**UNIT VI:** Preventive Measures in Takeover:- Different strategies for thwarting Hostile Takeover Bid (ex. Poison Pills, White Square Defence, Greenmail, Capital Restructuring, Shark Repellents, Pac-men Defence, etc.) [5]

**UNIT VII:** Steps of Merger and Post-merger Issues:- Amalgamation Scheme, Legal Aspect of Merger, Accounting for Amalgamation (Accounting Standard-14), Mandatory and recommended steps of Merger. Issues relating to Post-merger, Challenges in Post-merger Integration. [5]

**UNIT VIII:** SEBI's Guidelines Relating to Merger & Take-over:- Brief understanding of the SEBI's guidelines to 'Substantial Acquisition of Shares and Takeover'. [2]

**UNIT IX:** Case Study Analysis. [2]

**Text Book:**

- 1) Mergers, Acquisitions and Corporate Restructurings (5/e), Patrick A. Gaughan, WILEY
- 2) Financial Management (7/e), Ravi M. Kishore, TAXAAMNN

**Reference Books:**

- 1) Financial Management (9/e), I. M. Pandey, VIKAS PUBLISHING HOUSE PVT. LTD
- 2) Financial Management: Text, Problems and Cases (5/e), M. Y. Khan & P. K. Jain, TATA MCGRAW-HILL
- 3) Valuation for Mergers, Buyouts and Restructuring (2/e), Enrique R. Arzac, WILEY

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|--|--|---|-------------------------------|--------------|---------------|-------------|--------|
| Course Code  | Title of the course  | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|  |  |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS9417   | <b>DECISION MAKING THROUGH SIMULATION</b>  | PEL   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites   |  | Course Assessment methods (Continuous (CT) and end assessment (EA)) |                               |              |               |             |        |
| Basic Statistics, Probability, Basic Optimization and Management Functional Area |  | CT+EA   |                               |              |               |             |        |
| Course Outcomes  | <p>CO1: Explain complex decision-making scenarios with conflicting outcomes.</p> <p>CO2: Develop skills to evaluate different decision-making options to arrive at a best possible decision.</p> <p>CO3: Help students in simulating real life scenarios for pre-implementation phase and analysing all such scenarios using simulation methodologies.</p> |   |                               |              |               |             |        |
| Topics Covered   | <p><b>UNIT I:</b> An Overview of Decision Making Models and Theories [5]</p> <p><b>UNIT II:</b> How People Make Decisions Involving Multiple Objectives? [5]</p>   |   |                               |              |               |             |        |

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|  | <p><b>UNIT III:</b> Modelling Decision Making under Risk and Uncertainty [10]</p> <p><b>UNIT IV:</b> Decision Trees, Influence Diagrams [8]</p> <p><b>UNIT V:</b> Introduction to Simulation [7]</p> <p><b>UNIT VI:</b> A Potpourri of Simulation Examples [7]</p>  |
|  | <p><b>Text Books:</b></p> <ol style="list-style-type: none"> <li>1. Harvard Business Essentials: Decision Making - 5 Steps to Better Results by Harvard Business Essentials (Author)</li> <li>2. Introduction to Business Analytics Using Simulation by Jonathan P. Pinder (Author)</li> </ol> <p><b>Reference Books</b></p> <ol style="list-style-type: none"> <li>1. Computer Simulation in Business Decision Making: A Guide for Managers, Planners, and MIS Professionals by Roy Nersesian</li> <li>2. System Dynamics: Modelling and Simulation (Springer Texts in Business and Economics) by Bilash Kanti Bala, Fatimah Mohamed Arshad, et al., 2018</li> <li>3. Interactive Modeling and Simulation in Business System Design (Simulation Foundations, Methods and Applications) by Ella Roubtsova   2016</li> </ol> |

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| Course Code     | Title of the course  | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|-----------------|--|---|-------------------------------|--------------|---------------|-------------|--------|
|                 |  |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS9418          | <b>SERVICE OPERATIONS MANAGEMENT</b>   | PEL   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites  |  | Course Assessment methods (Continuous (CT) and end assessment (EA)) |                               |              |               |             |        |
| NIL             |  | CT+EA   |                               |              |               |             |        |
| Course Outcomes | <p>CO1: To make the students comprehend the need, definition, function, basic concept of Operations Management.</p> <p>CO2: To make the students understand different ways of aligning operations as per the strategy of the concern.</p> <p>CO3: To develop and improve the analytical ability of the students to take managerial decisions in the domain of SOM.</p>   |   |                               |              |               |             |        |
| Topics Covered  | <p><b>UNIT I:</b> Operations Strategy &amp; Managing Change with a Quality Perspective - Introduction – Basic model of OM, OR &amp; OM, Brief on various types of systems, Role of Quality (views of Juran, Deming, Crosby), Productivity in OM, Measurement of Productivity using DEA, Competitive Advantage Model, Product quality, acceptance sampling, control chart preparation, process capability measurement, Various strategies of OM [15]</p> <p><b>UNIT II:</b> Service Concept - Definition of Service, types, Service processes, Service Quality, Strategic aspects, service as a tool of Competitive Advantage [4]</p> <p><b>UNIT III</b> Customer and Supplier Relationship - Customer Relationship, Customer</p> |   |                               |              |               |             |        |

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|  | Retention, Assessment of Customer Expectation and Satisfaction, Managing Supply Relationship. [4]<br><br><b>UNIT IV:</b> Service Processes - Basics of service processes, Process Design, Analysis, Job Design, Method Study, Time Study, Work Measurement, Engineering and Controlling, resource utilization, Discussion and application of various methods of Loading, Sequencing and Scheduling, application of Queuing models [15]<br><br><b>UNIT V:</b> Basics of Performance Measurement - Purposes, various measures, Benchmarking, case discussion [2] |
|  | <b>Text Books:</b><br>1. Modern Production / Operations Management by Buffa & Sarin<br>2. Operations Management for Competitive Advantage: by Chase, Jacobs<br>3. Service Operations Mgt by R. Johnson & G. Clark<br><b>Reference Books:</b><br>1. Quality Management: by Bedi;<br>2. TQM: by Evans  |

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|----------------------------------|---|---|-------------------------------|--------------|---------------|-------------|--------|
| Course Code                      | Title of the course   | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|                                  |   |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS9419                           | <b>LOGISTICS MANAGEMENT</b>   | PEL   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites                   |   | Course Assessment methods (Continuous (CT) and end assessment (EA)) |                               |              |               |             |        |
| NIL                              |   | CT+EA   |                               |              |               |             |        |
| Course Outcomes                  | CO1: To make the students comprehend the need, definition, function, basic concept of Supply chain & Logistics Management.<br><br>CO2: To make the students understand ways of classification of products as per the Supply chain and Logistics management<br><br>CO3: To develop and improve the analytical ability of the students to solve the rigorous problems on VRP, Bin Packing etc.  |   |                               |              |               |             |        |
| Topics Covered                   | <b>UNIT I:</b> Integrated Global Supply Chain and Logistics Management: Introduction to supply chain and logistics management, Current supply chain strategies, Customer service and logistics, Channels of distribution, planning framework for logistics, Logistics management and organization [10]<br><br><b>UNIT II:</b> Existence of Various Supply Chains: Brief on competitive advantage, various types of products & suitable supply chains, strategic aspects are dealt in order to understand the role of economy of scale, & related case studies [5] |   |                               |              |               |             |        |

**UNIT III** Inventory Management Supply Chains: Inventory flows and supply chains, Forms of inventory and their role, Inventory as buffer islands in a supply stream, Demand amplification and distortion, setting and measuring the effectiveness of inventory, Planning and forecasting, Collaborative approaches to optimization, [4]

**UNIT IV:** Outsourcing Trends and Best Practice: Outsourcing operations and services, Value added services, Key drivers for outsourcing, The selection process, Outsourcing management, Managing the 3PL relationship, Detailed metrics and Key Performance Indicators (KPIs) [4]

**UNIT V:** Logistics Contracts: Logistics risks and insurance (Liability - value added services, Risk management tools), Third and fourth party logistics solutions (Agents and principals, Determining contractual capacity, Liability, What are 3PL and 4PL solutions and risk profile), When to use a tailor-made contract (Standard conditions, Special agreements, Key commercial clauses), The tender process, Negotiation techniques, Contract management [3]

**UNIT VI:** Freight Transport Industry - Introduction and Development: Economics, environment and policy (Effect of trade deregulation on industrial development, Global sourcing, industry relocation and its impact on transportation requirement, Globalization and energy efficiency, The environment and CO2 emissions, Legislation, authorities and the regulatory environment, Road, Rail, Air and Sea Transport: Transport characteristics (Road, Rail, Air, Sea), Pressures on the industry (Social, Security, Environmental), Forecasting transportation demand, Port and terminal capacity, Current and future trends [6]

**UNIT VII:** Warehouse and Distribution Centre Design: Outsourcing of warehouse operations, Warehouse location planning, Operations - order picking, packaging, Warehouse design and fittings, Storage systems –manual and automated, Combined storage and order fulfilment systems, Sorting systems, Warehouse layouts and material flow, Control systems, The green influence, Building and utilities, Storage, Material handling, Monitoring overall energy and carbon usage, Distribution transport, Waste management, study & application of DRP models, [10]

**UNIT VIII:** Performance Measurement and Improvement - Optimization Strategies: Background to logistics and supply chain management, Modelling techniques in logistics and supply chain management, Review of logistics and supply chain performance indicators, Analytical performance and benchmarking techniques, Current issues in supply chain performance and optimization [7]

**Text Books:**

3. SCM by Simchi Levi
4. Logistics Management: by Bowerski

**Reference Books:**

2. SCM: by Bedi;



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| Course Code     | Title of the course   | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|-----------------|---|---|-------------------------------|--------------|---------------|-------------|--------|
|                 |   |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS9420          | <b>DECISION MODELLING</b>   | PEL   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites  |   | Course Assessment methods (Continuous (CT) and end assessment (EA)) |                               |              |               |             |        |
| NIL             |   | CT+EA   |                               |              |               |             |        |
| Course Outcomes | <p>CO1: To make the students comprehend the need, definition, function, basic concept of OR.</p> <p>CO2: To develop and improve the analytical ability of the students to handle complex optimization problems</p> <p>CO3: To gain expertise in simulation</p>  |   |                               |              |               |             |        |
| Topics Covered  | <p><b>UNIT I:</b> Introduction - Introduction: An Overview of Management Science and Quantitative Analysis Problem Solving and Decision Making, Quantitative Analysis and Decision Making, Management Science Techniques [2]</p> <p><b>UNIT II:</b> Convex Optimization - Theories &amp; definitions (Interior, closure, conjugate functions), Fracas Theorem, Weierstras theorem, duality theorems (both linear &amp; non-linear), Basics of conic programing, Quadratic Programing [10]</p> <p><b>UNIT III:</b> LPP - Linear Programming (ONLY DEFINITION), Complex problem</p> |   |                               |              |               |             |        |

with IF- Then constraints, Interior Point Method, Computer Output, problems will include the followings VRP, TSP, Scheduling Problems, Data Envelopment Analysis, Network Optimization Models, The Minimal Spanning Tree Problem, The Maximal Flow Problem – [10]

**UNIT IV:** Decision Theory - Fundamentals of Decision Theory and Analysis, Payoff tables and decision trees; Decision making with and without probabilities; Analytical Hierarchy Process, ANP, Markov Analysis, Risk and sensitivity analysis of decision-making, Waiting line systems [10]

**UNIT V:** Non-classical Optimization Techniques - Development of C or JAVA code for solving problems using Genetic Algorithm, Evolutionary algorithm etc [5]

**UNIT VI:** SIMULATION USING R

**Text Books:**

1. Convex Optimization Theory: Dimitri P Bertsekas
2. Optimization Techniques: Rao

**Reference Books:**

1. Operations Research: H. Taha
2. Operations Research: Liberman

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|---|---|---|-------------------------------|--------------|---------------|-------------|--------|
| Course Code                             | Title of the course   | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|   |   |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS9421                                  | <b>APPLICATION OF MACHINE LEARNING AND BLOCK CHAIN IN MANAGEMENT</b>  | PEL   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites                          |   | Course Assessment methods (Continuous (CT) and end assessment (EA)) |                               |              |               |             |        |
| LPP & NLPP                              |   | CT+EA   |                               |              |               |             |        |
| Course Outcomes                         | <p>CO1: Define data science and what data scientists do using machine learning with business problem</p> <p>CO2: To Impart knowledge on widely used tools and algorithms used for analysing data and deriving pattern and meaningful conclusion using real life case study in Management.</p> <p>CO3: To Explain the role of machine learning in data science using application software (R and python).</p> <p>CO4: To understand and explore the working of Blockchain technology</p> |   |                               |              |               |             |        |

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|                | <p>CO5: To Analyse the working of Smart Contracts</p> <p>CO6: To understand and analyse the working of Hyperledger</p> <p>CO7: Apply the learning of solidity and de-centralized apps on Ethereum</p>   |
| Topics Covered | <p><b>UNIT I:</b> Introduction to Machine Learning - Applications of Machine Learning, Supervised vs Unsupervised Learning, Python libraries suitable for Machine Learning [4]</p> <p><b>UNIT II:</b> Regression - Linear Regression, Feature Selection, Model evaluation methods [8]</p> <p><b>UNIT III:</b> Classification - K-Nearest Neighbour, Decision Trees, Logistic Regression, Model Evaluation [7]</p> <p><b>UNIT IV:</b> Unsupervised Learning - K-Means Clustering, Hierarchical Clustering, PCA (Principle Component Analysis) [8]</p> <p><b>UNIT V:</b> Introduction of Cryptography and Block-chain – Definition, History, Architecture &amp; Design, Consensus protocol; challenges, Blocks, distributed P2P network, Hashing, private vs public Blockchain [4]</p> <p><b>UNIT VI:</b> Concept of Bitcoin &amp; Crypto – Definitions, Bitcoin, Network, Mining process, Consensus in bitcoin, Security &amp; privacy, Cypherpunks, Scammers, Money laundering, Exchange Frailty, Cryptocurrency, Crypto-anarchism, Technical Concepts, Basics on Proof of Work/ Stake, immutable ledger, forks, Ethereum Virtual Machine (EVM), Merkle Tree, Double-Spend Problem, Blockchain and Digital Currency, Transactional Blocks, Impact of Blockchain Technology on Cryptocurrency, problem and case discussion [5]</p> <p><b>UNIT VII:</b> Introduction to Ethereum - What is Ethereum, Introduction to Ethereum, Consensus Mechanisms, How Smart Contracts Work, Metamask Setup, Ethereum Accounts, Receiving Ether's What's a Transaction?, Smart Contracts, Brief on smart Programming, cases [5]</p> <p><b>UNIT VIII:</b> Introduction to Hyperledger - What is Hyperledger? Distributed Ledger Technology &amp; its Challenges, Hyperledger &amp; Distributed Ledger Technology, Hyperledger Fabric, Hyperledger Composer, problems and cases [4]</p> |
|                | <p><b>Text Books:</b></p> <ol style="list-style-type: none"> <li>1. Introduction to Machine Learning with Python, by Andreas C. Müller, Sarah Guido, Released October 2016, Publisher(s): O'Reilly Media, Inc.</li> <li>2. R in Action Data analysis and graphics with R, by ROBERT I. KABACOFF, Publisher: MANNING, Shelter Island</li> <li>3. Fluent Python by Luciano Ramalho, Released August 2015, Publisher(s): O'Reilly Media, Inc.</li> <li>4. Bitcoin and Cryptocurrency Technologies: A Comprehensive Introduction, Princeton University Press by Arvind Narayanan, Joseph Bonneau, Edward Felten, Andrew Miller and Steven Goldfeder,</li> <li>5. Mastering Bitcoin by Antonopoulos,</li> </ol>  |

6. Mastering Ethereum by Antonopoulos and G. Wood,
7. Blockchain Basics by D. Drescher, Apress, 2017.

**Reference Books:**

1. Machine Learning Paperback – 1 July 2017 by Tom M. Mitchel.
2. Data Envelopment Analysis: Theory and Techniques for Economics and Operations Research, by Subhash C. Ray
3. Advanced R By Hadley Wickham • 2015 Publisher: CRC Press
4. Learn Python 3 the Hard Way: A Very Simple Introduction to the Terrifyingly Beautiful World of Computers and Code by Zed Shaw 2017. Publisher(s): Addison-Wesley Professional.

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|---|---|---|-------------------------------|--------------|---------------|-------------|--------|
| Course Code                             | Title of the course   | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|   |   |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS9015                                  | <b>INTERNATIONAL PROJECT MANAGEMENT (through MOOC)</b>  | PEL   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites                          |   | Course Assessment methods (Continuous (CT) and end assessment (EA)) |                               |              |               |             |        |
| NIL                                     |   | CT+EA   |                               |              |               |             |        |
| Course Outcomes                         | <p>CO1: To addresses the knowledge, skills, and behaviors required to successfully manage projects that span organizations</p> <p>CO2: To train the students how to effectively manage global teams including how to build trust and collaboration across various cultures, time zones, and technological settings.</p> <p>CO3: To develop the students how to design communication channels project structures effectively in a global project environment and how the adoption of collaboration tools can enhance the global project experience.</p> <p>CO4: To make the students familiar with the issues underlying the problem of corruption and ethical issues in global scenarios.</p> |   |                               |              |               |             |        |
| Topics Covered                          | <b>UNIT I: Global Project Management Framework &amp; Cultural Dimensions: Introduction to International Project Management, Global Project Management Framework, Culture and Stereotypes, Cultural Dimensions [5]</b>   |   |                               |              |               |             |        |

**UNIT II:** Impact of Cultural Dimensions on Global Projects: The Culture Map, The Eight Scales Model, Building Cultural Intelligence [5]

**UNIT III:** Global Communication: Crafting Effective Communications, Engaging Stakeholders and Teams, Stakeholders Commitment Framework Review [5]

**UNIT IV:** Building Trust, Neuroscience of Trust, Leadership, Types of Leaders, Influence of cultures [5]

**UNIT V:** Conflict Resolution & Coaching: Conflict Management, Incomplete, Other Intercultural Discussion Considerations, Coaching & Giving Feedback to Team Members from different culture [5]

**UNIT VI:** Ethics & Corruption: Importance of Being Ethical, Incomplete, Ethical Standards and Practices, Corruption, Navigating Ethical Dilemmas [5]

**UNIT VII:** Global Collaborative Structures and Tools: Project Management Structures & Support, Global Organizational Support, Collaborative Tools/Technologies [5]

**UNIT VIII:** Global Factors and Country Profiles: Country Profiles: China, France, Germany, India, Japan, Mexico, Russia, Saudi Arabia, and United States [7]

**Text Book:**

As suggested by the course Instructor(s) in MOOC

**Reference Books:**

As suggested by the course Instructor(s) in MOOC

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|---|---|---|-------------------------------|--------------|---------------|-------------|--------|
| Course Code                             | Title of the course   | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|   |   |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS9016                                  | <b>SUSTAINABLE BUSINESS AND ENVIRONMENTAL STEWARDSHIP</b>   | PEL   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites                          |   | Course Assessment methods (Continuous (CT) and end assessment (EA)) |                               |              |               |             |        |
| NIL                                     |   | CT+EA   |                               |              |               |             |        |
| Course Outcomes                         | <p>CO1: To give an in-depth understanding of the theory and practice of environmental and resource economics through the core models of economics as a prelude to Management action.</p> <p>CO2: To give an overview of circular economy, sharing economy, collaborative economy, green governance, measure the value of environmental goods and use these measurements to weigh environmental costs against the benefits of economic activity and acquire skills , desire and drive to integrate ethical and environmental issues with business management philosophy and practice.</p> <p>CO3: To help students to develop managerial skill to formulate sustainable management</p> |   |                               |              |               |             |        |

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|                | policy and add to the bottom line through green will, green corporate image and by enhancing an organization's perception of itself   |
| Topics Covered | <p><b>UNIT I:</b> Introduction, Economic Growth and the Environment: Climate change, Market failure and Economic Growth, The Environmental Kuznets curve and Demand for Environmental quality, Sustainability, Welfare, and Equity. [8]</p> <p><b>UNIT II:</b> The Need for Change: Sustainable Development, Dynamic Capabilities and Sustainable Strategies: Education, Culture and Governance<br/>Sustainable behaviour in integrative worldview framework. [6]</p> <p><b>UNIT III:</b> Corporate strategy and direction: Business and society, Business and environment, Strategic direction and Management, Sustainable Competencies: pollution prevention competencies, product development competencies, Government's role in enhancing competencies.[6]</p> <p><b>UNIT IV:</b> Environmental Economics and stewardship: Production function, Isoquant substitution and input mixes, Analysis of costs Leadership for sustainability: Key factors and change agents, Circular Economy: A new Sustainable Management Paradigm, New Sustainable Business Models.[6]</p> <p><b>UNIT V:</b> Sustainable marketing: Motivations and tool, The New economics of sustainable consumption, Collaborative consumption business model;<br/>Sharing economic: Prospects and Challenges, New Business Models. [6]</p> <p><b>UNIT VI:</b> Sustainable finance: Responsible investment, Shareholder Activism, Crowd funding and its implications for Sustainability Collaborative Governance, Sustainability accounting and reporting. [6]</p> <p><b>UNIT VII:</b> Case study Analysis and Capstone project to apply the ideas to a real life business situation. [4]</p> |
|                | <p><b>Text Books:</b></p> <p>1.Mousumi Roy ,2020, Sustainable Development Strategies: Engineering, Culture and Economics, Elsevier</p> <p>2.M. Munasinghe,1993, Environmental Economics and Sustainable Development, World Bank Publications,1993</p> <p><b>Reference Books:</b></p> <p>1.D.W. Pearce &amp; R. K. Turner, 1990, Economics of Natural Resources and the Environment, Harvester Wheatsheaf, London,1990</p>   |



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| Course Code     | Title of the course  | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|-----------------|--|---|-------------------------------|--------------|---------------|-------------|--------|
|                 |  |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS9017          | <b>INNOVATION, BUSINESS MODELS AND ENTREPRENEURSHIP (through NPTEL)</b>  | PEL   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites  |  | Course Assessment methods (Continuous (CT) and end assessment (EA)) |                               |              |               |             |        |
| NIL             |  | CT+EA   |                               |              |               |             |        |
| Course Outcomes | <p>CO1: To give an in-depth understanding on various aspects of innovation, creativity, evolving business models, incubation and entrepreneurship.</p> <p>CO2: To make the students equipped with blue ocean strategy and technology incubation which are proving as game changer in today's competitive scenario.</p> <p>CO3: To make the students aware of the role of IPR and IP management in innovation management.</p> <p>CO4: To make the students understand innovation and its applications in different spheres of development and growth.</p> |   |                               |              |               |             |        |
| Topics Covered  | <b>UNIT I: Analyzing the Current Business Scenario, Innovation and Creativity - An Introduction, Innovation in Current Environment, Types of Innovation , School of Innovation [6]</b>   |   |                               |              |               |             |        |

**UNIT II:** Challenges of Innovation, Steps of Innovation Management, Idea Management System, Divergent Vs Convergent Thinking, Design Thinking and Entrepreneurship. [6]

**UNIT III:** Experimentation in Innovation Management, Idea Championship, Participation for Innovation, Co-creation for Innovation, Proto typing to Incubation. [5]

**UNIT IV:** What is a Business Model, Who is an Entrepreneur, Social Entrepreneurship, Blue Ocean Strategy-I, Blue Ocean Strategy-II. [5]

**UNIT V:** Marketing of Innovation, Technology Innovation Process, Technological Innovation Management Planning, Technological Innovation Management Strategies, Technology Forecasting. [5]

**UNIT VI:** Sustainability Innovation and Entrepreneurship, Innovation Sustainable Conditions, Innovation: Context and Pattern, SME'S strategic involvement in sustainable development, Exploration of business models for material efficiency services. [5]

**UNIT VII:** Management of Innovation, creation of IPR ,Management of Innovation, creation of IPR, Types of IPR, Patents and Copyrights, Patents in India. [5]

**UNIT VIII:** Business Models and value proposition, Business Model Failure: Reasons and Remedies, Incubators : Business Vs Technology, Managing Investor for Innovation , Future markets and Innovation needs for India. [5]

**Text Book:**

As suggested by the course Instructor(s) in NPTEL

**Reference Books:**

As suggested by the course Instructor(s) in NPTEL

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|---|---|---|-------------------------------|--------------|---------------|-------------|--------|
| Course Code                             | Title of the course   | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|   |   |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS9018                                  | <b>INTERNATIONAL HUMAN RESOURCE MANAGEMENT</b>  | PEL   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites                          |   | Course Assessment methods (Continuous (CT) and end assessment (EA)) |                               |              |               |             |        |
| NIL                                     |   | CT+EA   |                               |              |               |             |        |
| Course Outcomes                         | <p>CO1: To make students aware of the international perspective of Human Resource Management</p> <p>CO2: To make students understand various facets of global business environment and its linkage with human resource planning and decision</p> <p>CO3: To make learner conversant about emerging and contemporary human resource management relevant issues with reference to global context.</p> |   |                               |              |               |             |        |
| Topics Covered                          | <p><b>UNIT I:</b> Globalization, International Management and International Business Operations– Stages of Internationalization and Significance of People Management Issues–International Human Resource Management (IHRM): Evolution, Concept and Characteristics– Variables that moderate differences between Domestic &amp; International HRM– IHRM and Diversity Management. [9]</p>           |   |                               |              |               |             |        |

**UNIT II:** International Recruitment, Selection and Performance Management: International staffing approaches and policies—Issues in selection in IHRM context, Issues relating to diversity, ethnicity etc.—Expatriate Selection—Selection Criteria and Usage of selection Tests— Performance Management in IHRM context: Issues and Considerations—Criteria used for performance appraisal of international employees. [10]

**UNIT III:** Pay, Reward and Employee Development in IHRM— Approaches to Compensation in IHRM—Specific issues relating to Pay and reward in IHRM: Convergence and Divergence—Training and Development: IHRM and Comparative perspective—Expatriate training—Issues in International Management Development and Talent Management. [8]

**UNIT IV:** Global Employment Relations and Employment Laws– Comparative patterns of employee relations structures–Employee voice and Participation— Issues in International Employee Representation—Labour Union and International Employment Relations—Cross-national Communications and Employment Relations–Overview of International and Comparative Employment relations laws. [8]

**UNIT V:** Emerging Issues in IHRM–Implication for the HR function of the multinational firm– Corporate Social Responsibility and IHRM—HR Support functions and Global HR function—Contemporary issues in managing people in an international context—Work place and Workplace preparedness vis-à-vis organizational and societal crisis. [7]

Text Books, and/or reference material

**Text Book:**

1. 1. Chris Brewster, Paul Sparrow and Guy Vernon, International Human Resource Management, The Universities Press
2. Tony Edwards and Chris Rees, International Human Resource Management: Globalization, National Systems and Multinational Companies
3. Peter J. Dowling, Marion Festing, Allen D. Engle, International Human Resource Management, Thomson Learning.

**Reference Books:**

1. M. Tayeb, International Human Resource Management: A Multinational Company Perspective, OUP Oxford
2. Dennis R. Briscoe, Randall S. Schuler, International Human Resource Management: Policy and Practice for the Global Enterprise, Psychology Press.

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|---|---|---|-------------------------------|--------------|---------------|-------------|--------|
| Course Code                             | Title of The Course   | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|   |   |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS9019                                  | <b>HIMALAYAN OUTBOUND LEADERSHIP PRACTICUM</b>  | PEL   | 3                             | 0            | 0             | 3           | 3      |
| Pre-requisites                          |   | Course Assessment methods (Continuous (CT) and end assessment (EA)) |                               |              |               |             |        |
| NIL                                     |   | CT+EA   |                               |              |               |             |        |
| Course Outcomes                         | <p>CO1: To offer a unique experiential learning opportunity to the students</p> <p>CO2: To test their managerial and leadership ability to handle real life situations</p> <p>CO3: To develop ability to perform in a team</p>  |   |                               |              |               |             |        |
| Topics Covered                          | <p><b>Some of the important guidelines of the program:</b></p> <ul style="list-style-type: none"> <li>➤ The program will be conducted in collaboration with a third party organisation having prior experience of organising such excursion events.</li> <li>➤ Students will be required to undergo multiple rounds of training before</li> </ul> |   |                               |              |               |             |        |

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|  | <p>the actual event</p> <ul style="list-style-type: none"> <li>➤ Each student will be required to submit a report to the faculty advisor on returning back to the campus</li> <li>➤ The evaluation will be based on the report and subsequent presentation</li> <li>➤ The cost of the program including the training sessions will be borne by the students</li> </ul> |
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|---|--|---|-------------------------------|--------------|---------------|-------------|--------|
| Course Code                             | Title of The Course  | Program Core (PCR) / Electives (PEL)                                | Total Number of contact hours |              |               |             | Credit |
|   |  |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS4051                                  | <b>PROJECT AND SEMINAR PRESENTATION</b>  | PCR   | 0                             | 0            | 8             | 3           | 4      |
| Pre-requisites                          |  | Course Assessment methods (Continuous (CT) and end assessment (EA)) |                               |              |               |             |        |
| NIL                                     |  | CT+EA   |                               |              |               |             |        |
| Course Outcomes                         | <p>CO1: To make student aware of real business problem and how to solve the same</p> <p>CO2: To learn about application of functional knowledge in problem solving</p>   |   |                               |              |               |             |        |
| Topics Covered                          | <p><b>Some of the important guidelines of the program:</b></p> <ul style="list-style-type: none"> <li>➤ The project work will be carried out by the students under the guidance of a faculty member(s) in DMS, and an external guide from industry in accordance with the PG regulation of the Institute.</li> <li>➤ The project work should focus on industry/organization related issues.</li> </ul> |   |                               |              |               |             |        |

- The students will be assigned the project work after the commencement of the 3<sup>rd</sup> semester classes.
- Students will give a presentation at the end of the 3<sup>rd</sup> semester to indicate the progress in their project work
- Evaluation of the Project and Seminar Presentation will be done after the completion of the 4<sup>th</sup> semester classes.
- Students will have to submit a project report and appear for a presentation for evaluation.
- Evaluation will be done by DMS faculty members, and external experts following the institute norms for PG students.

### Department of Management Studies

| Course Code     | Title of the course   | Program Core (PCR) / Electives (PEL)        | Total Number of contact hours |              |               |             | Credit |
|-----------------|---|---|-------------------------------|--------------|---------------|-------------|--------|
|                 |   |   | Lecture (L)                   | Tutorial (T) | Practical (P) | Total Hours |        |
| MS4052          | <b>ENTREPRENEURSHIP LAB- II</b>   | PCR   |                               | 0            | 2             | 2           | 1      |
| Pre-requisites  |   | Course Assessment methods (Continuous (CT)) |                               |              |               |             |        |
| NIL             |   | CT  |                               |              |               |             |        |
| Course Outcomes | CO1: To motivate students to become entrepreneurs.<br>CO2: To provide knowledge, skill development and training in the field of entrepreneurship.<br>CO3: To learn about developing business plan.<br>CO4: To learn the skills to establish their own business. |   |                               |              |               |             |        |

|  |   |
|--|---|
| <p>Topics Covered</p>                        | <p><b>SESSION I - Final Preparation of business plan part two [8]</b></p> <p>Management and Organization, Start-up Expenses and Capitalization, Financial Plan and estimate</p> <p><b>SESSION II- Business plan feasibility study [8]</b></p> <p>Calculation IRR / NPV, break even, Various ratios, Sensitivity analysis, Estimation of working capital.</p> <p><b>SESSION III - Financing of start-up:</b> Various sources of Finance available: Long term sources -Equity Shares, Preference Shares and debentures- Kinds Private Placements- IPO-SEBI, Venture capital, Working capital financing. [7]</p> |
| <p>Text Books, and/or reference material</p> | <p>1. Projects - Planning, Analysis, Selection, Implementation and Review - Prasanna Chandra. (Tata McGraw - Hill Publishing Corporation Limited, New Delhi).</p> <p>2. Indian Financial Systems - M. Y. Khan. (Tata McGraw - Hill Publishing Corporation Limited, New Delhi) Investment Analysis and portfolio Management- P Chandra TMH</p> <p>3. Vasanth Desai " Dynamics of Entrepreneurial Development and Management Himalaya Publishing House.</p>   |