



SRI SRI UNIVERSITY

FACULTY OF MANAGEMENT STUDIES

**MASTER OF BUSINESS
ADMINISTRATION**

**COURSE STRUCTURE & SYLLABUS
OF MBA : 2021-23 BATCH**

MBA (GENERAL MANAGEMENT)

**COURSE CURRICULUM OF MBA (GENERAL MANAGEMENT)
FROM THE ACADEMIC YEAR 2021-22 ONWARDS
(FOR MBA: 2021-23 BATCH ONWARDS)**

SEMESTER-1			
Paper Code	Subject Name	Category	Credit
MBC 101	Management Theory & Practices	GE	2
MBC 102	Quantitative Techniques	Core	3
MBC 103	Managerial Economics	GE	4
MBC 104	Organizational Behavior	Core	2
MBC 105	Marketing Management	Core	3
MBC 106	Business Communication & Soft Skill Development	Core	3
MBC 107	Financial Reporting, Statements and Analysis	Core	2
MBC 108	Human Resources Management	Core	3
MBC 109	Computer Applications for Business	Core	3
MBC 110	CER & Sustainability	Core	2
MBC 111	Happiness Connect	Optional	1
	Total		28 Credits
SEMESTER-2			
Paper Code	Subject Name	Category	Credit
MBC 201	Legal Aspects of Business	Core	3
MBC 202	Indian Ethos, Value & Contemplative Studies	GE	3
MBC 203	Production & Operations Management	Core	3
MBC 204	Digital and Social Media Marketing	GE	3
MBC 205	Indian Financial System & Financial Markets	Core	2
MBC 206	Managerial Skills for Effectiveness	Core	2
MBC 207	Organisation Design	Core	2
MBC 208	Marketing Research	Core	3
MBC 209	Business Statistics and Analytics for Decision Making	Core	3
MBC 210	AI & ML for Business	Core	3
MBC 211	Corporate Finance	Core	3
MBC 212	Happiness Connect	Optional	1
	Total		31 Credits
	SUMMER INTERNSHIP PROJECT of 8 Weeks Duration during MAY-JUNE		4

GE - General Elective

SEMESTER-3				
Paper Code	Subject Name	Category	Credit	
MBC 301	Corporate Strategy	Core	3	
MBC 302	Global Business Development	Core	3	
MBC 303	Project Management	Core	3	
MBC 304	Risk Management	Core	3	
MBC 305	Happiness Connect	Optional	1	
	Elective - 1	Major	E	3
	Elective - 2		E	3
	Elective - 3		E	3
	Elective - 1	Minor	E	3
	Elective - 2		E	3
	Total		28 Credits	
SEMESTER-4				
Paper Code	Subject Name	Category	Credit	
MBC 401	Capstone Project	Core	2	
MBC 402	Innovation, Creativity & Entrepreneurship	GE	3	
MBC 403	Business Process Re-engineering	Core	3	
MBC 404	Indian Economy & Policy	Core	3	
MBC 405	Happiness Connect	Optional	1	
	Elective - 1	Major	E	3
	Elective - 2		E	3
	Elective - 3		E	3
	Elective - 1	Minor	E	3
	Elective - 2		E	3
	Total		27 Credits	
	Grand Total		118 Credits	

GE - General Elective, E- Elective, Core- Course on Core subject

Note :- Minimum 102 Credits are required for award of Degree including SIP and Capstone Project. But it is compulsory for all students to be Passed in both SIP & Capstone Project for award of Degree. It means if a student has secured 102 Credits out of 118 Credits, he/she is declared as 'Passed' and is eligible for award of Degree.

Career Readiness Programme (CRP)

CRP is offered as an Optional in all semesters as a Certificate Programme.

Elective Courses:

- A student would be free to choose any three electives from any one group and two electives from another group during third and fourth semesters from the following specialisations.

i) Finance Management**ii) Marketing Management****iii) Human Resource Management****iv) Operations Management****v) Business Analytics****vi) Good Governance & Public Policy**

- A student has to choose any four electives during third and fourth semesters from the following specialisations.

i) Agribusiness Management**ii) Entrepreneurship Management****Semester-III****Elective offered in Semester-III****Finance Management**

Paper Code	Subject Name
GME 101F	Project Appraisal & Finance
GME 102F	Investment Analysis & Portfolio Management
GME 103F	Corporate Tax Management
GME 105F	International Finance
GME 106F	Working Capital Management
GME 107F	Financial Markets and Services

Marketing Management

Paper Code	Subject Name
GME 101M	Consumer Behavior
GME 102M	Sales & Distribution Management
GME 103M	Sustainable Marketing
GME 104M	B2B Marketing
GME 105M	E-Commerce
GME 106M	Marketing to base of Pyramid Consumers

Human Resource Management

Paper Code	Subject Name
GME 101H	Industrial Relations and Labour Legislations
GME 102H	Organisational Effectiveness & Change
GME 103H	Performance Management System
GME 104H	Compensation and Benefits Management
GME 105H	International HRM
GME 106H	Understanding Self: Indian Perspective
GME 107H	Cross Cultural Management

Operations Management

Paper Code	Subject Name
GME 101O	Supply Chain and Logistics Management
GME 102O	Service Operations Management
GME 103O	Material Management
GME 104O	Operations Research Applications
GME 105O	Management of Manufacturing Systems
GME 106O	Sourcing Management
GME 107O	Supply Chain Analytics

Business Analytics

Paper Code	Subject Name
GME 101B	Data Analytics Using SAS
GME 102B	Big Data and Cloud Computing
GME 103B	Multivariate Data Analysis
GME 104B	Data Visualization for Managers
GME 105B	Business Forecasting

Good Governance & Public Policy

Paper Code	Subject Name
GME 101G	Good Governance: Understanding Eastern and Western Perspectives
GME 102G	Public Policy: Design, Analysis, and Implementation
GME 103G	Geopolitics and Social Environment of Business
GME 104G	Governing India: Challenges and Opportunities
GME 105G	Economics for Good Governance and Public Policy

Agribusiness Management

Paper Code	Subject Name
ABE 101	Agri-Supply Chain Management
ABE 102	Strategic Food Marketing
ABE 103	Food Processing Management
ABE 104	Agri Brand Management
ABE 105	NGOs & Rural Development
ABE 106	Agri Retail Management

Entrepreneurship Management

Paper Code	Subject Name
EME 101	Entrepreneurship in Green Business
EME 102	Entrepreneurial Marketing
EME 103	Technology Appreciation and Intellectual Property Rights
EME 104	Indian Models in Entrepreneurship
EME 105	New Design Thinking

Semester-IV**Elective offered in Semester-IV****Finance Management**

Paper Code	Subject Name
GME 108F	Financial Derivatives
GME 109F	Valuation
GME 110F	Mergers, Acquisitions and Corporate Restructuring
GME 111F	Behavioral Finance
GME 112F	Fin Tech for Finance
GME 113F	Corporate & SME Banking
GME 114F	Taxation

Marketing Management

Paper Code	Subject Name
GME 108M	International Marketing
GME 109M	Marketing Strategy
GME 110M	Integrated Marketing Communication
GME 111M	Rural Marketing
GME 112M	Services Marketing
GME 113M	Retail Management
GME 114M	Product & Brand Management

Human Resource Management

Paper Code	Subject Name
GME 108H	Talent Management
GME 109H	Human Resource Development
GME 110H	Strategic HRM
GME 111H	Business Negotiation
GME 112H	Manpower Planning, Recruitment & Selection
GME 113H	HR Metrics and Analytics
GME 114H	Team Dynamics at Work

Operation Management

Paper Code	Subject Name
GME 108O	Sales and Operations Planning
GME 109O	Total Quality Management
GME 110O	Production, Planning & Control
GME 111O	Behavioral Operations Management
GME 112O	Quality Toolkit for Managers
GME 113O	Pricing and Revenue Management
GME 114O	Operations Strategy

Business Analytics

Paper Code	Subject Name
GME 106B	Data Mining
GME 107B	Data Warehousing for Analytics
GME 108B	E-Business and Marketing Analytics
GME 109B	Predictive Analytics
GME 110B	Data Science Using R

Good Governance & Public Policy

Paper Code	Subject Name
GME 106G	Ancient Wisdom in Achieving Sustainable Development Goal
GME 107G	Legislative Process and Policy Advocacy
GME 108G	Good Global Governance
GME 109G	Rural Development and Governance
GME 110G	Business and Public Policy
GME 111G	Ethics and Research in Good Governance & Public Policy

Agribusiness Management

Paper Code	Subject Name
ABE 107	Rural Marketing
ABE 108	Agro-Input Industry Management
ABE 109	Agriculture Futures and Options Markets
ABE 110	Management and Financing of Agro-Food Projects
ABE 111	Post-Harvest Management
ABE 112	Agricultural Entrepreneurship

Entrepreneurship Management

Paper Code	Subject Name
EME 106	Agricultural Entrepreneurship, Challenges & Opportunities
EME 107	Innovation Technology Management
EME 108	Legal & Regulatory Process of Entrepreneurship
EME 109	Social Entrepreneurship
EME 110	Venture Valuation and Accounting
EME 111	Entrepreneurship Lab

SEMESTER - I

Subject Code	Subject Name	T	P
MBC 101	MANAGEMENT THEORY AND PRACTICES	2	2

Course Objectives:

- To develop a basic understanding on Management concepts and its application in the Organization.
- To expose the student to understand how an Organization functions, its complexity and wide variety of issues managers face in today's business firms.

Learning Outcomes:

After completion of this paper, the students are expected to:

- identify the roles, skills and functions required by Managers in an Organisation
- exhibit how to plan properly with organizing ability in the Work Environment.
- demonstrate the complexities and Decision Making abilities, required for the optimum function of the organization.
- demonstrate formal way of effective communication with leadership style and direction for smooth Organizational Operation.

Module-I: Management Concept and Thought:

Meaning and Definition of Management, Nature of Management, Management as Science or Art, Management as Profession, Qualities of an effective Manager, Management Levels, Management Roles, Skills and Functions, Evolution of Management thought – Classical, Behavioural, Contingency, System and Modern Theories of Management.

Practical Aspects: Students are provided with Case studies related to Qualities of Managers, their roles, skills and functions in an Organisation. Also, students will do company's productivity problem analysis, from the viewpoints of classical, neoclassical and modern organization theory.

Module-II: Planning and Organizing:

Planning - Concept, Nature, Importance, Steps and Limitations; Management by Objectives, Organizing – Concepts, process and Design, Organization structure and types, Authority, Responsibility, Span of Control, Delegation, Centralization Vs. Decentralization.

Practical Aspects: Students are provided with Case studies related to Planning and Management by Objectives. In addition to that they are asked to design Organisation Structures of different base.

Module-III: Decision Making, Staffing, Coordinating and Controlling:

Decision Making in Organizational Context, Individual Decision Making, Process, Conflict Resolution and Decision Making. Staffing – as a Management Function. Coordination and Cooperation, Techniques for effective Coordination. , Controlling as a Mgmt. function- Steps, Essential and effective Control System, Behavioural implications of control, Management by Exception, Control Techniques

Practical Aspects: Students are asked to go for a Role play on Decision Making so as to develop their abilities. In addition to that students will examine- how to handle crisis, non-crisis, and opportunity problems. Finally, students will be provided with Case studies that focus on Coordination and Controlling.

Module-IV: Directing and Leadership:

Directing - Importance of Directing as a Management Function, Role & Function of Supervisor, Leadership- Informal and Formal leaders, Leadership Theories, Leadership styles, Likert's Management Systems, Managerial Grid, Tridimensional Grid, Fiedler's Contingency Model, Leadership Styles in Indian Organizations.

Practical Aspects: Students are provided with Case studies related to Directing and Leadership styles. In addition to that students are asked to identify the Managerial Grid and Tridimensional Grid on Leadership to calculate- the concern of people behaviour on concern for Organisation Productivity.

Suggested Readings:

1. Weihrich, Cannice, Koontz: Management: A Global and Entrepreneurial Perspective, 14th Ed, Mc Grawhill Companies, New Delhi, 2017.
2. Stonner, Gilbert, Freeman – Management, 6th edition, Pearson Education, New Delhi, 2018.
3. VSP Rao, V. Hari Krishnan – management Text and Cases, Excel Books New Delhi, 2005.
4. Gareth R. Jones, Jennifer M. George – Contemporary Management, 7th ed, Mc Graw-Hill New Delhi, 2015.

Subject Code	Subject Name	T	P
MBC 102	QUANTITATIVE TECHNIQUES	2	2

Course Objectives:

- The primary objective of this course is to make the students familiar with basic statistical tools and techniques.
- These techniques assist specially in resolving complex problems serve as a valuable guide to the decision makers.

Learning Outcomes:

- Understand the statistics and data base and to analyze its statistical descriptions for a problem.
- Develop skills for solving uncertainty management problems through certain techniques.
- Comprehend the data collection methods and techniques and to apply these methods for collecting sample data from the population set for solving social problems.
- Analyze the data using quantitative methods in effective management decision making process.

Module I : Basics of Statistics

Introduction to Statistics: Statistics in Business, Functions of statistics, Two major divisions of statistics, Types of Data, Data Measurement, Methods of Data collection, Descriptive statistics : Tabular and Graphical Presentation, summarizing quantitative data, summarizing qualitative data, scatter diagram, Numerical measures : Measures of central Tendency: ungrouped data, Measures of variability : ungrouped data, Measures of central tendency and variability: Grouped data, Measures of shapes, Descriptive statistics on Computer.

Practical – Application of Descriptive statistics through computer using SPSS.

Module II : Probability

Probability : Concepts of Probability, Experiments and sample space, Assigning probability to Experimental outcomes, Events and their responsibility : some basic relationship of probability, conditional probability, Baye's theorem, Discrete Probability Distribution: Random Variables, Discrete Random Variable, Binominal Probability Distribution, Poisson probability distribution, Continuous Probability Distribution: continuous Random Variable, Normal Probability Distribution, Exponential Probability Distribution, Using computer to solve the above probability distribution.

Practical - Using computer to solve the above probability distribution.

Module III : Sampling And Sampling Distribution

Reasons of sampling, Sampling Frame, Random Versus Non-Random Sampling, Random sampling method, Non-Random sampling, Sampling distribution, Central limit theorem, sampling distribution of sample proportion \bar{p} , Statistical Inference : Estimation for single populations, Types of Estimates, Using the Z statistics for estimating population Mean, Confidence interval for Estimating population mean μ , Hypotheses Testing for single populations : logic of Hypothesis testing, Two tailed and One-Tailed tests of Hypothesis, Type-I and Type-II errors, Hypothesis Testing for single population Mean, using z statistic, Hypothesis testing for the difference between two population using the z statistic. Using computer for Hypothesis Testing.

Practical – Application of hypothesis through SPSS.

Module IV: Statistical Application

Hypothesis Testing about two population variance (F distribution), ANOVA assumption, ANOVA test, Completely randomized design (one way ANOVA, Using computer for ANOVA, Linear Regression and correlation analysis: coefficient, coefficient determination, Testing the significance of correlation coefficient, simple linear regression, Determine the equation of regression line, The standard error of estimate, Assumption underlying linear regression, Multiple Regression : Multiple regression analysis, Inferences in multiple linear regression, Multiple standard error of estimate, Assumption about Multiple regression and correlation. Forecasting: components of a Time series, smoothing Methods, Trend Projection, Trend and seasonal components, Regression Analysis, Qualitative approach.

Practical – Application of regression analysis, ANOVA through SPSS.

Suggested Readings:

1. Anderson, Sweeny and Williams, “Statistics for Business & Economics”, Cengage Learning Publication, 2015.
2. Naval Bajpai, “Business Statistics”, Pearson Publication, 2017.
3. Ken Black, “Business statistics for Contemporary Decision Making”, Wiley India Publication, 2017.
4. Lind, Marchal, Wathen ,“Basic Statistics for Business and Economics”, McGraw –Hill International Edition, 2006.
5. Levine et al, “Statistics for Managers”, PHI Publisher, 2018.

Subject Code	Subject Name	T	P
MBC 103	MANAGERIAL ECONOMICS	2	2

Course Objectives:

- To create an understanding of the relevant concepts and analytical tools of economic theory.
- To develop economic way of thinking.

Learning Outcomes:

- To make the students acquainted with basic economic principles, analyze the demand and supply conditions and assess the position of a company.
- To make the students do the application of economic principles in the internal and external decisions to be made as managers.
- To enable the students to apply the economic concepts and tools in managerial decision – making.
- To equip them with strategic approach that seeks to develop solutions to management decision problems by integrating the concepts of economics, mathematics and statistics to make optimal business decisions techniques assist specially in resolving complex problems serve as a valuable guide to the decision makers.

Module I: Introduction to Managerial Economics: Economics and managerial decision making; important economic concepts and terms; concept of economic profit and accounting profit economic goal of the firm and business decision making; Demand Analysis: market demand concepts, types of demand, determinants of market demand, market demand analysis, market supply and analysis, market equilibrium, consumer behavior, demand analysis for various products and situations; elasticity of demand, (price, income, cross price, advertising); Using elasticity in decision making.

Practical Aspects: The students will be able to do survey for product & service demand. They will be made to construction of some price indices.

Module II: Demand Forecasting / Applications: Application of techniques of demand forecasting, qualitative techniques and quantitative techniques; Production and Cost Analysis: Production- Function, short run and long run analysis, importance of production functions in managerial decision making; cost concepts, short term and long term; cost-output, relationships, cost of multiple products, returns to factor, returns to scale; economies of scale-internal and external, economics of scope; cost volume analysis-an economic perspective.

Practical Aspects: They will do demand forecasting by using some software package.

A survey will be done in the nearby industries to find about the different costs these industries are incurring and hence will analyse their feasibility.

Module III: Market Analysis: Market Structures, competition and market types in economic analysis, perfect and pure competition, imperfect competition, monopoly, monopolistic competition, oligopoly; basic features, pricing and output decisions under different kinds of competitive situations.

Practical Aspects: Recognizing different markets and there profit and loss conditions.

Application of Game theory in the real world set, i.e. applying different games on the different business organization.

Module IV: Market and Competitive Analysis: Competitors and Competition, Porter's structural analysis model, Pricing Practices: pricing of multiple products; price discrimination; Peak load pricing; cost plus or markup pricing; price skimming; transfer pricing.

Practical Aspects: Application of the concepts on the real data set and then drawing inferences form it.

Suggested Readings:

1. Dominic Salvatore, Managerial Economics in a Global economy; 3rd ed. Prentice Hall of India.
2. Mehta P.L ,Managerial Economics-Text and Cases, 4th Edition, S.Chand and sons.
3. Paul G. Keat& Philip K. Y. Young Managerial Economics; 4th ed. Pearson Education.
4. H. Craig Peterson &W. Cris Lewis ,Managerial Economics; 4th ed. Prentice-Hall of India, BV-New Delhi.

Subject Code	Subject Name	T	P
MBC 104	ORGANIZATIONAL BEHAVIOUR	2	2

Course Objectives:

- Identify the important system components of an organization.
- Understand the basics of human motivation.
- To understand the role of foundational behavioral research in the development of leadership theories.
- Explain the role structural and personal factors play in causing conflict in organizations.

Learning Outcomes:

- Articulate key personality traits and explain how they influence behavior in organizations.
- Describe how the needs for achievement, power, and affiliation influence an individual's behavior in the workplace.
- Explain the benefits organizations and individuals derive from working in teams.
- Explain the relationship between organizational culture and performance.

Module: I - Introduction to OB

Introduction to OB - Conceptual Framework, OB Model, Challenges and Opportunities for OB, Managerial Implications; Personality - Determinants of Personality, Traits of Personality, Personality Attributes influencing OB; Perception and Individual Decision Making - Factors Influencing Perception, Attribution Theory, Individual Decision-making; Principles of Learning - Classical Conditioning, Operant Conditioning, Observational Learning, Cognitive Learning, Use of Reward and Punishment; Attitudes, and Values - Types of attitudes, Theories of Attitudes, Attitude Surveys, Job Satisfaction, Importance and Types of Values, Values across cultures, FIRO-B, Johari –Window, Ego-gram.

Case: Finding and Developing Employee Talent at Deloitte.

Module: II - Motivation

Motivation – Concept, Theories of Motivation, Content Theories and Process theories, Implication of Motivational Theories on Human Behavior in Organizations, Motivation & Job Satisfaction; Leadership – Concept, Studies on Leadership, Theories on Leadership (Trait Theories, Behavioral Theories, Contingency Theories), Emerging Issues in Leadership - Charismatic Leadership, Transactional Leadership, Transformational Leadership, Servant leadership.

Case: Controversial Retention Bonuses at AIG.

Module: III - Group Dynamics

Group Dynamics - Types of Groups, Stages of Group Development, Group Structure, Group Decision Making, Individual versus Group Decision Making, Work Teams - Difference between Groups and Teams, Types of Teams, Creating Effective Teams; Power and Political Behavior - Forms and sources of Power, Consequences of Using Power, Influence Tactics used in Organizations, Political Behavior in Organizations; Conflict and Negotiation - Nature of conflicts, Causes of Conflicts, Conflict Handling Styles, Negotiation in Conflict Management.

Case: Teamwork Challenges at Stryker Corporation.

Module: IV - Stress Management

Stress Management - Sources of Stress, Consequences of Stress, Managing Stress; Stress Management through Art of Living, Organizational Culture - Importance of Culture, Creating & Sustaining Culture, Managing Culture; Organizational Change - Forces for Change, Process of Change, Resistance to Change, Approaches to Managing Organizational Change.

Case: Dealing with Stress the Genentech Way.

Suggested Readings:

1. Pareek, U.: Understanding Organizational Behaviour, 4th Edition, Oxford Higher Education.
2. Robbins, S. P. Judge, T.A. Sanghi, S. Organizational Behavior, 15th edition.. New Delhi: Pearson Education.
3. Koontz, H. & Wehrich, H. Management A Global Perspective, 11th edition, New Delhi: TMH.
4. Luthans, F. Organizational Behavior, 12th Edition, McGraw-Hill..
5. McShane, S.L.; Glinow, M.A.V. & Sharma, R.R. Organizational Behavior. 4th Ed. Tata McGraw-Hill New Delhi.

Subject Code	Subject Name	T	P
MBC 105	MARKETING MANAGEMENT	2	2

Course Objectives:

- The understand the major concepts and tools of marketing.
- To find out how savvy marketers make quick decisions, make adjustments to rapidly changing market conditions and build relationships with consumers.

Learning Outcomes:

After completing this paper, the students are expected to:

- Exhibit contemporary, industry-relevant marketing concepts and critically analyze the strategies which help companies co-exist with the competitors initially and better them eventually.
- Demonstrate the performance measurement tools related to Marketing Strategy Implementation and review.
- Demonstrate, construct and implement an actionable marketing plan.
- Create futuristic & dynamic marketing scenarios.

Module -I: Introduction to Marketing Management:

Introduction to Marketing Management, Core concepts of Marketing, Selling Vs. Marketing, Marketing Process, Marketing Environment, Marketing Organizations, Marketing Mix for Product & Services, Marketing Mix-by using computer, Marketing Planning, Understanding Market Competition, Analyzing Consumer Buying Behavior- Types of Consumers, Roles of a consumer, Consumer Black Box Model, Types of Buying Behavior, Buyers' Decision Making Process, Factors Affecting Consumer Behavior , Market Segmentation, Targeting and Positioning – Concepts & Strategies, Marketing Information System (MIS): Sources and applications, Marketing Research and its application, Estimating Demand & Sales Forecasting.

Practical Assessment:

Case Study analysis – Magnum, Surf, Nivea, Paperboat, Odonil, Formulate a Marketing Plan for any SBU of an existing company for the financial year 2020-2021.

Module -II: Product & Price Decisions:

Concepts of Product, Product Planning & Policy, New Product Development, Test Marketing, Product Life Cycle, Product Mix Decisions, Differentiation Strategy, Branding, Packaging and Labeling Decisions. Concept of Price, Objectives of Pricing, Pricing Policies, Pricing Methods, Managing Price Changes.

Practical Assessment:

Create a new product with a USP (not available in any existing offering) in the market of your choice, Formulate a pricing strategy for the product, based on your market objectives.

Module -III: Promotion & Distribution Decisions:

Promotion Mix: Advertising, Sales Promotion, Personal Selling, Public Relations, Publicity and Propaganda. Designing and Managing Marketing Channels - Concepts, Types, Selection, Design & cooperation; Channel Conflict Management, Intensity of Market Coverage, Physical Distribution System - Supply Chain & Logistic Management.

Practical Assessment:

Case Study analysis – Big Basket, Launch the new product developed in the previous module with a well formulated promotional strategy.

Module -IV: Contemporary Topics in Marketing:

Social Marketing, Green Marketing, Services Marketing, CRM –Transaction based marketing to Relationship marketing. CRM in software, Ethics in Marketing, Event Management. Retailing, Rural Marketing, Organizational Marketing, E-Marketing, Global Marketing, Mobile –Marketing. Consumerism.

Practical Assessment:

Case Study analysis – Shopclues, The Rebirth of Kishore Biyani, Plan and execute an event as a campus activity, Set up a Haat as part of a Rural Marketing initiative.

Suggested Readings:

1. Kotler, Koshy & Jha, Marketing Management, Pearson Education.
2. Ramaswamy V.S. & Namakumari S. A Text Book of Marketing Mgmt., Macmillan.
3. Saxena R. Marketing Management, Tata McGraw-Hill Publishing Company Ltd.
4. Kumar Arun, Meenakshi N, Marketing Management, VIKAS Publishing House.

Subject Code	Subject Name	T	P
MBC 106	BUSINESS COMMUNICATION AND SOFT SKILL DEVELOPMENT	2	2

Course Objectives:

- To expose the students with communicative English as a tool for making professional career.
- To expose the students with LSRW skills by sensitizing them to the dynamics of communication in English.

Learning Outcomes:

The students will be able to -

- Acquire correct usage of communicative English through vocabulary building, grammar and pronunciation.
- Deliver presentations confidently.
- Strengthen their ability to write professional communication.
- Increase reading speed and comprehension

Module –I:

Introduction to communication : The importance of communication through English at the present time; the process of communication and factors that influence communication : sender, receiver, channel, code, topic, message, context, feedback, ‘noise’, filters and barriers; the importance of audience and purpose, Verbal and non-verbal communication, , Identifying and rectifying common errors: Subject-verb agreement, Noun/ Pronoun/ Articles/ Prepositions Usage, Word choice, Vocabulary Building

Module - II:

Listening Skills: Importance and types of Listening; The sounds of English, The International Phonetic Alphabet (IPA); Vowels, diphthongs, consonants, consonant clusters; phonemic transcription; Syllable division and word stress; sentence rhythm and weak forms, contrastive stress Intonation: falling, rising and falling-rising tunes Problem sounds in cultural contexts (Indian context)

Module –III:

Reading and Writing Skills

Reading Comprehension, Types of Reading; Paragraph writing, Letter writing (formal and informal) Writing notices, Circulars, Emails. Writing reports and Proposals Writing CVs (for Corporate Positions and Internships)

Module –IV:

Workplace Communication and Soft Skills Development

Communication challenges in culturally diverse workforce; Ethics in Communication, Bias-free communication, Effective Business Presentations: Importance in workplace communication; Planning, Preparing, Organizing, Rehearsing, and Delivering Oral presentations, Handling Questions; Power Point Presentation, Soft Skills, Types of interviews, Planning and Preparing for a Job Interview; Stages of an Interview; Mastering the art of giving interviews. Team Management and Leadership Skills; Group Discussion; Public Speaking

Suggested Readings:

1. Business Communication by Carol M Lehman, Debbie D Dufrene and MalaSinha. Cengage Learning. 2ndEdition.
2. English Grammar in Use. Raymond Murphy. Cambridge UP. 4 th Edition.
3. A Textbook of English Phonetics for Indian Students by T. Balasubramanian [MACMILLAN]
4. Soft Skills: Key to Success in Workplace and Life by Meenakshi Raman and Shalini Upadhyay. Cengage Learning. 2018 Edition.
5. Communication skill by Sanjay Kumar & Puspa Lata, Oxford University Press.2nd Edition.
6. Body Language. Allan Pease. Free on Googlebooks.
7. Business and Managerial Communication, Sengupta, PHI

Subject Code	Subject Name	T	P
MBC 107	FINANCIAL REPORTING, STATEMENTS & ANALYSIS	2	2

Course Objectives:

- The objective of this paper is to enable and equip students with resources to understand, analyse and interpret the information disseminated through the financial and other business reports for the purposes of business performance analysis and valuation.
- The paper requires extensive in and out-of-class preparation by the students, and depends heavily upon the real-life business reporting done by the companies.

Learning Outcomes:

After completing this paper, the students are expected to :

- Exhibit insight into financial statements, principles of accounting and develop their skills in reading annual reports.
- Exhibit students to various tools and techniques for financial statement analysis based on the business reporting practices of companies
- Identifying problem areas in business through various techniques of financial statement analysis
- Demonstrate an understanding and frame opinion regarding performance of company

Module I :

Accounting Practices: Book-keeping and Accounting -- Accounting - Branches of Accounting - Concept and Role of Financial Accounting and Management Accounting - International Accounting Standards. Financial Accounting - Concepts and Conventions - Double Entry System - Preparation of Journal, Ledger and Trial Balance - Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet, Depreciation: Meaning - Causes Methods of Calculating Depreciation: Straight Line Method, Diminishing Balance Method and Annuity Method.

Practical Exercise:

Case studies: Accounting standards, B Co. Ltd Case, Case of Mr. Shashi. In a group of 3 students select a company of your choice and create a hypothetical Trading, P&L and Balance Sheet of a new company and present the same.

Module II :

Ratio Analysis – Meaning, Need, Advantages and Limitations of Ratio Analysis, Classification of Ratios: Profitability Ratios, Liquidity Ratios and Activity Ratios, Projections through Ratios. Funds Flow Analysis – Concept of Fund – Statement of Changes in Working Capital – Statement of Changes in Financial Position – Cash Flow Analysis.

Practical Exercise:

Case Studies: (Mr. Shashi Business Ratio Analysis) (Jain Electrical Ltd.). The same group of students will investigate the key ratios out of the hypothetical Trading, P&L and Balance Sheet of a new company prepared by you and present.

Module III :

Cost Accounting - Concepts -Distinction between Costing and Cost Accounting - Elements of Cost - Preparation of Cost Sheet - Types of Costs.

Practical Exercise:

Case Study: Excelsior Manufacturing Ltd. & Great Infra Ltd. The same group of students will formulate the per unit cost of the product undertaken by you in the process of preparing final accounting.

Module IV :

Analysis of: Director's Report , Auditor's Report, Management Discussion And Analysis Report, Corporate Governance, EVA, Window dressing Concepts and its implication on profits – Live case studies, Use of Off-the-Balance Sheet financing and their implications.

Practical Exercise:

Case studies: Analysing Annual Report of the companies and presenting its financial strengths and weaknesses.

Consider you are the 3 partners of the company now prepare entire annual report and discuss necessary KRA of your report.

Suggested Readings

- Maheshwari, S.N., Maheshwari S.K. & Maheshwari S.K. Accounting for Management, Vikas Publication, Edition 2018.
- Khan M.Y. and Jain P.K. Financial Management Test Problems and Cases, Mc Graw Hill Publication, Eighth Edition
- Rustagi R.P. Financial Management, Taxmann's Publication, 6 Edition (Oct-2018)
- Shukla M.C., Garewal T.S., and Gupta M.P. Cost Accounting- Text and Problems, S. Chand Publication, Revised Edition (Nov. -2007)

Subject Code	Subject Name	T	P
MBC 108	HUMAN RESOURCES MANAGEMENT	2	2

Course Objectives:

- To understand the basic operational aspects of managing the administrative role of HR Managers and identify the goals of human resource management.
- To gain knowledge of recruiting process, including internal and external recruiting and the importance of realistic job previews.
- To understand the most common methods that managers use for performance appraisal and thus the issues involving performance appraisal and training in organizations.
- Discuss emerging labor union issues in the twenty-first century and contemporary issues in compensation and benefits.

Learning Outcomes:

- Describe the strategic importance of human resource management (HRM) activities performed in organizations and describe the critical linkages that exist between strategic planning and human resources planning.
- Describe the recruiting process and how to use selection tools such as interviews and biodata more effectively.
- Explain the role a performance analysis can play in identifying employees' needs for training.
- Understand the effective ways of dealing with problems in discipline, grievance, labor relations, and compensation administration.

Module I: - Introduction to HRM

Introduction to HRM, Nature, Scope and Functions of HRM, Role of HR Managers in organizations; Job Analysis: Job Analysis: Concept, Process & Methods, Competency based job analysis, Job Description & Job Specification, Human Resource Planning: HRP: Concept, Process & Significance, HRP issues, Forecasting Labor demand: Quantitative & qualitative methods, Forecasting Labor supply: Internal & External.

Practical: Projecting the HR requirements of any firm.

Module II: - Recruitment and Selection

Recruitment: Conceptual framework and important issues, Types & methods: Internal & external, Employee referrals, Evaluating recruitment effectiveness, Dejobbing, Recruiting Diverse Workforce; Selection: Concept and important issues, Role of HR and line managers in selection, Selection Process, Selection Methods & testing, Assessment centers, Interview: Process & Types, Interviewing flaws, Conducting effective interviews; Organizational Exit: Reasons and strategic issues, Layoffs and strategies to avoid layoffs, Exit interview, Retention: Importance & strategies for retention.

Practical: Developing the recruitment policy for organisations.

Module III: - Performance Appraisal and Training

Performance Appraisal - Steps in appraising performance, Approaches and Methods of performance appraisal, 360 Degree Appraisal, Obstacles in appraisal, Result oriented appraisal, Performance Appraisal interview, Potential Appraisal; Training and Development: Orientation, Training : Concept and process, Methods of training, Training delivery systems, Evaluation of training, Training in various Indian Companies, Development : Concept and approaches.

Practical: Develop the appraisal tool for different organisations.

Module IV: - Managing Compensation and IR

Compensation: Overview, equity issues and types, Determinants of Compensation, Job Evaluation : Concept & methods, Job pricing, Pay grades, pay ranges and wage curve, Design salary package & bonus incentives, Broad banding, Competency-based Pay, Incentive Rewards: Strategic Reasons for Incentive Plans, Types of incentive plans, Individual, Group, Enterprise; Industrial Relations & Trade unions: Industrial relations, Nature & importance, Parties to IR, Trade unions, Concept & trade union movement in India.

Practical: Hands on experience on payroll administration.

Suggested Readings:

1. K Ashwathappa, Human Resource and Personnel Management, Tata McGraw Hill, New Delhi, 8th edition.
2. Gary Dessler, Human Resource Management, Pearson Education, 15th Edition.
3. Jyothi & Venkatesh, Human Resource Management, Oxford University Press, 2nd Edition.
4. Robert L. Mathis & John H. Jackson Human Resource Management, Thompson South Western, 12th Edition.
5. Wayne F. Cascio, Managing Human Resources, Tata McGraw Hill, New Delhi, 11th Edition.

Subject Code	Subject Name	T	P
MBC 109	COMPUTER APPLICATIONS FOR BUSINESS	2	2

Course Objectives:

- To understand the application of computers in business.
- To understand the information system and better decision-making process in business.

Learning Outcomes:

After completing this paper, the students are expected to:

- Identify the essential idea of computer application in business.
- Exhibit proficiency with the essential ideas of information technology and its application.
- Demonstrate the decision-making process and the influence of management.
- Demonstrate and portray management issues.

Module - I: Application of Computer in Business: Role of basic computer application in business, and its relation with information technology, Interdependency between organization and Information Technology, Decision Making, Attributes of information and its relevance to Decision-Making, Models of Decision Making.

Practical: Demonstrate Role of Information Technology and Decision Making in business.

Module - II: Information Technology: IT Capabilities and their organizational impact, Types of Networks and Topologies, IT-enabled services such as Call Centers, Geographical Information Systems (GIS). Database Management Systems: Its purpose, views of data, database architecture relational databases, transaction management, Database Design, ER, RDBMS.

Practical: Demonstrate different network topologies, Create a database related to transaction management.

Module - III: Decision Support Systems: Group Decision Support Systems, Executive Information Systems, Executive Support Systems, Expert Systems and Knowledge-Based Expert Systems, Predictive analysis using Excel.

Practical: Create a DSS development of business, create a predictive analysis using Excel.

Module - IV: Information Security: Information Security and Control, IT Services / IT Products - Managing Global Info Information Systems and Case Studies.

Practical: Case study regarding information security in various business standards, Tracking of products by using GIS.

Suggested Readings:

1. Avi Silberschatz, Henry F. Korth, S. Sudarshan, *Database System Concepts*, Mc Grawhill, Sixth Edition. 2016.
2. Rajaraman V., *Introduction to Information Technology*, Paperback – 2013.
3. Laudon & Laudon, *Management Information System -Managing the Digital Firm*, Pearson, 11th Edition 2013.

Subject Code	Subject Name	T	P
MBC 110	CORPORATE ENVIRONMENTAL RESPONSIBILITY (CER) & SUSTAINABILITY	2	2

Learning Objectives:

- Understand the basic fundamentals of sustainable development from business management perspective.
- Learn the concept of sustainable consumption and production by integrating sustainability factors within core sustainability strategy.
- Acquaint students with the corporate sustainability strategies.
- Teach students the major aspects of international standards, protocols, opportunities and challenges of sustainability in business and educational institutions.

Course Outcomes:

- Enhance the critical thinking about scarcity and resource optimization.
- Develop insights on sustainable business analysis and strategy formulation.
- Enrich the understanding towards environmental competitiveness and social responsibility.
- Design and develop the strategies to combat climate change and support in necessary transition towards sustainable economy.

Module I: Fundamentals of Sustainable development

Definition, History, Brundtland commission, business triple bottom line, sustainable development goals (SDGs), environmental responsibility, corporate social responsibility.

Activity: Analysis of SDGs of country with global indicators.

Case Study: Volkswagen CSR (2015), The Benefit Corporation and Corporate Social Responsibility (2013).

Module II: Sustainable Consumption & Production

Green consumerism, eco-labeling, green-washing, green consumer theories-GFT, VBN, TPB, Environmental competitiveness: green innovation (product innovation, process innovation, organisational innovation, marketing innovation), life cycle assessment, environmental management system, ISO:14001, circular economy (reduce, reuse, remanufacture and recycling), greening of waste, challenges of sustainable production.

Activity: Life cycle assessment of business, 3R application in industry.

Case Study: Comprehensive greenspace planning based on landscape ecology principles in compact Nanjing city, China (2003).

Module III: Corporate sustainability strategy

Sustainability footprints, developing strategy through benchmarking and balanced scorecards, Intrapreneurs and stakeholder engagement, Implementation of sustainable management strategy, green supply chain, reverse logistics.

Activity: Carbon footprint calculation and development of strategy.

Case Study: Beyond Green: Strategies for sustainable world (1996).

Module IV: Corporate regulatory compliance and governance

Corporate governance through the eyes of various international standards including AS 8000, AS 8002, GRI, Sustainability metrics, materiality and assurance, transparency and accountability, Sustainability in higher education, Sustainability challenges and solutions.

Activity: Sustainability reporting.

Case Study: Do Conflicts Affect a Company's Corporate Social Responsibility Policy? (2015).

Suggested Readings:

1. Baker, S. (Ed.), (2012). Politics of sustainable development. Routledge.
2. Redclift, M. (2002). Sustainable development: Exploring the contradictions. Routledge.
3. Docherty, P., Kira, M., & Shani, A. R. (Eds.), (2008). Creating sustainable work systems: Developing social sustainability. Routledge.

SEMESTER - II

Subject Code	Subject Name	T	P
MBC 201	LEGAL ASPECTS OF BUSINESS	2	2

Course Objectives:

- One of the most important and occurring part of a managers role is to take decisions. In this changing context of liberalization and globalization of the Indian economy, law has been an important consideration in decision-making process.
- This paper aims at familiarizing the students about bringing out the inter-relationship among diverse business aspects, including accounting, finance, marketing, information systems, economics and organization behavior. This paper is framed with an objective to bring out the linkages between law and other fields.

Learning Outcomes:

Upon completion of this course the students will be able to-

- visualise the nuances of the contract law as the bedrock of all the business transactions.
- examine the provisions of Sale of Goods Act as a specialized type of contracts, negotiable instruments and their types as applied to business.
- compare and contrast the companies act 2013 from the previous act of 1956.
- comprehend the legal aspects of business, consumer protection act, rights of the consumers and the IT act.
- analyse the inter-relationship among diverse business aspects, including accounting, finance, marketing, information systems, economics and organization behavior.

Module I - The Indian Contract Act 1872

The Indian Contract Act 1872: Meaning and Essentials of contract; Kinds of contract- Based on: validity, formation & performance, law relating to offer and acceptance, consideration, competency to contract, free consent, Void agreements, performance of contracts, discharge of contracts, breach of contracts and quasi contracts, Special contracts: contract of indemnity and guarantee, bailment and pledge, and agency.

Practical: Compile instances of contract law from the popular business newspaper.

Module II - Sale of Goods Act 1930

Sale of Goods Act 1930: Sale and agreement to sell implied conditions and warranties, sale by non-owners, rights of unpaid seller. Negotiable Instruments Act 1881: Meaning of negotiable instruments, type of negotiable instruments, promissory note, bill of exchange, cheque.

Module III - The Companies Act 2013

The Companies Act 2013: Meaning and types, Incorporation, Memorandum & Articles of association, Prospectus, Issue of shares and bonus shares, rights issue, sweat equity, role of directors, share qualification, company meetings. Winding up of the companies.

Practical: Analyse the prospectus of at least one IPO and one NFO and compile a comparison of offering.

Module IV- Consumer Protection Act 1986

Consumer Protection Act 1986:

Objectives and machinery for consumer protection, defects and deficiency removal, rights of consumers. Information Technology Act 2000.

Practical: Identify one recent case from Odisha about consumer protection act and discuss the merits and demerits in class.

Suggested Readings:

1. Kucchal, M.C.(2017). Business Law/ Mercantile Law, Vikas Publishing House.
2. Kucchal, M.C. & Kucchal Vivek (2018). Business Legislation for Management, Vikas Publishing House.
3. Kapoor, G.K. & Dhamija Sanjay(2018). Company Law and Practice-A comprehensive textbook on Companies Act 2013, latest edition, Taxmann.
4. Singh, Avtar(2016). Principle of Mercantile Law, Eastern Book Company.

Subject Code	Subject Name	T	P
MBC 202	INDIAN ETHOS, VALUE & CONTEMPLATIVE STUDIES	2	2

Course Objectives:

- This paper aims at familiarizing the students about the importance of processes and means of Indian Ethos for manifesting result of excellence in business.
- To understand the importance of fostering sustainability efforts and integrating Indian ethos, values and Art of Living spirit into management decision.

Learning Outcomes:

After completing this course the students shall be able to-

- investigate the origins and philosophical basis of the Indian Ethos and values.
- analyse the importance of efforts and integrating Indian ethos, values and Art of Living spirit for sustaining management decision.
- identify the importance of corporate social responsibility and evaluate the linkage between CSR and corporate valuation.
- imbibe the mind management approach and its application to the management decision making.
- concatenate the importance of awareness and consciousness in the ethical business practices.

Module I: Introduction to Models of Indian Ethos, Religion, Society and Indian Theories

Model of Indian Ethos and values, Work ethos Indian heritage into production and consumption; Ethics morals and values; common ethical issues in business; ethical decisions and reinforce values; Spiritual Values for managers. Principle of Indian Ethos – Yoga of Equanimity of Mind; Professional Excellence with Dharma perfection in processes lessons from Indian classical thoughts and philosophy -- Bhagavad Gita; Philosophy of Thirukkural, Swami Vivekananda, Mahatma Gandhi and integration with Ethical Principles

Module II: Corporate Social Responsibility

Introduction to CSR: What and Why of CSR, Emergence of CSR: Principles of CSR and Sustainability, Stakeholders, Planning and Implementing CSR activities, Sustainable Development Goals, Evaluating and developing CSR activities, Corporate Governance, CSR and Sustainability, Corporate Environmental Responsibility (CER)

Practical: Short project report on CSR reporting and linkage with valuation.

Module III: Mind Management Approach for Holistic Decision making

Mind Management Approach and Spiritual values in management decision making- Science and human values – Ethical issues relates to globalization, Teaching ethics; Personal Growth and Lessons from Ancient Indian Educational System; Problems relating into stress in corporate management – lessons from Mind Management education system.

Module IV : Relevance of the Mind Management Values

Relevance of Spiritual Quotient in management of awareness and consciousness; Mind Management Value for Sincere Managers; AOL as a Model of holistic approach in Indian Socio-political environment: Knowledge sheets of His Holiness Sri Sri Ravishankar: on Narad Bhakti Sutras, Patanjali Yoga Sutras, Ashtavakra Geetha etc. Workshops by the Teachers of the Art of Living.

Practical: Mind mapping and mind management exercises as part of tutorials.

Suggested Readings:

1. Chakraborty, S.K. Foundation of Managerial Work- Contribution from Indian Thought, Himalaya Publishing House Delhi (1998).
2. Nandagopal, R. and Sankar, A.R.N. Indian Ethos and Values in Management. Tata McGraw-Hill Education, (2011).
3. Swami Vivekananda. My India: the India Eternal. Ramakrishna Mission Institute of Culture, Kolkata (1993).
4. Ghosh, B. Ethics in Management and Indian Ethos. Vikas Publishing,(2014).

Subject Code	Subject Name	T	P
MBC 203	PRODUCTION AND OPERATIONS MANAGEMENT	2	2

Course Objectives:

- To understand the role of the operations management (OM) function in the functioning of an organization.
- To offer a broad overview of the concepts and tools used in operations management

Learning Outcomes:

The students, after completing this course should be able to-

- identify the roles and responsibilities of operations managers in different organizational contexts.
- apply the transformational model to identify the inputs, transformation process and outputs of an organization.
- evaluate the business cycles, time series and the importance of forecasting the demand.
- delineate the boundaries of an operations function and recognize the interfaces with other functional areas within the organization and its external environment.
- apply project management skills to identify the bottlenecks in an operation. Costs and benefits of crashing a project.
- identify the various types of wastes in production systems and the importance of quality in production and processes.
- assimilate the lessons learnt in operations research to the problems in operations management.

Module I : Introduction

Understand the importance of the OM function and its strategic importance, various types of manufacturing and service systems. Product design and process selection for manufacturing and services. Facility location and layout decisions.

Practical: A case study on any one of these topics.

Module II : Forecasting and Inventory management

Demand forecasting in supply chain. Managing Business processes. Understand the basis of inventory management decisions, various methods of Inventory management. Inventory systems. Inventory analysis and management under uncertainty. A case study on any one of these topics.

Practical: Excel analysis of inventory models.

Module III : Project Management, PP&C, Maintenance Management and role of IT

Project Management – PERT & CPM techniques, Network Crashing methodology. Maintenance Management – types of maintenance and performance measures. Basics of Production Planning & Control, Role of IT in Production and Operations Management and how it is changing the efficiency and effectiveness of operations, factory visit or factory Simulation. Software usage in PERT & CPM.

Practical: Draw network diagrams using MS Project. Demonstrate project crashing and management.

Module IV : Quality Management, Supply Chain Management and Operations Research

Quality Management – factors, dimensions and need of quality, quality tools including inspection types. Basics of Supply Chain Management such as supply chain strategies. An overview of operations research with LP problem. A case study on any one of these topics.

Practical: Using excel solver for LP problems.

Suggested Readings:

1. Stevenson, W.J. , Operations Management. McGraw Hills Education. Twelfth Ed. 2018.
2. Heizer, J., Operations Management. Pearson Education, Twelfth Ed. 2017.
3. Chase, Jacobs, Operations Management for Competitive Advantage, Mc Graw Hill, 11th or later edition (2013).
4. Sunil Chopra, Supply Chain Management, Pearson Publishers, 5th or later edition (2016).

Subject Code	Subject Name	T	P
MBC 204	DIGITAL & SOCIAL MEDIA MARKETING	2	2

Course objectives:

- Learning cutting-edge digital marketing techniques like search engine optimization, search engine marketing, social media marketing, mobile marketing, analytics and digital strategy.
- Transforming student into a digital marketer of the future.
- Equip students to successfully implement the concepts and work in the field of digital marketing.

Learning outcome:

Students are expected to know or be able to do the following, upon completion of the course:

- **evaluate various platforms of digital marketing and will be able to execute Search Engine Optimization (SEO), Search Engine Marketing (PPC), and digital display advertising.**
- **execute measure, analyze and optimize social media and mobile marketing campaigns.**
- **conduct a cost-effective digital mailer & e-mail marketing campaign.**
- **analyze and report the web and digital marketing campaign data. They will also understand the fundamental of web development so that they can synergize the work of digital marketing with web development departments.**

Module I: Fundamental of Digital Marketing: Principles of marketing communication. Fundamental of STP. Fundamental of digital marketing. Global overview of internet and digital marketing. Digital marketing tools and technique. Introduction to digital marketing. Search Engine Optimization (SEO), Search Engine Marketing (PPC) and digital display advertising.

Practical Sessions: Students will be asked to create Text (Search), Display and Video Campaigns for Three Different Categories of the Product taken from the company's website assigned to them. They will be expected to create Two Ad Groups under each Campaign and Two Ads under each Ad Group. Each Ad Group should have at least 20 keywords (Whenever the keywords are required).

Module II: Social Media Marketing, Content Marketing (Blogs) and Mobile Marketing (SMM): Social media marketing-1 (Facebook and Instagram marketing). Social media marketing-2 (LinkedIn, Twitter and other social media platforms). Mobile marketing. Understand content marketing (Blogs) by focusing on creating and distributing valuable, relevant, and consistent content to attract and retain a clearly defined audience.

Practical Sessions: Students will be asked to create an online catalog that must have to include the details of more than 20 products from the website assigned to them and then they will be expected to create two ads for "Two Different Product Sets". These ads must automatically show items from the catalog based on the target audience selected by the students. They will also be asked to link the store location with their ads.

Module III: Email Marketing: Digital HTML mailer. E-mail marketing. Implementing a high-quality digital mailer & e-mail marketing campaign with an appropriate blend of text messages & graphics with a very low marketing cost.

Practical Session: Students will be asked to create a Digital Mailer with embedded links for a dummy business.

Module IV: Fundamental of Web Development & Web Analytics: Web analytics (Google Analytics). Measuring, collecting, analyzing and reporting of web data for the purposes of understanding and optimizing web usage. Fundamental of web development. **Tools to create e-commerce website.** Fundamental of graphic designing.

Practical Sessions: Students will be asked to create two Dummy Blogs under their Blogger Account by using their Gmail credentials. They will be asked to Link both the Blogs to "Google

Analytics” as two different “Properties” then they will be expected to create Two “Views” of Each "Property" with each “View” having Two “Filters” and one “Goal”.

Suggested Readings

1. Facebook. (2018). Facebook Business. Retrieved from <https://www.facebook.com:https://www.facebook.com/business/learn>
2. Google. (2018). Exceedlms. Retrieved from <https://academy.exceedlms.com:https://academy.exceedlms.com/student/catalog/browse>
3. Google. (2018). Learn analytics with free online courses. Retrieved from <https://analytics.google.com:https://analytics.google.com/analytics/academy/>
4. Ryan, D. (2016). Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation (4 ed.). Paperback.
5. Saikia, H. (2016). All in one Digital Marketing: Strategy, Analytics and Research for Business Dummies (4 ed.). Paperback.

Subject Code	Subject Name	T	P
MBC 205	INDIAN FINANCIAL SYSTEM & FINANCIAL MARKETS	2	2

Course Objective

- This course attempts to familiarize the students about the Indian Financial System and its impact on the constituents of the system.
- To institutionalize and standardize many common financial transactions, such as the buying and selling of stocks, and to provide common financial instruments with similar characteristics, such as options and futures.

Learning Outcomes

By the end of the course, the students should be able to:

- develop an understanding of the functioning of the financial system in India, its constituents namely, the institutions, markets, instruments, services etc.
- develop a critical, analytical and integrative thinking while understanding the functioning of Money and Capital Markets (Primary and Secondary included).
- demonstrate the role played by the regulators in the smooth functioning of the markets.
- analyse the significance of the interbank markets in money creation.

Module I: Indian Financial System

Financial system – An overview, Indian financial system, how savings are invested to create national as well as personal wealth - Overview

Practical: students need to create a personal wealth management statement with excel.

Module II: Financial Market - Money Markets & Capital Markets

Role and responsibilities of RBI with respect to money market, RBI monetary policy and its relevance to money market. Money market, Call money market, Commercial paper market, Commercial bill market, Certificate of deposit (CD), Treasury bills, Govt. Securities Market.

Capital market -Capital market reforms, New issues market – A Conceptual framework, New issues market – An evaluation, Prospectus, Stock exchange – An overview, Stock exchange trading, Stock exchange – Regulatory framework, Indian stock exchanges – A Profile, Insider trading, listing, Delisting, SEBI – Functions and Working, Restructuring of Indian stock exchanges – Major issues.

Practical: students need to study and analyses the monetary policy of RBI and make a comparison study of money market instruments.

Students need to download the data of the companies to calculate the risk and return with excel.

Module III: Financial Institutions and Regulatory Body:

Clearing Corporation of India Limited (CCIL), Credit Information Bureau of India Limited (CIBIL), Discount and Finance House of India Limited (DFHI), Over-the-Counter Exchange of India Limited (OTCEI), National Securities Depository Limited (NSDL), National Housing Bank (NHB), Export Import Bank of India (EXIM), RBI, SEBI, IRDA, PFRDA

Practical: students need to analyze and prepare the comparison study of Financial institution and regulatory body. Why regulators are different for bank, insurance, capital market etc.?

Module IV: Financial Services – Fund based and non-Fund based

Fund Based - Hire purchase finance, Bill Discounting, Factoring and Forfaiting, Leasing- An overview. Non Fund based – Credit Rating, Asset Management services - Mutual funds, Pension, Venture capital, Private equity funds Alternate Investments

Financial innovation, their importance and impact on the functioning of the institutions. Potential systemic impact of these innovations and their ethical dimension.

Practical: students need to download the Financial statement and prepare non fund based requirement of an organisation.

Suggested Reading:

1. Gordon, K. & Natrajan, N., (2016) *Financial markets and institutions*, Himalaya Publishing House.
2. Kohn M., (2013) *Financial institution and markets*. Oxford University Press
3. Frederic S. Mishkin, Stanley G. Eakins, Tulsi Jayakumar, R. K. Pattanaik, (2017) *Financial markets and institution and* (8th ed.). Pearson Publications.
4. Jennings M.M. (2013) *Ethics and Financial Markets: The Role of the Analyst*, Research Foundation CFA Institute

Subject Code	Subject Name	T	P
MBC 206	MANAGERIAL SKILLS FOR EFFECTIVENESS	2	2

Learning Objectives:

- Students will be able to understand how to manage people effectively
- To understand the basics aspects of managerial effectiveness through people

Course Outcome:

- The student shall be able to design various models on managerial skills required for effectiveness of an organization.
- They can also develop skill sets for managing self and others through experience-based methods of learning.
- Students can be able to study the group process for organization effectiveness.
- They can be able to design various models taking organizational culture and climate.

Module – I – Managerial skills for Effectiveness:

Characteristics of an effective managers, Basic managerial skills, Contributions, productivity, effective decision making, effective communication. Understanding Human Behavior, Self-Concept, Perception, Attention, Distraction, Attitude, Occupational Stress, Spill Over and Coping, Impression Management. Intelligence, Intelligence Quotient – Emotions; Emotional Intelligence, Emotional Quotient. Application of EI in the workplace. EI and Career Development.

Practical: Role play on effective vs ineffective Manager, Discussion on Managerial Skills.

Module – II - Interpersonal Behavior and Processes

Nature, Interpersonal Communication, Factors Affecting Interpersonal Communication, Interpersonal Awareness, and Feedback Process including Johari Window, Life Script Analysis, Transactional Analysis, Interpersonal Trust, Fundamental Interpersonal Relations Orientation

Practical: Story telling and Listening skill activity for the students.

Module – III - Group and Intergroup Process

Concept, Classification, Group Development, Group Structural variables, Learning social behavior, Social Learning Theories, Group Norms and Behavior in Groups, Group Influence Processes Accommodation, Assimilation, Cooperation, Competition and Conflict, Group decision Making ; Techniques of Group Decision Making, Group synergy. Team - Concept, types, team effectiveness, team building, Issues: managing conflict, Work Place diversity.

Practical: Group activity on decision making and Conflict resolution.

Module – IV - Organizational process

An overview of Major Concepts on Emerging Trends; Power, Politics, Authority, Integration and Control, Organizational Climate and Culture, Organizational Effectiveness.

Practical: Role play on Authority, Power and Politics in an organisation and discussion on the same.

Suggested Readings

1. Sahu, R.K.; Group Dynamics & Team Building, Excel Books, 2010.
2. Robbins, Stephen; Organizational Behavior, 14th ed. 2012, Pearson Edition
3. Davis, Keith; Organizational Behaviour, 11th ed., McGraw /Irwin, 2002
4. Kolb D. etc., Organizational Behaviour: An Experiential Approach, 5th ed., Englewood
5. Clitts, New Jersey, Prentice Hall Inc. 1991.
6. Bennis W. G.; Essay in Interpersonal Dynamics, U.S.A., Dorsey Press, 1979.
7. Moore M. D. etc., Inside Organisations: understanding the Human Dimensions, Sage, 1988.

Subject Code	Subject Name	T	P
MBC 207	ORGANISATION DESIGN	2	2

Course Objectives:

Upon completion of this course, students should be able to:

- Demonstrate knowledge of the principles of organization structure and design
- Develop skills for understanding the impact of environment, strategy, technology, organizational culture, change, and organizational size on organizational and interorganizational relationships
- Develop awareness of the decision making hierarchies, bureaucracy, power and politics.
- Link organizational design to global business strategies and practices.

Learning Outcomes:

- Explain principles of organization structure and design; organizational and inter-organizational relationships.
- Develop the skills required for decision making in hierarchies, and able to deal with the bureaucracy, power, and politics.
- Identify the complex issues faced by managers in the area of ethics and social responsibility.
- Can identify and implement the changes happening in global business strategies and practices.

Module I: - Dimensions of organization design

Structural and conceptual, The evolution of organization theory and design, The role of strategic direction on organization design, A framework for selecting strategy and design/structure, Assessing organizational effectiveness, Contingency effectiveness approach, resource based approach, and internal process approach, An integrated effectiveness model.

Case Study: Based on recent organisational practices.

Module II: - Fundamentals of Organization Structure

Organization structure, Organization design alternatives, Functional, divisional, and geographical designs, Matrix structure, Horizontal structure, Modular structure, Hybrid structure. The external environment: Inter-organizational Relationships, Organization size and life cycle and design/structure, Comparative management.

Case Study: Based on recent organisational practices.

Module III: - Organizational Culture and Organizational Design

Organizational culture, Organization design and culture, Culture and the learning organization, Ethical values in organizations, Leadership and culture and ethics. Innovation and Change and Organizational Design: The strategic role of change, Elements of successful change, New products and services, Technology change, Strategy and structure change, Culture change, Strategies for implementing change.

Case Study: Based on recent organisational practices.

Module IV: - Decision-Making Process

Rational approach, Organizational decision-making, The learning organization, Contingency decision-making perspective, Special decision circumstances, Conflict, Power, and Politics: Intergroup conflict in organizations, Power and organizations, Political processes in organizations, Using power, politics, and collaboration

Case Study: Based on recent organisational practices.

Suggested Readings:

1. Koontz, H and Wehrich, H. Management, 10thed. New York, Mcgraw Hill,
2. Robbins, S P Management 5th ed. New Jersey, Englewood Cliffs, Practice hall Inc.
3. Prasad L.M, Principles & Practices of Management, 5thed, Sultan Chand and Sons.
4. Stoner, J. Management. 6th ed, New Delhi, Prentice Hall of India.

Subject Code	Subject Name	T	P
MBC 208	MARKETING RESEARCH	2	2

Course Objectives:

- To give the students an understanding on fundamentals of Marketing Research and the logic behind various research approaches.
- To develop an understanding of the meaning and significance of marketing research for a business enterprise and become familiar with the process of designing marketing research, and a variety of techniques for analyzing data for input to decision making about the direction and investments a business organization is considering.

Learning Outcomes:

After completion of this paper, the students are expected to:

- identify a marketing problem into a feasible research question.
- exhibit appreciate marketing research as a process that involves a sequence of activities, each compatible with the preceding activities;
- demonstrate a general understanding of the strengths and weaknesses of alternative research designs;
- create awareness of the many sources of marketing information and the various means for gathering such information; and be more sensitive to the biases and limitations of marketing data and basic data analysis;

Module I: Marketing Research Dynamics:

Introduction to Meaning of Research, Research Characteristics, Various Types of Research , Marketing Research and its Management, Nature and Scope of Marketing Research , Marketing Research in the 21st Century (Indian Scenario), Marketing Research: Value and Cost of Information. Research Process: An Overview.

Practical Aspects: Students are asked to formulate a Marketing Problem through brainstorming and from that the Research Objectives are also to be stated. In addition to that students are provided with case studies on Research Process.

Module II: Market Research Designs and Sampling:

Research Design: Concept and Importance of Research Design in Research – Features of a good research design – Exploratory Research Design – concept, types and uses, Descriptive Research Designs – concept, types and uses. Experimental Design.

Sampling: Concepts of Statistical Population, Sample, Sampling Frame, Sampling Error, Sample Size, Non Response. Characteristics of a good sample. Probability Sample and Non probability Sample, Determining size of the sample – Practical considerations in sampling and sample size.

Practical Aspects: Students are asked to Design the Research as per the problem selected in the previous module. In addition to that students are asked to determine the sample size through calculation.

Module III: Measurement & Scaling Techniques, Data Collection and Data Processing:

Concept of measurement– what is to be measured? Problems in measurement in research – Validity and Reliability. Levels of measurement – Nominal, Ordinal, Interval, Ratio. Attitude Measurement scaling Techniques. Methods of Data Collection; Primary Methods- Observational, Survey Methods; Questionnaire Design, Schedule, Interview Methods. Field Work and Data Processing- Data preparation, coding, editing and Tabulation.

Practical Aspects: Students are provided with case studies to understand the scaling techniques and asked to construct questionnaires as a sample for the problem selected in last module. In addition to that students will be assigned to collect response from the field in real with the same questionnaire as a tool.

Module IV: Data Analysis and Report Writing:

Introduction, Statistics in Data Analysis, Univariate analysis (frequency tables, bar charts, pie charts, percentages), Bivariate analysis – Cross tabulations and Chi-square test including testing hypothesis of association. ANOVA; Multivariate Analysis - Discriminate Analysis; Factor Analysis; Conjoint Analysis; Multi-Dimensional Scaling and Clustering Methods.

Introduction, Data Interpretation, Research Report, Modus Operandi of Writing a Market Research Report, Structure of the Report, Components of a Report, Style and Layout of a Report, Revising and Finalizing the Research Report, Quality Research Report, Responsibilities of a Market Research Report Writer, Presenting the Report

Practical Aspects: Different analysis are to be done through statistical software {for example- SPSS/SAS/R}, for the data collected. Cases also to be discussed by applying the different Data Analysis Techniques.

Suggested Readings:

1. *Aaker David and Day G.S – Marketing Research, Ed.7, Wiley India, New Delhi, 2011.*
2. *Malhotra N.K. – Marketing Research : An Applied Orientation, Ed.6 , New Delhi, Pearson, 2011.*
3. *Nargundkar Rajendra – Marketing Research- Text and Cases, 3rd Edition, TMH, New Delhi, 2008.*
4. *Kothari CR, Research Methodology-Methods and Techniques, Ed. 4 , New Age., Delhi. 2019.*

Subject Code	Subject Name	T	P
MBC 209	BUSINESS STATISTICS AND ANALYTICS FOR DECISION MAKING	2	2

Course Objectives:

- The objective of the course is to develop an understanding of Basic Decision science techniques and their role in management decision making.
- To understand the basic principles of operation management and the techniques to increase operational efficiency.

Learning Outcomes:

After completing this paper the students will be able to:

- Solve the optimization problem.
- Formulate only problem.
- Evaluate a transportation model.
- Analyze a queuing model.

Module I : Basics of Decision Science:

Introduction to Management Science: Quantitative Approach to Decision Making, Models and Model Building, Examples of Business Problems for Modeling, Using Computers and Spreadsheet Models, **Formulation of Mathematical Model for Decision Problem:** Structure of Linear Programming Model, A Simple Maximization Problem, Graphical Solution Procedures, A Simple Minimization Problem, Linear Programming Applications, **Techniques for Decision Problem:** Standard form of an LP Problem, Simplex Algorithm (Maximization Case), Sensitivity Analysis, Duality. Software based programmes.

Practical – Solution of optimization problem through computer.

Module II : Basic Decision problem

Transportation Problem: Mathematical Model of Transportation Problem, Methods for Finding Initial Solution, Test for Optimality, Variations in Transportation Problem, Using Spreadsheet for solving Transportation Problem, **Assignment Problem** : Mathematical Model of an Assignment Problem, Hungarian Methods of Assignment Problem, Variations of the Assignment Problem, Using Spreadsheet for solving Assignment Problem.

Practical – Solution of assignment and transportation problem through computer.

Module III : Networking Problem

Project scheduling with Known Activity Times, Project scheduling with Uncertain Activity Times, Considering Time-Cost Trade-Offs, Queuing Models: Structure of a Waiting Line System, Some Queuing Models, Some General Relationships for Waiting Line Models, Structure of a Waiting Line System, Some Queuing Models, Some General Relationships for Waiting Line Models.

Practical – Application of the Queuing model through computer.

Module IV : Advanced Decision Problem

Economic Order Quantity (EOQ) Model, Economic Production Lot Size Model, Quantity Discounts for the EOQ Model, **Simulation** :Introduction to Simulation Modeling, Monte Carlo Simulation, Simulation and inventory Analysis, Simulation of a Queuing Problem, **Dynamic Programming:** Overview of Dynamic Programming.

Practical – Simulation of data through computer system.

Suggested Readings:

1. Anderson, Sweeny & Williams, (2010). An Introduction to Management Science, Thomson South-Western, Eleventh Edition.
2. N.D. Vohra, Quantitative Techniques for Management, Tata McGraw Hill, Third Edition.
3. F.S. Hiller, G.J. Liberman, (2008). Introduction to Operations Research, Tata Mc Graw Hill.

Subject Code	Subject Name	T	P
MBC 210	AI AND ML FOR BUSINESS	2	2

Course objectives:

- To Acquire advanced Data Analysis skills, stay industry-relevant and grow in career.
- To create AI and ML solutions for the various business problems and apply AI/ML methods, techniques, and tools.

Learning Outcomes:

After completing this paper, the students are expected to:

- Identify the essential idea of AI and ML in business.
- Exhibit the production-grade AI and ML applications in Business.
- Demonstrate the Decision Tree and Association Rules influence of Business.
- Demonstrate the emerging of NN in Business.

Module I: Introduction to AI & ML: AI & ML Use in Business, Modeling Concepts, CRISP-DM Method, ML Techniques, Validation Techniques, Feature Reduction/Dimensionality reduction, Principal components analysis.

Practical: Demonstrate AI and ML for Business

Module II: Clustering: Different clustering methods, Iterative distance-based clustering, Dealing with continuous, categorical values in K-Means, Constructing a hierarchical cluster, k-Mode, and density-based clustering, K-Nearest Neighbors, Classification Naïve Bayes Classifier.

Practical: Demonstrate clustering and classification methods.

Module III: Decision Trees and Association Rule mining: Classification Trees, Regression Trees, Market Basket, Large item sets; Association Rules, Apriori: Constructs large item sets with mini sup by iterations, Interestingness of discovered association rules, Application examples, Association analysis vs. classification, FPG-trees.

Practical: Create association rules using a large transaction dataset. Create an FPG tree.

Module IV: AI through Neural Network: AI: Application areas, NN basics (Perceptron and MLP, FFN), Convolution Neural Networks: Image and Text classification, Emerging NN architectures, Long Short-Term Memory, Time Series Forecasting.

Practical: Application of NN in the current business scenario, create time-series forecasting using large data item set.

Suggested Readings:

1. John Paul Mueller, Luca Massaron: *Artificial Intelligence For Dummies*, Paperback
2. Chandra S.S.V, Anand H.S: *Artificial Intelligence and Machine Learning*, Paperback
3. Anuradha Srinivasaraghavan, Vincy Joseph: *Machine Learning*, Paperback
4. Jiawei Han, Micheline Kamber, *Data Mining Concepts and Techniques*, PHI.

Subject Code	Subject Name	T	P
MBC 211	CORPORATE FINANCE	2	2

Course Objectives:

- To assist the students to understand the concepts underlying Financial Management and to help them to learn the theories which will help them to take informed and logical financial decisions.
- To develop the financial analytical skills of the students by teaching various methods and tools for understanding risk & return, and how decisions add value to the firm.

Learning Outcomes. After completing the paper the students will be able to:

- analyse the risk return concept and calculate cost of capital
- evaluate the capital investments with the risk and return matrix.
- Ascertain different asset pricing models and can decide on capital investment, appropriate capital structure and also how to reward the stakeholders
- Critically evaluate the Ethics and Corporate Governance and the ESG model of growth with responsibility.

Module I : Introduction to Corporate Finance

Financial functions, Financial Decision Making. Profit Maximisation or Wealth Maximisation Corporate Governance from Financial Perspective and Ethics in Finance. Basic concept of Risk & return. Cost of Equity, Cost of Debt and WACC. Introduction to Indian capital market.

Practical: Case Discussion of Satyam (Regarding Etyhics), WIPRO (Wealth maximisation) Assignment “Calculate the Cost of Capital of a listed Company”.

Module II : Capital Budgeting (Investment Decision)

Significance and process of capital Budgeting. Different evaluation criteria - Discounted and non-discounted methods. Forecasting future earnings, cashflows. NPV and IRR, NPV Profile, MIRR.

Practical: Students have to evaluate which project to choose and justify the same (Projects data will be provided)- A Group assignment.

Module III : Financing Decision & Dividend Policy

Cost of Capital, Component of costs and weighted average cost. CAPM Model, Dividend discount Models. Operating, Financial and combined leverage, EBIT-EPS Analysis & Capital structure, MM hypothesis, NoI approach etc.

Dividend Policy- Gordon’s Model, Walters Model, MM Model on dividend and relationship with value of firm. Different types of dividends and the determinants of Dividend Policy for any firm.

Practical: Without disclosing the names of listed Companies, Company P&L, BS will be given. Students have to decide on dividend. (Same will be compared with actuals).

Module IV : Working Capital (Short Term Finance)

Operating cycle and working capital concepts. Components of working capital- Inventory, Cash, Receivables- Budgeting and Financing of working capital.

Practical : Students have to evaluate the working capital requirement of a listed Company based on the historical data and same will be compared with the actuals (Name will not be disclosed).

Case : “How a FMCG company can reduce the working capital”.

Suggested Readings:

1. Pandey I.M., Financial Management , Vikash Publication 11th Edition 2016.
2. Prasanna Chandra , Financial Management, Tata McGraw Hill Publications, 9th Edition 2017.
3. Brealey, Myers, Allen & Mohanty, Principles of Corporate Finance, McGraw Hill, 11th Edition 2017.

SEMESTER - III

Subject Code	Subject Name	T	P
MBC 301	CORPORATE STRATEGY	2	2

Course Objectives:

- To enable students to understand the corporate management process, in the context of an organization's strategic situation.
- To formulate various corporate strategies and evaluate them, in the context of different organizational structures & business situations.

Learning Outcome:

- Analyse corporate issues and problems for strategic decision making.
- Evaluate decision-making choices.
- Strategise the corporate policy.
- Analyze the resources and capabilities of the firm in terms of their ability to confer sustainable competitive advantage and formulate strategies that leverage a firm's core competencies.

Module I

Concept of Corporate Strategy: Definition, nature, scope, and importance of corporate strategy, levels of strategy, process of corporate strategy, strategic intent: Vision, Mission, Business definition, Goals and Objectives. Environmental Scanning – Corporate Flexibility & Environmental Impact. Environment Analysis – SWOT Analysis, 5C' Analysis, PESTEL Analysis, Competitive Analysis – Porter's Five Force Model, Internal Analysis – Porter's Value Chain Analysis.

Practical:

1. Case Study analysis – Apple Inc., CleanSpritz.
2. Evaluate a company of your choice in the context of Porter's Value Chain.

Module II

Strategic Alternatives: Corporate Level Strategies - Stability, Expansion, Retrenchment and Combination strategies. External Growth Strategy - Merger & Acquisitions. Business Level Strategies - Porter's framework of competitive strategies; Conditions, risks and benefits of Cost leadership, Differentiation and Focus strategies, Benchmarking, Functional Strategies – Finance, Marketing, HR, IT & Production Strategies.

Practical:

1. Case Study analysis – Colgate Max Fresh.
2. Create a M & A game plan for a company in the aviation sector in India.

Module III

Strategic Analysis: Three-stage framework for choosing among alternative strategies. SWOT Matrix, SPACE Matrix, BCG Matrix, IE Matrix, and QSPM. Importance of behavioral, political, ethical, and social responsibility considerations in strategy analysis and choice, Role of intuition in strategic analysis and choice, Role of organizational culture in strategic analysis and choice, Role of a board of directors in choosing among alternative strategies.

Practical:

1. Case Study analysis – Crescent Pure, McDonald's in India.
2. Evaluate any FMCG company in terms of the BCG Matrix.

Module IV

Corporate Strategy Implementation: Process, Issues and Resource allocation, Organization structure and systems in strategy implementation. Leadership and corporate culture, Values, Ethics and Social responsibility. Strategy Formulation vs. Strategic Implementation, Mintzberg Model, McKinsey 7-S framework model. Strategic Evaluation and Control – Overview, Criteria & Process of Strategic evaluation, Strategic Evaluation Assessment Matrix. Requirements of Effective Evaluation, Strategic Control – Meaning, Types, Techniques of Strategic Evaluation & Control, Strategic Control vs Operational Control, Balance Scorecard approach to Strategy

Practical:

1. Case Study analysis – Mountain Man Brewing Co.
2. Conduct a Strategic Audit for any company of your choice.

Suggested Readings

1. David, Fred R. (2015). Strategic Management- Concepts and Cases, Pearson Education, 10th Edition.
2. Kazmi, Azhar (2009). Business Policy and Strategic Management, Tata Hill, 2nd Edition McGraw.
3. G Hamel & C K Prahalad (2002). Competing for the Future, Tata McGraw Hill Publishing Co. Ltd.
4. Cherunilam, F. (2016). Strategic Management, Himalaya Publishing House.

Subject Code	Subject Name	T	P
MBC 302	GLOBAL BUSINESS DEVELOPMENT	2	2

Course Objectives:

- To give a broad exposure to students in the recent trends in global business.
- To equip the students to solve complex business problems in overseas market.

Learning Outcome:

- Analyse the shifts that brought vibrant changes under Globalization among the International as well as domestic business houses.
- develop skills required for achieving global competitiveness.
- Analyse the implications associated with the importing and exporting functions of a business to facilitate international trade.
- Analyse the influence of evolving market needs on new product development and assess the viability of a marketing strategy for a product or service in an international market or markets.

Module-I: Introduction to Global Business

Business Gone Global; Drivers of Global Business; India in Global Business, Trends in India's Export & Import since independence; Trade barriers- Traffic & Non- traffic: Easing trade Restrictions, General Agreement on Tariff & Trade; World Trade Organization: India & WTO: Increase India's share in world trade; Items of Export & Import: India's bilateral trade agreements: Trading Blocs: World Bank – Balance of Payments (BoP), Reasons for disequilibrium in BoP.

Practical: SWOC Analysis of Regional Trade Blocs, SWOC Analysis of India's Relationship with Regional Blocs.

Module -II: Dynamics of Global Business Environment: Scope, Task & Challenges.

Domestic, Regional and Global Business: Economic, Political, Cultural, Legal, Geographic Demographic & Business: Methods of entering International Business; Country selection Decision; International Product Planning Strategy; Pricing & International Promotion; Mix; Overseas Distribution System.

Practical: Analysis of World Economic Forum's 2019 Report on Global Risks to Business, Analysis of Role of Art of Living in India's Soft Power, Discussion on Walmart and Flipkart Deal, SWOC Analysis of Airtel Africa.

Module -III Role of Governments in Global Business

Government Assistance & Institutional Infrastructure; History of Export promotion measures in India; EXIM policy for facilitating International Business; Institutional Infrastructure for promoting Export.

Practical: Analysis of India's FDI Policy, SWOC Analysis of Make in India, Analysis of India's Export Strategy to suggest new measures for Government of India.

Module -IV: Think Global and Act Local: Entrepreneurship and GBD

Think Global and Act Local, International Finance, Risks & Logistics Managements Export Finance: Terms & conditions of payment, Pre-shipment & post-shipment credit: Role of EXIM Bank in financing export: Risks in International Business: Role of ECGC in minimizing risk. Negotiating the export order, shipment, trade documents; regulatory documents & foreign documents; Odisha in Global Business.

Practical: Institutional Analysis of International Finance Corporation (IFC), SWOC Analysis of Free Trade, Green Finance, Case Analysis of Lufthansa.

Suggested Readings:

1. Cateora Philip R; Mary C. Gilly, Graham John L (2017). *International Marketing*, Tata McGraw Hill, Indian Edition.
2. Francis Cherunilam, (2015). *International Business Environment – Text & Cases*, PHI, 5th edition.
3. Deniel. John D (2016). *International Business*, Pearson.
4. Government of India Handbook of Import & Export Procedures, 2019
5. Government of India Mid-Term Review of Foreign Trade Policy, 2017
6. Subbarao. P (2009). *International Business*, Himalaya Publishing House, 2nd Edition.

Subject Code	Subject Name	T	P
MBC 303	PROJECT MANAGEMENT	2	2

Course Objectives:

- To acquaint students with planning, effective implementation & execution of Project.
- To achieve management of time, cost & performance of any project.

Learning Outcome:

After completing this course the students will be able to-

- Identify the project opportunities and prioritise them vis a vis the needs of the organisation.
- Simulate the risk estimation & risk analysis for project selection.
- Evaluate projects, allocate and control the project costs.
- Carry out an earned value analysis for a project.

Module I:

Projects in Contemporary Organisation & Project Selection : Concept & characteristics of a project, Why project Management?, The project life cycles, Project selection Criteria & Models, Risk consideration in project selection, The project portfolio process (PPP), Project Bids & Request for proposals (RFPs), Tax planning for project Investment Decisions.

Module II:

Project Organisational Structure, Activity & Risk Planning: Project in functional organisation, Project in projectized organisation, Project in a matrixed organisation, Project in composite organisational structure, selecting a project form, The project management office (PMO), Human factors & the project team. Initial project coordination & the project charter, starting the project plan: The WBS, Human Resources: The RACI Matrix & Agile project, Project risk management.

Module III:

Budgeting : Estimation Cost & Risks: Estimating project budgets, improving the process of cost estimating, Risk estimation, Risk analysis simulation with crystal Ball Project Execution & Monitoring Project execution, The planning – monitoring – controlling cycle, Information needs & reporting, Earned value Analysis.

Practical-Analysis of cost schedule and risks in the given project report.

Practical- Dissect an EVA from a given project report.

Module IV:

Project Control & Project Auditing: The fundamental purpose of control, types of control process, Design of control systems, The project audit, Project audit life cycle. Essentials of an Audit/Evaluation, Post Project Evaluation (Post Audit), Agencies for Project Audit (Indian Scenario).

Suggested Readings:

1. Chandra, Prasanna (2017). Projects: Planning, Analysis, Selection, Financing, Implementation and Review. McGraw Hill. 8/e
2. Kerzner, Harold (2017). Project Management: A Systems Approach to Planning, Scheduling and Controlling. John Wiley and Sons. 12/e
3. Meredith, Jack R., Samuel J. Mantel Jr. (2012). Project Management: A Managerial Approach, John Wiley & Sons. 8/e.
4. Nagarajan, K.(2007). Project Management, New Age International (P) Limited. 3/e.

Subject Code	Subject Name	T	P
MBC 304	RISK MANAGEMENT	2	2

Learning Objective:

- To provide an understanding and an appreciation of the principles and practices of risk management in order to enable productivity for the handling of risk in an organisation.
- To understand how external changes will affect the organisation.

Learning Outcome:

Students should after completion of the paper, be able to:

- demonstrate a working knowledge of the language and procedures associated with risk management
- design a life insurance program appropriate for the income replacement needs of insureds with differential circumstances.
- explain the purpose, structure, and functions of insurance regulation in India
- demonstrate the risk return trade-off

Module-I Foundation of Corporate Communication:

Foundation of Corporate Communication: Definition, Risk Process, Risk Organization, Key Risks – Interest, Market, Credit, Currency, Liquidity, Legal, Operational

Risk Management vs. Risk Measurement: Risk Management vs. Risk Measurement, Managing Risk, Diversification, Investment Strategies and Introduction to Quantitative Risk Measurement and its Limitations

Principals of Risk: Principals of Risk, Alpha, Beta, R squared, Standard Deviation, Risk Exposure Analysis, Risk Immunization, Risk and Summary Measures – Simulation Method, Duration Analysis, Linear and Other Statistical Techniques for Internal Control

Practical: students will pick up a research paper “A Guide To Risk Measurement, Capital Allocation And Related Decision Support Issues” and analyze the implication of statistical tools

Module-II Understanding Public Relations:

Risk Hedging, Instruments and Mechanism: Forwards, Futures, Options, Swaps and Arbitrage Techniques, Risk Return Trade-off, Markowitz Risk Return Model, Arbitrage Theory, System Audit, Significance in Risk Mitigation; Enterprise Risk Management: Risk Management vs. Enterprise Risk Management, Integrated Enterprise Risk Management, ERM Framework, ERM Process, ERM Matrix, SWOT Analysis, Sample Risk Register

Practical: students will go for SWOC analysis of enterprise risk

Module-III Functions of Corporate Communication and Public Relations:

Risk Governance: Importance and Scope of Risk Governance, Risk and Three Lines of Defense, Risk Management and Corporate Governance

Risk Assurance: Purpose and Sources of Risk Assurance, Nature of Risk Assurance, Reports and Challenges of Risk; Risk and Stakeholders’ Expectations: Identifying the Range of Stakeholders and Responding to Stakeholders’ Expectations

Practical: students will prepare a report on risk governance of an organisation

Module-IV Risk Management in Insurance:

Insurance Industry: Global Perspective, Regulatory Framework in India, IRDA – Reforms, Powers, Functions and Duties. Role and Importance of Actuary

Players of Insurance Business: Life and Non-life Insurance, Reinsurance, Bancassurance, Alternative Risk Trance, Insurance Securitization, Pricing of Insurance Products, Expected Claim Costs, Risk Classification; Claim Management: General Guidelines, Life Insurance, Maturity, Death, Fire, Marine, Motor Insurance and Calculation of Discounted Expected Claim Cost and Fair Premium.

Practical: students will prepare a theoretical report of a reinsurance company

Suggested Books:

1. Hull, John C. (2015), Risk Management and Financial Institutions (4th edition), Pearson (short: H)
2. Regina E. Lundgren and Andrea H. McMakin (2013). Risk Communication: A Handbook for Communicating Environmental, Safety, and Heath Risks, 5th Ed.
3. Robert J. Chapman, (2011), Simple Tools and Techniques for Enterprise Risk Management, Second Edition, Wiley
4. Jhabak Pawan, (2018). Risk Management, Himalaya Publishing House, Bombay

FINANCE MANAGEMENT

Subject Code	Subject Name	T	P
GME 101F	PROJECT APPRAISAL & FINANCE	2	2

Course objectives:

- To acquire fundamental knowledge of project, about different types of project, and will enable them to carry out financial and economic appraisals.
- To help to learn and apply the tools used for financial analysis and to take decision for undertaking any project among alternatives and to carry out financial and economic appraisals and to give enough theory to understand the financial and economic processes involved in such an appraisal.

Learning outcome:

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

- apply specialised knowledge of traditional and contemporary methods to diverse projects.
- utilise specialised economic valuation techniques to determine and evaluate project feasibility.
- critically analyse the financial parameters to determine economics of the projects in hand. Cost and means of financing the large projects.
- imbibe the project evaluation techniques, cost control and post completion project audit.

Module I

Introduction: project meaning and concept, characteristics, Taxonomy of project, Project life cycle, Capital expenditure, importance and difficulties, Types of project, Project Management, Project identification, Preparation, Screening of project ideas, Zero based project formulation, UNIDO Manuals, Detailed feasibility study report.

Practical: critically analyse the DPR of Lucknow Metro.

Module II

Project appraisal: Introduction to Appraisal, Technical Appraisal, Commercial Appraisal, Financial Appraisal, Economic Appraisal, Management Appraisal & Social cost benefit Analysis.

Module III

Project cost & financing: Cost of project, Component of cost of capital, Project risk analysis and techniques of risk analysis, Project Organization. Project source of finance, Role of financial institution in project financing, Issues in raising Finance, Medium and long term internal source of Finance, Short term source and international source of finance.

Practical: Excel modeling of project finance.

Module IV

Project scheduling, evaluation & audit: Project Scheduling, its techniques, project cost control, calculation of NPV, PI, IRR, BCR, Project cost overruns and cost control Project post Audit, Project close out of termination.

Practical: Sensitivity analysis with changes in cost of capital, inputs and output offtake.

Suggested Readings

1. Finnerty, John D. Project Financing: Asset Based Financial Engineering. 3rd Ed. Wiley Finance Series, 2015.
2. Esty, Benjamin. Modern Project Finance: A Casebook. John Wiley & Sons, 2006.
3. Chandra Prasanna, Project, Planning, Analysis, Selection and Review, Mc Graw Hill, 2011.
4. Yescombe ER. Principles of Project Finance. Academic Press. 2nd Ed., 2013.

Subject Code	Subject Name	T	P
GME 102F	INVESTMENT ANALYSIS & PORTFOLIO MANAGEMENT	2	2

Course objectives:

- To acquaint the students with the working of security market and principles of security analysis – Equity & Debt.
- Aims at developing an understanding of the changing domestic and global investment scenario in general and Indian capital market in particular with reference to availability of various financial products and operations of stock exchanges.

Learning outcome:

- To understand the various alternatives available for investment and to measure risk and return
- Value the equities and bonds.
- Students will understand the benefit of diversification of holding a portfolio of assets, and the importance played by the market portfolio.
- Students will know how to apply different valuation models to evaluate fixed income securities, stocks, and how to use different derivative securities to manage their investment risks.

Module I: Fundamental of Investment and Role of Security Markets in Economy: Investment: Meaning, Definition, Process, types of investment. The Indian Security Markets, Primary & Secondary Market of Securities. Various Securities and their Characteristics. Risk and Return - Systematic & Unsystematic Risk, Expected Return, Concept of Alpha, Beta, Capital Asset Pricing Model, Security Market Line, Capital market Line.

Practical's: Students will download the data from BSE India and calculate the risk and return for 5 different companies. Apart from that students will do the same risk return calculation in excel.

Module II

Security Analysis: Fundamental Analysis- Economy-Industry-Company, Model-Equity Value-Gordon's Model & Internal Value, and Financial Statement & Ratio Analysis

Technical Analysis: Dow Theory, Market Indicator, Volume Indicator Advance/Decline, Hi/Low, Forecasting- Bar Chart Analysis, Moving Average, PV Analysis, Elliot Wave Theory.

Behavioral Finance-an introduction.

Practical's: students' will do the fundamental analysis of at least 5 different companies stock.

Module III

Bond Analysis Bond Market structure: G-Sec-Market and Corporate Bonds Market Pricing of Bond, CY, YTM, Floating Rates, Zero coupon Bonds, Bond Duration, Securitized Debt, MBS. Risk in Bond: Business Risk, Financial Risk, Default Risk, Altman Z Score Analysis, Bond Management Strategies, CDO Risk Hedging - CDS.

Practical's: students will calculate the bond risk by downloading the real data.

Module IV

Portfolio Theory: Portfolio Criteria; Efficient Set Utility Theory;| Portfolio Objective;| Size of Portfolio; Selection Basis and Diversification; Portfolio Risk (including CAPM Model, Random Walk) and Markowitz Model, Sharpe' Model Portfolio Evaluation- Different Models (Sharpe, /Treyner/Jenson) Alternate Investments – Structure Obligations Capital Protected Bonds *etc.*

Practical's: students will evaluate the performance of mutual fund a AMC.

Suggested Readings

1. Railey & Brown, Analysis of Investments and Management of Portfolios, Cengage Learning, 8th Edition 2018.
2. Chandra Dr. Prasanna, Investment Analysis & Portfolio Management, Tata McGraw Hill, 5th Edition 2017.
3. S. Kevin, Security Analysis & Portfolio Management, Pearson, 2nd Edition 2018.
4. Singh Preeti, Investment Management, Himalaya Publishing House, 2019.

Subject Code	Subject Name	T	P
GME 103F	CORPORATE TAX MANAGEMENT	2	2

Objectives:

- To understand the innovative ideas in Corporate Tax in India.
- To educate the students on the various tax issues for decision making.

Learning Outcomes:

On completion of the course Students will learn-

- To plan tax, tax payments-advance tax, to file returns & how to appeal.
- To compute tax based on ethical tax planning.
- To manage the operations and to aid managerial decision making in tax efficient way.
- To manage tax by restructuring company efficiently.

Module I: Introduction to Corporate Tax Planning – Tax benefits of Corporate Undertaking: - Deductions & Exemptions – Forms, Returns & Records for Corporate Tax Management. Tax payments - E-TDS – TCS – Advance payment of Tax – e-filing of taxes – procedure for e-filing – Interest payable by Assesse/Government – Appeals to High Court/Supreme Court – Settlement Commission.

Practical: Calculation of Tax liability and mock filing of tax return.

Module II: Corporate Taxation: - Computation income from business – Depreciations -MAT, Dividend Distribution Tax- Tax on Income distributed to Unit holders – Tax incentives to the exporters.

Practical: Analyze the MAT and tax liability of an Export Company (Data will be provided).

Module III: Corporate Tax Planning and Management Decisions: - Tax Planning for new business - Capital Structure Decision, Own or Lease, Make or Buy Decision, Shutdown or Continue Decisions, Repair or Replace, Sale of Assets.

Practical: Case on Capital structure for efficient Tax management and enhancing Shareholders' value.

Module IV: Tax Issues Relating to Business Restructuring: -Amalgamation - Demerger.

Practical: Critical analysis of tax effect on demerging the export business of Marico.

Text Books:

1. Singhania, V.K. and Monica Singhania (2015). "Corporate Tax Planning and Business Tax Procedure" Taxmann Publication Ltd., 14th edition.
2. Singhania, V.K. and Kapil Singhania (2016). Corporate Tax Planning and Management Taxmann Publication 12th edition.
3. Gaur, V. and Narang, S. (2016). Income Tax Law and practice Kalyani Publication 38th edition.
4. Agarwal, R.K. (2014). Tax Planning for Companies, Hindu Law Publisher 14th edition.

Subject Code	Subject Name	T	P
GME 105F	INTERNATIONAL FINANCE	2	2

Course Objectives:

- To introduce the environment of international finance, foreign exchange quotes, Factors determining exchange rate, forex market, Risk and risk management
- To expose the students to Global Capital Market, International Money Market & International capital Market, concept of LIBOR, ADR, GDR, FDI, FPI, Euro Loans, Samurai Bond, Masala bond etc.

Learning Outcome:

- Students will learn the basics of foreign exchange market, participants and how it works
- Will learn to forecast exchange rates- how trade balances, interest rates, inflation rates effect currency value
- Will learn to analysis different types of Foreign Exchange Risk and how to hedge against those (with Derivatives)
- Will learn to explore the sources of long term as well as short term international funds (equity, Bonds, Loans) and can help designing financial strategies. Will also have abroad understanding of Global Liquidity and cross border fund flow and how to manage those risks.

Module I

Introduction to Foreign Exchange: Spot and Forwards Exchange Rates, Bid and Ask Rates, Cross Rate Quotations- Foreign Exchange Market- Banks, Forex Brokers, Forex Dealers, Deal finalization & settlements. Balance of payment- Current Account Deficit& its implication

Practical: Students as exporter and importer what rates will be applicable and **Role play** as Forex broker. They have to prepare “Deal Confirmation Memo. “Case of WINPRO Computers Ltd.

Module II

Determinants of Exchange rate: Parity conditions in International Finance, Purchasing Power Parity, and Interest rate parity, Fisher Effect, Covered Interest Parity/Arbitrage and Forecasting Exchange Rates. Basics of Mundel Fleming Model Vs Dominant Currency Paradigm.

Practical: Case on “Arbitrage”.

Critical analysis of “Dominant Currency Paradigm” (from the real trade data of India for last 5 years.)

Module III

Foreign Exchange Risk & Management: Conceptual Overview - Nature of Exposure (Economic, Transaction, Translation) Hedging and Speculation. Derivatives and Exposure Management - Currency Future, Currency Options, Currency Forward, Currency Swaps, Interest Rate Swap & Risk Management

Practical: Case of an Indian Multinational Company’s forex risk and how hedging strategies are to be decided.

Structuring a SWAP transaction for an Indian Company which wants to borrow in USD.

Module IV

International Sources of Finance for the Firm: Short Term & Long Term- Bond Financing, Loan Financing (Syndicates Loans), Equity Financing (GDR and ADR) International Financing Decision-Issues in Overseas Funding Choices & Economic Circumstances and Funding and Risk Management Aspects, Global Liquidity and how technologies are changing the pace of flow of funds and how corporate should manage the risk.

Problem: Students have to prepare a “Total Plan” to list an Indian Listed Company in NYSE by issuing ADRs.

Suggested Readings

1. Apte P G, International Finance: A Business Perspective, Tata McGraw Hill, 2nd Edition 2017.
2. Eun, Cheol S., Bruce G. Resnick --International Financial Management, Tata McGraw-Hill, 7th Edition 2017.
3. Madura, International Financial Management, Cengage Learning, 10th Edition 2013.

Subject Code	Subject Name	T	P
GME 106F	WORKING CAPITAL MANAGEMENT	2	2

Course Objectives:

- To understand the need for investing in current assets and the importance of managing current assets and current liabilities and working on an optimum credit policy in managing business.
- To understanding the various techniques of inventory management, preparation of a cash budget, decisions relating to investment in marketable securities and managing working capital finance.

Learning Outcome:

After completing the course the student will be able to:

- Identify various issues relating to working capital management for companies.
- Exhibit plan for working capital finance and take informed decisions relating to managing all elements of working capital
- Evaluate comparative working capital management policies and their impact on the firm's profitability, liquidity, risk and operating flexibility.
- Demonstrate the importance of effective working capital management and its role in meeting the firm's strategic objectives and its impact in value creation.

Module I:

Introduction to working capital: Concepts of Working Capital. Operating and Cash Conversion cycle. Balanced working capital position. Determinants of working capital. Issues in working capital management. Matching approach, conservative approach and aggressive approach.

Practical: Students will prepare Working Capital requirement for service and manufacturing department.

Module II: Management of cash and marketable securities: Facets of Cash management. Motives for holding cash. Cash Planning and budgeting. Functional budgeting and Cash Budget. Managing Cash Collections. Baumol's Model and Miller-Orr Model. Investing surplus in marketable securities. Types of short term investment opportunities.

Practical: students need to work out the risk allocation of current assets of a bank.

Module III: Inventory and receivables management: Objectives of Inventory management. Techniques – EOQ, Re-ordering levels. Inventory Control Systems- ABC, JIT, Receivables Management: Credit Policy. Credit Analysis. Credit policy and practices in Indian Companies, Factoring and bills discounting.

Practical: Students will prepare the Working capital cycle of a MSME.

Module IV: Working capital finance: Benefits and costs of trade credit. Bank finance for working capital. Commercial Paper.

Practical: students will analyze Why tandon committee and chore committee method of Working Capital finance was changed to new methods of Working Capital.

Suggested Readings

1. Rangrajan and Mishra, (2014) Working Capital Management, Excel publishing
2. Periasamy P, (2011) Working Capital Management–Theory & Practice, (Himalaya Publication House.
3. V.K. Bhalla, (2006), Working Capital Management (Anmol Publishing, Seventeen-Revised Edition.
4. Dheeraj Sharma, (2005), Working Capital Management, Himalaya Publishing House.

Subject Code	Subject Name	T	P
GME 107F	FINANCIAL MARKETS AND SERVICES	2	2

Course Objectives:

- To familiarize the students with dynamics of financial market, financial instruments and financial services.
- To provide the students the basic operational practices of financial markets and services.

Learning Outcome:

After completing the paper the students will be able to:

- analyze how the financial services component industries Interact.
- evaluate the various financial products, services, and strategies offered by the variety of financial services institutions
- evaluate financial products and strategies offered by the variety of financial services institutions for suitability and appropriateness in meeting consumer needs
- critically analyze whether or to what extent a financial market satisfies the conditions of an efficient market

MODULE I: Financial System and Money Market:

Introduction to Indian Financial System: Components and Functions. Financial Markets - classification, Emerging reforms in Indian Financial Systems. Globalization of capital market - Capital market instruments and institutions. Money Market: Features of Money Market, Composition of Money Market: Players, Instruments and Institutions.

Practical's: students need to prepare a comparative report on domestic financial instrument and international financial instrument.

MODULE II: Capital Market:

New Issue Market: Functions of new issue market, SEBI guidelines for IPO, Secondary Market: functions, listing procedure, Share dematerialization. Brokers: Registration, kinds of brokers, Methods of trading in a stock exchange- online trading, BSE- BOLT system, Mobile Trading , NSE-NEAT system.

Practical: students need to prepare a report on issue process of IPO.

Apart from that students will go to BSE website and learn trading mechanism.

MODULE III: Mutual Fund and Credit Rating:

Mutual funds: Introduction, Classification of funds, advantages, Mutual fund investment vs Stock market investment. Functions of AMC, Performance of evaluation of Mutual Funds, Money Market Mutual Funds Credit Rating: Meaning and objectives, Types, Agencies, Credit Rating Process, Credit Rating Methodology, Credit Rating Symbols

Practical: students need to prepare a report on AMC operation. Also calculate the risk and return of different mutual funds.

MODULE IV: Merchant Banking, Venture Capital, Leasing, Hire Purchase and Consumer Finance:

Merchant Banking: Services of Merchant Banks, Categories, Regulatory framework Venture Capital: Meaning, Stages of venture capital financing, Types of venture capital, Exit routes, Private equity, criteria for analyzing venture capital proposals, Styles of venture financing, SEBI guidelines, venture capital funds in India. Leasing and Hire Purchasing: Lease financing: concept and classification, significance and limitations, Financial evaluation of leasing. Hire Purchasing: conceptual framework, financial evaluation of hire purchase, Lease financing vs hire purchase financing. Consumer Finance: Meaning, Types, Sources, Consumer Finance; Consumer Finance Practices in India

Practical: students need to prepare a report on venture capital finance, angel funding and private equity.

Recommended Books:

1. Gordon & Natrajan. *Financial markets and institutions*, Himalaya Publishing House, 2016.
2. Kohn meir(2013) *Financial institution and markets*. Oxford University Press.
3. Frederic S. Mishkin, Stanley G. Eakins, Tulsı Jayakumar, R. K. Pattanaik,(2017) *Financial markets and institution and* (8th ed.). Pearson Publications.
4. Jennings M.M. (2013) *Ethics and Financial Markets: The Role of the Analyst*, Research Foundation CFA Institute.

MARKETING MANAGEMENT

Subject Code	Subject Name	T	P
GME 101M	CONSUMER BEHAVIOR	2	2

Course Objectives:

- To develop the understanding of the psychological processes that underlie consumer choices of the buyer decision making process, both individually and in groups.
- Studying characteristics of individual consumers such as demographics and behavioral variables and assessing influences on the consumer from groups such as family, friends, reference groups, and society in general.
- Integration of the Psychological concepts with the Marketing concepts.
- Simulation based learning to define the actual Consumer Behavior

Learning Outcome:

- Students would be able to understand the dynamic nature of the Consumer Behavior as a whole.
- Students are equipped to integrate practical frameworks into their corporate lives.
- This module would help students understand the relevance of Digital marketing in the world of Consumer Behavior.
- This module would highlight the subconscious aspects of the brain and how it impacts the purchase decisions.

Unit I:

Consumer Motivation: Introduction of Consumer Behavior; Blissful Ignorance effect, Elaborative likelihood model, Different kinds of patterns, Personality and Consumer Behavior, Consumer Dogmatism, Need for Uniqueness and Optimum Stimulation Levels, Cognitive Personality Traits, Consumer Ethnocentrism and how it impacts the decision making.

Practical Task: A field study on campus to understand the complex consumer behavioral patterns and categorizing the heterogeneous bunch into homogenous buckets.

Unit II:

Consumer Perception and Learning: Introduction to the concept of Classical Conditioning, Instrumental Conditioning, The relevance of classical and instrumental conditioning on business decisions made by end consumers; Subliminal Perception and the relevance of the concept in consumer lives; Impact of Stimulus Generalization and Stimulus Discrimination.

Practical Task: A field study on campus to understand the subliminal impact of the brain and how unknowingly consumers are classically conditioned.

Unit III:

Influence of Culture and Cross-Culture on Consumer Behavior: Introduction of the concepts of Culture and Cross Culture and the relevance these concepts have on the consumer's buying process; Case Studies on Business failures due to Cultural dissonance.

Practical Task: Analyzing and preparing in depth report on various cross cultural factors affecting the business environments.

Unit IV:

Digital Marketing and Consumer Behavior: Introduction of concepts, Assisted Conversions, Path Length, Time Lag, Assisted Conversion Value, Last Click or Direct Conversion value, Facebook pixel; Case Studies on how the concepts of digital marketing is relevant to Consumer Behavior.

Practical Task: A Comprehensive Case Analysis on the firm "ZARA" which makes efficient use of digital media.

Unit V

Consumer Neuroscience and Neuromarketing: Introduction of the basic concepts of Neuroscience and Neuromarketing; Introduction to basic Neuroscience tools, Computational Neuroscience, Eye Tracking, EEG, FMRI; Impact of basic Neuroscience tools on consumer buying process, Macro view about the Neuro-Marketing Industry.

Practical Task: A Comprehensive Case Analysis on the firm “Lowe’s Innovation Labs” which is a pioneer in the field of NeuroMarketing.

Suggested Readings

1. Schiffman & Kanuk, Consumer Behavior, Pearson, (10th Edition) 2010.
2. Loudon & Della Bitta, Consumer Behavior, McGraw Hill, (4th Edition), 2002.
3. S. Ramesh Kumar, Conceptual issues in Consumer Behavior: The Indian Context, Pearson, 2003.
4. Best & Coney, Consumer Behavior, Hawkins, McGraw Hill, (9th Edition), 2004.
5. Michael Solomon, Consumer Behavior, Prentice Hall, (5th Edition), 2002.
6. Blackwell, Miniard and Engel, Consumer Behavior, Cengage Learning, (5th Edition.), 2009.
7. Patrick Renvoisé & Christophe Morin, Neuro-Marketing: Is there is a buy button inside the brain.

Subject Code	Subject Name	T	P
GME 102M	SALES AND DISTRIBUTION MANAGEMENT	2	2

Course Objectives:

This course seeks -

- To provide the students with insights into basic functions of managing the sales force and distribution channels with the objective of maximizing the efficiency and effectiveness of the firm's revenue generating arm.
- To understand the Indian Sales and Distribution context supplemented by international experience wherever needed.

Learning Outcome:

After the completion of the course, students will be able to-

- demonstrate the Personal Selling Process under diverse situations
- identify the techniques to forecast the sales quantitatively and qualitatively. Also, to get knowledge how to manage sales territories, quotas and budget smoothly.
- Evaluate and manage the Distribution Channels.
- Analyse the Physical Distribution Decision Areas and their proper management techniques.

Module I:

Introduction to sales Management - Selling under the Marketing concept, Interdependence of Personal Selling with Advertising. The Sales Organization: Purpose, principles and policies of sales organization, setting up of the sales organization, Types of sales organization structure. Selling skills and selling strategies, Theories of Selling, The Selling Process.

Practical Aspects: Students are provided with case studies to understand the sales Process and asked to do role play on the same. In addition to that students are asked to adopt the contributions of the theories of selling in the role plays. Some more cases are provided on Sales Organisation for analysis.

Module II:

Sales forecasting Technique, Determining the size of the sales force, Sales Territories, routing and scheduling, controlling the selling effort, Sales Quotas, Sales Budget and Budgeting procedures. Management of Sales Force -Recruitment and selection of Sales Force, Training the Sales Force, Sales Force Motivation, Compensating Sales Personnel, Evaluation and Supervising Sales Personnel. Sales Meetings and Contests.

Practical Aspects: Students are involved in applying different sales forecasting techniques, determining the number of Sales Persons required, in real life situations/ examples. Students are also provided some case studies on Sales Territory Management and Sales Quota setting for analysis.

Module III:

Distribution Channel- Concepts, Objectives, Channel flows & Levels. Types of Distribution Channel, Selection of Distribution Channel and Factors affecting, Channel Intensity, Management of Channels (Co-operation, Conflict and Competition), Vertical and Horizontal Marketing Systems. Wholesaling, Retailing.

Practical Aspects: Students are provided with case studies to evaluate factors selecting Distribution Channel and types of Distribution Channels. In addition to that students are also asked to complete assignments on Intensity of Channel in the field.

Module IV:

Management of Physical Distribution- Physical Distribution: Objectives, Order Processing, Warehousing Inventory, Transportation- Types, Criteria & Mode of Transportation. Organizing for Physical Distribution, Emerging trends in Distribution: Supply Chain management.

Practical Aspects: Students are provided with case studies to examine the Physical Distribution System and its management. In addition to that students will be assigned to collect information on the types of Warehouses used by different companies in the market, with implications.

Suggested Readings:

1. Havaladar C. & Cavale, R. (2017). Sales and Distribution Management, ed. 3rd TMH.
2. Panda, J. & Sahdev P. (2011). Sales and Distribution Management, ed 2nd, Oxford University Press.
3. Still, Cundiff & Govoni (2017). Sales Management: Decision Strategies & Cases, ed. 6th, Pearson, 2017
4. Rosenbloom, R. (2007). Marketing Channels, Cengage Learning.

Subject Code	Subject Name	T	P
GME 103M	SUSTAINABLE MARKETING	2	2

Course Objectives:

- To understand the drivers, risks, challenges and opportunities associated with addressing sustainability management challenges.
- To acquaint the guiding principles, values and holistic mindset that guides an effective sustainability vision and strategy.

Course Outcomes:

After completing the paper the student will be able to:

- Identify theories and models within the areas of sustainable marketing strategy, sustainable market communication and sustainable supply chain management, and produce a written report.
- Analyse the segmentation, targeting and positioning from go-green perspective.
- Demonstrate sustainable marketing strategies to attract more consumers towards sustainable products/services.
- Create SWOT for business and explore opportunities to become more sustainable.

Module I: Introduction to Sustainable marketing:

Business cannot be as usual, Conventional marketing revisited, Moves in the right direction, Environmental marketing variants, foundations of sustainable marketing, Defining the parameters of sustainable marketing, Ethical dimensions of sustainable marketing, green marketing environment and process, difference between green and sustainable marketing.

Practical: Advertisement analysis of companies for ethical, green and sustainability perspective.

Case Study: Ethical dimensions of sustainable marketing: A consumer policy perspective (2007).

Module II: Sustainable product and services:

Go-to market strategy-segmentation, targeting and positioning, product profiling-unique value proposition, impacts over life cycle, product development and innovation, frugal innovation, sustainable public procurement, eco-magination, changing consumer behaviours.

Practical: Environmental positioning analysis of product and services.

Case Study: Environmental management and strategic positioning of Spanish manufacturing industries.

Module III: Sustainable marketing strategies:

System thinking for sustainable product and services, value chain analysis, beyond corporate social responsibility, stakeholder engagement, integrated sustainability management system, product life cycle management, sustainable marketing management-eco label, green washing and sustainability reporting, socially responsible investment, extended producer responsibility, B2B sustainable marketing, integrated marketing communication, Green pricing strategy.

Practical: Eco-labeling and green washing analysis of product and services.

Case Study: Extended producer responsibility for e-waste: Individual or collective producer responsibility?

Module IV: Challenges and opportunities of sustainable transformation:

Meeting triple bottom line, incremental innovation, cost of greening, tougher environmental regulations, sustainable packaging and branding, Sustainable brand imperative.

Practical: Cost of greening activity.

Case Study: Sustainable brand-based innovation: The role of corporate brands in driving sustainable innovation.

Suggested Reading:

- Baker, S. (Ed.). (2012). Politics of sustainable development. Routledge.
- Peattie, K., & Charter, M. (2003). Green marketing. *The marketing book*, 5, 726-755.
- Fuller, D. A. (1999). *Sustainable marketing: Managerial-ecological issues*. Sage Publications.

Subject Code	Subject Name	T	P
GME 104M	B2B MARKETING	2	2

Course Objectives:

- To describe the applications, challenges and the dynamic environment of B2B marketing, including the unique nature of organizational buying behavior.
- To inculcate an understanding of Business-to-Business (B2B) marketing from the perspective of both the seller and the buyer.

Learning Outcome:

Students are expected to know or be able to do the following upon completion of the course.

- develop an understanding of Business-to-Business (B2B) marketing from the perspective of both the seller and the buyer.
- strategise marketing activities for Business-to-Business (B2B) business models.
- develop and manage product and pricing policies in Business-to-Business (B2B) business
- evaluate various channels of distribution of Business-to-Business (B2B) business and will develop an understanding to optimize them for the future.

Module: I

Fundamentals of inter-organizational marketing: Review of inter-organizational markets; Demand on inter-organizational markets; Hands-on inter-organizational markets; Classification commercial practices; Classification of markets; B2B and e-commerce. The behavior of customers at the B2B markets: purchasing process; Purchasing roles; The development of needs at the organizations.

Practical Assignment: Students will be asked to visit 5 organizations and find out the role and process of the purchasing department for procuring capital goods.

Module: II

Research on B2B markets: Marketing Information System; Research facilities; Analysis of competition Benchmarking. Strategic marketing planning: Segmentation of the market; Methods and devices of strategic marketing planning.

Practical Assignment: Students will be asked to plan a business model for the B2B market and then they will plan a marketing plan for the same.

Module: III

Product Policy of established products: Classification of the product types; The life cycle of the product; Management products; Strategies for established products. Product policy of new product development: Strategies for the development of new products; Marketing systems; Marketing of engineering services. Pricing: Price; Pricing; Pricing strategies; The pricing policy; Price on the Internet; Financial marketing.

Practical Assignment: Students will be asked to identify a B2B product, which is at the maturity stage of product Life Cycle and then they will have to present a marketing plan to stretch the Product Life Cycle to survive in the market place.

Module: IV

The policy of distribution: direct sales; Indirect sales; Management of conflicts on the way; Internet as a distribution channel; Multi-channel distribution. Vertical specialization: Choosing industry; specialization; Expanding to other verticals in the industry. Selling: Sales department; Keeping the sales department; Customer relationship management. Strategies of communication: The communication process in B2B; Public relations; Advertising; Trade fairs and exhibitions.

Practical Assignment: Students will be asked to choose a B2B Business from the market and then they will be asked to prepare a report on various Marketing communication strategy used by the organization to reach out to its potential customer.

Suggested Reading

1. Alan S. Zimmerman, J. B. (2005). Business to Business Marketing Management: A Global Perspective. Thomson.
2. Ellis, N. (2010). Business to Business Marketing: Relationships, Networks and Strategies (1 ed.). Oxford University Press.
3. Geehan, S. (2011). The B2B Executive Playbook: The Ultimate Weapon for Achieving Sustainable, Predictable and Profitable Growth. Clerisy Press.
4. Philip Kotler, (2013). B2B Brand Management. Springer.

Subject Code	Subject Name	T	P
GME 105M	E-COMMERCE	2	2

Course Objectives:

- To introduce students to various aspects and models of e-Commerce so that they can efficiently execute and manage the e-commerce business.
- To develop an understanding among students about the global nature of e-commerce and the latest technologies and concepts used in the e-commerce industry.

Learning Outcomes:

Students are expected to know or be able to do the following upon completion of the course.

- conceptualize the architecture of an e-commerce platform by considering the nature of business and its objectives.
- Analyse the technical terms used in the e-commerce industry and various types of e-commerce business models.
- Evaluate the technology behind the online payment system and e-CRM.
- Analyse the process of data exchange and various legal and security issues involved in it.

Module No. I

Introduction to e-Commerce : Framework, Architecture, Benefits and Impact of e-Commerce, The Anatomy of e-Commerce applications, e-Commerce Consumer applications, e-Commerce Organisation Applications, e-commerce in India, Prospects of e-commerce.

Practical Assignment: Students will be asked to conceptualized and present an innovative e-commerce business model and its architecture.

Module No. II

Network Infrastructure for e-commerce: Intranet, Extranet, & Internet, Internet Backbone in India, ISP and services in India, OSI Model, Standards & Overview of TCP/IP, Internet Security, e-commerce & Internet. E-commerce Models: Business-to-Business-Hubs, Market Places, Business-to-Business Exchange, Business-to-Consumer, Consumer-to-consumer, Business-to-Government, Government-to-Government.

Practical Assignment: Students will be asked to make a presentation on various security issues involved in the E-commerce business and they will have to explain available technologies to overcome them.

Module No. III

Electronic Payment Systems: Introduction to Payment Systems, On-Line Payment Systems, Pre-Paid e-Payment System, Post-Paid e-Payment System, Requirements Metrics of a Payment System. e-CRM: CRM, what is e-CRM, it's Applications, The e-CRM Marketing in India, Major Trends, Global Scenario for e-CRM, CRM utility in India.

Practical Assignment: Students will be asked to present a comparison of various prominent money gateway technology existing in the world and their process to implement on an e-commerce platform.

Module No. IV

Electronic Data Exchange: EDI- Definitions & Applications, Standardization and EDI, EDI- Legal Security and Privacy Issues, Advantages & Limitations of EDI. E-Security: Securing the Business on Internet- Security Policy, Procedures and Practices, Transaction Security, Cryptology, Digital Signatures, Security Protocols for Web Commerce.

Practical Assignment: Students will be asked to present the concept of blockchain, its future scope in various businesses and its relation with cryptocurrency.

Suggested Readings:

- Carol Guercio Traver, K. C. (n.d.). E-Commerce 2017: Business, Technology, and Society (13 ed.). Pearson.
- Gaurav Gupta, S. G. (2015). E-Commerce (2 ed.). Paperback.
- Henry Chan, R. L. (2007). E-Commerce: Fundamentals and Applications (2007 ed.). Wiley.
- Reynolds, J. (2000). The complete e-commerce book (2 ed.). CMP Books.

HUMAN RESOURCE MANAGEMENT

Subject Code	Subject Name	T	P
GME 101H	INDUSTRIAL RELATIONS AND LABOUR LEGISLATIONS	4	0

Course Objectives:

- Understand industrial relations systems and expose to the issues involved in maintaining good employee relations
- Can explain the role of trade union in the the dynamics of employment relationship.
- Develop the skills to handle grievance and dispute management process.
- Exposure to a wide range of labour legislations governing industrial relations.

Learning Outcome:

- Understanding of the role of actors in an Industrial Relations system.
- Understand the role of Labour Officers and thus gain the knowledge and skills to create more effective workplace practices.
- To equip the students with the necessary tools to deal with disputes.
- Deeper insights into the Indian Regulatory system governing industrial relations.

Module I - Industrial Relations

Concept, values, scope and objectives, Actors in IR System, Approaches to Industrial relations: Unitary, Pluralistic, Radical and System; Role of Bipartism and Tripartism, Prerequisites for Successful Industrial Relations, Emerging Trends in Industrial Relations; Trade Unionism :Concept, function and structure, union registration and recognition, Managerial Unionism, Problems of Trade unions, Present trade unionism in India, Role and Future of trade Unions

Case Study: Based on recent organisational practices.

Module II - Employee Discipline

Causes of indiscipline and Procedure of management, Hot Stove Rule, Grievances management, Model Grievance Settlement Procedure; Industrial Disputes: Concept, types, causes, and Procedure for Prevention and Settlement of Disputes; Collective Bargaining : Nature, Scope and Functions, Stages & Bargaining Process, Recent Trends in Collective Bargaining, Workers' participation in Management: Concept, scope and objectives, Forms and Levels of WPM, Workers' participation in Indian Industries.

Case Study: Based on recent organisational practices.

Module III - Introduction to Labour Legislation

Concept, Need, Objectives, Scope & Classification, Principles of Labour Legislation, Impact of ILO on LL, Constitution and LL, Labour Administrative Machinery in India: Protective Labour Legislations: Factories Act 1948, Mines Act 1952, Contract Labour (Regulation and Abolition) Act 1970.

Case Study: Based on recent organisational practices.

Module IV - Industrial Relations Legislations

Industrial Disputes Act 1947, Trade Union Act 1926, Industrial Employment (Standing Orders) Act 1946, Cases. Wage Legislations :The Minimum Wages Act 1948, The Equal Remuneration Act 1976; Social Security Legislations : Employees State Insurance Act 1948, Employees Provident Fund and Miscellaneous Provisions Act 1952, Maternity Benefit Act 1961, Payment of Gratuity Act 1972, Cases.

Case Study: Based on recent organisational practices.

Suggested Readings

1. Monappa, Arun Industrial Relations, Tata McGraw Hill, New Delhi, 2017.
2. Singh B D, Industrial Relations and Labour Laws, Excel Books, 2008.
3. Venkatratanam C S, Industrial relations, Oxford University Press, 2017.
4. Mamoria and Mamoria, Dynamics of Industrial relations, Himalaya, 2008.

Subject Code	Subject Name	T	P
GME 102H	ORGANISATIONAL EFFECTIVENESS & CHANGE	2	2

Course Objectives:

- To provide the basic foundation in managing and driving organizational change and development.
- To diagnose organizational issues, understand change requirements and apply appropriate change and developmental interventions.

Learning Outcomes:

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

- Exhibit the process of change and execute practical change techniques.
- Demonstrate the major external and internal forces for change in organizations and role of a change agent.
- Demonstrate different aspects of managing change and transforming an organization.
- Create different steps in implementing organizational development intervention.

Module-I: Organizational Change Analysis:

Concept, Forces Demanding Organizational Change, Types, Levels and Theories, Models of Designing and Implementing Change, Process of Organizational Change, Problem Diagnosis, Identifying Alternate Change Techniques.

Practical Exercises: Prepare a personal/ departmental change model; create a change model for implementing a branch closure program for a bank, Case study on change management at Indian Railways, Goldsmith Consulting.

Module-II: Resistance to Change:

Resistance to Change, Managing Resistances to Change, Change Agents, Managers as Change Agents - Internal and External Change Agents, The Role of Change Agent and Skills of a Change Agent, Organizational Change and Its Management in Services Sectors in India.

Practical Exercises: Design strategies to manage resistance to change for a personal/departmental change initiative through force field analysis, Case studies on managing change at General Electric, Nokia.

Module-III: Organization Transformation:

Managing Change and Transformation Planning, Creating The Support System, Managing The Transition; Organization Restructuring; Reorganizing Work Activities, Employee Involvement and Work Redesign Strategies; Process Oriented Strategies, Competitor and Customer Oriented Strategies.

Practical Exercises: Design suitable organization transformation strategies for personal/departmental change initiative, Case studies on organization transformation at Amazon, PepsiCo, Toyota, BMW.

Module-IV: Organizational Development:

An Overview of OD and Process of OD, Consultant Client Relationship, Diagnosing Organization, Diagnosing Groups and Jobs, Action Research Model, Collecting and Analyzing Diagnostic Information, Designing Intervention, OD Interventions.

Practical Exercises: Create suitable organization development process for personal/departmental change initiative, Case studies on organization development at Siemens Nixdorf, Peppercorn Dining.

Suggested Readings:

- Cummings, T. G. & Worley C. G. Organization Development and Change, 10th edition. Cengage Learning, 2015.
- French, W. L., Bell Jr, C. H., Vohra, V. Organization Development: Behavioral Science Interventions for Organizational Improvement, Sixth edition, Pearson Education, 2017.
- Raina, R. Change Management and Organizational Development. SAGE Publications Pvt. Ltd., 2018.
- Singh. K. Organisational Change and Development, Excel Books, 2010.

Subject Code	Subject Name	T	P
GME 103H	PERFORMANCE MANAGEMENT SYSTEM	2	2

Course Objectives:

- To emphasize the importance of an effective performance management system in helping organizations define and achieve short and long term goals.
- It explains and reinforces the concept that performance management is not a one-time supervisory event, but an ongoing process of planning, facilitating, assessing, and improving individual and organizational performance.

Learning Outcome:

After completion of this course, the students will be able:

- evaluate the effects of increased employee involvement on effective performance of employees.
- critically appraise the employees' PMS.
- determine the KRAs and evaluate career paths and resources available to support individual performance.
- learn how to design appraisal forms and implementing performance appraisal process.
- identify ethical and legal practices and apply them in organizations.

Module I - Foundations of Performance Management

Conceptual framework of Performance Management, Significance, Objectives, Pre-Requisites, and Characteristics of Effective Performance Management; Performance Management versus Performance Appraisal; Performance Management and Strategic Planning, Performance Management Process.

Practical - Design the effective Performance Appraisal Parameters for the employees.

Module II - Planning and Implementation of Performance Management

Overview of Performance Planning, Defining Performance and Selecting a Measurement Approach, Developing Job Descriptions, Defining Performance Standards, Key Result Areas, Competencies and Skills, Characteristics of Effective Performance Metrics.

Practical - Preparation of Job Description of Human Resource Manager and Compensation Manager.

Module III - Performance Appraisal and Monitoring

Characteristics of Effective Appraisal System, Methods of Performance Appraisal; Designing Appraisal Forms; Implementing Performance Appraisal Process, Performance Review Discussions; Improving Quality of Performance Ratings; 360 Degree Appraisal; e-Appraisal; Performance Monitoring; Performance Management, Performance Management Audit.

Practical - Role Play on Performance Feedback and Review Discussion.

Module IV - Performance Management and Development Issues

Coaching, Counseling and Mentoring; Potential Appraisal, Competency Mapping; Performance Related Pay; Implementing Performance Management System: Strategies and Challenges; Role of HR Professionals in Performance Management; Ethical and Legal Issues, Appraisal and Management Practices in Indian Organizations.

Practical - Case study on Ethical and Legal issues in Performance Appraisal Process.

Suggested Readings:

1. Michael, Armstrong, Armstrong Handbook of Performance Management, Kogan Page, 2009
2. Bagchi, S.N. Performance Management, Cengage Learning, New Delhi, 2013.
3. Smither, J.W. Performance Management: Putting Research into Practice, Wiley, 2009.
4. Rao, T.V. Performance Management and Appraisal Systems: HR Tools for Global, 2016.
5. Kandula, S.R. Performance Management. PHI of India, New Delhi, 2006.

Subject Code	Subject Name	T	P
GME 104H	COMPENSATION & BENEFITS MANAGEMENT	2	2

Course Objectives:

- To understand principles and basic concepts of compensation that are necessary to attract, motivate, retain, and reward employee performance.
- To learn some of the implications for strategic compensation and possible employer approaches to manage employee rewards.

Learning Outcomes:

- Evaluate basic compensation concepts and the context of compensation practice.
- Illustrate different ways to strengthen external competitiveness.
- Analyze various employee benefits and aspects of international compensation.
- Examine the legal implications of employee compensation.

Module – I - Concept of Wage and Salary Administration

Compensation: Concept, System, Dimensions. Theories of Wages, Wage and Salary Administration: Wage Fixation Methods, Five Year Plans and Wage Policy, Legal Framework. **Job Evaluation:** Job Based Structure: Qualitative: Ranking Method, Grading Method; Quantitative: Point and Factor Comparison Method, Position Analysis Questionnaire, Person Based Structure: Skill Analysis, Competency Analysis.

Practical Exercises: Analysis of laws and legislations on compensation, Conduct job evaluation program using different methods, Case study on compensation policy of Google India/US, Wells Fargo.

Module – II - External Wage Parity

External competitiveness: Competitive Pay Policy Alternatives, Designing Pay Levels, Mix and Pay Structures: Survey Design, Broad Banding, Market Pricing. **Contingent Pay:** Individual Contingent Pay, Performance-Related Pay, Competence-related pay, Contribution-Related Pay, Skill-Based Pay, Service-related Pay, Employee and Executive Share Schemes, Team Rewards, Gain Sharing and Profit Sharing.

Practical Exercises: Carry out salary survey of various organizations, Design pay structure of various positions in organizations, Case study on performance-based pay at Crompton Greaves, Profit Sharing Plan at 3M.

Module – III - Employee Benefits and Services

Benefits: Types, Flexible Compensation Plan, Special Aspects of Compensation Management: Boardroom Pay, **International Remuneration:** Managing Variations: Social & Cultural Contract, National System: Comparative Mindset, (Japanese, German National System, Strategic Comparison: Japan, Germany and U.S.); Expatriate Pay, Elements, Balance Sheet Approach, Going Rate Approach, Mergers and Acquisition; Recession, Reward Policies for New, Start-up, High-Growth Organizations.

Practical Exercises: Evaluate the boardroom pay of various organizations, Design expatriate pay using different approaches, Case study on reward system at NTPC, executive pay at PTZ Plc.

Module – IV - Tax Planning

Indian Context: Tax Implications of Employee Compensation Package to Employer, Important Sections of Income Tax Rules, Tax Efficient Compensation Package.

Practical Exercises: Create a tax efficient compensation package, Case study on Qualcomm.

Suggested Readings

- Armstrong. M. (2019). Armstrong's Handbook of Reward Management Practice: Improving Performance Through Reward. 6th Edition. Kogan Page.
- Milkovich, G., Newman, J. & Venkata Ratnam, C. S. (2017). Compensation, 9th Edition, McGraw-Hill.
- Martocchio, J. J. (2018). Strategic Compensation: A Human Resource Management Approach, Ninth Edition. Pearson Education.
- Singh, B. D. (2017). Compensation and Reward Management, 3rd Edition. Excel Books.

Subject Code	Subject Name	T	P
GME 105H	INTERNATIONAL HRM	2	2

Course Objectives:

1. The objective of the course is to develop a diagnostic and conceptual understanding of International HRM.
2. To understand management of global organization and managing cross-cultural diversity in the workplace.
3. To familiarize the students with the HRM practices in different MNCs and help them in managing the career in cross-cultural organizations.

Learning Outcome:

1. The student shall be able to identify and discuss global issues in international human resource management.
2. They can exhibit and discuss domestic issues in international human resource management forums.
3. They can also design the international recruitment and compensation packages for the MNCs.
4. Students can develop international rewards and recognition strategies for the employees in International organisations.

Module – I - Global Business Environment and Human Component

Introduction to International HRM, difference between Domestic HRM and Global HRM. HR and the Internationalization of business. Global Business Environment, Cultural variables, Cross cultural differences, managerial implication, cross cultural research, Hofstede study, Domestic HR practices vs International HR practices.

Practical: Activity on Global Compensation Practices and Domestic Practices.

Module – II - Cross Cultural Management

International Recruitment, International Training and Development, Cross Cultural Training techniques for expatriate managers. Leadership and Decision making, Cross Cultural Communication and negotiation.

Practical: Designing Recruitment for International Organization and discuss on the compensation practices in national and International Organizations.

Module – III - International Human Resource Management

Approaches to International HRM, Developing International staff; EPRG Model, Expatriation and Repatriation Process, International Recruitment and Selection, International human resource management, Performance Management and Training and Development, International HRM roles in multinational organizations, Expatriate problem, International Compensation, Repatriation.

Practical: Designing the PMS and T& D for international Organisation

Module – IV - Key issues in International Labour Relations

Labour Unions and International Labour Relations, Creating an International Reward and Recognition Strategy. International Trends and Strategy for India. HRM practices in countries especially in Japan, Germany, Netherlands, Scandinavian Countries, USA.

Practical: Divide the students into different groups and the students will prepare with the below mentioned topic, Discussion on International Rewards and Recognition.

Suggested Readings

1. Kapoor. Shikha, Human Resource Management, Taxmann's Publications.
1. Tayeb, International HRM- Oxford.
2. K Aswathappa, Sadhna Dash, International Human Resource Management, Tata McGraw.
3. Doweing, P.J. – International Dimensions of Human Resource Mgt. End Edition Words Worth.
4. G. Hofstede – Cultures Consequence; International Differences in Work related Values – Sage.
5. Deresky - International Management, PHI/Addison Wesley.
6. Meraic, D and Puffer, S. Management International cross Exercises and Reading St .Paul. West Publish.
7. Dowling, Welch & Schuler, International H.R.M . Excel Books.

Subject Code	Subject Name	T	P
GME 106H	UNDERSTANDING SELF: INDIAN PERSPECTIVE	2	2

Course Objectives:

- To provide holistic perspective towards self from the principles embodied in philosophies, wisdom traditions, epic literature and folklore of India.
- To enable unleashing of latent personal power to manage people in current scenario.

Course Outcomes:

After completing the course the student will be able to:

- analyse the self from the view point of Indian philosophers.
- exhibit personality and recognise personality types based on Indian traditional thought.
- demonstrate cognition, emotion and action from the perspective of Indian Scriptures.
- create self with relation to the environment and manage real life situations.

Module I: Self :

Self, Consciousness, and the Trilogy of Mind; Theories of the “SELF” in Indian Thought: Denial of the Self in Buddhism, Assertion of Atman in Nyaya-Vaisesika, Self in Vedānta, Visistadvaita of Ramanuja, Self in Sankhya-Yoga, Self in Jaina

Practical: Create a profile of self. Cases on the human identity and evolving soul.

Module II: Person and Personality:

Svabhava, Prakrti, and Personality, Types of Personality in the Bhagavad Gita, Constitution of Prakrti and Personality in Ayurveda, Buddhist Perspective on Personality Types, Personality Typologies in Indian Tradition, Psychometric Studies of Guṇa and Doṣa Typologies.

Practical: Design a sketch of individual personality. Case study on personality and personal growth.

Module III: Cognition, Emotion and Action:

Śaṅkara’s Views of Cognition and Knowledge, Advaita View of Cognition; Bharata on Emotions, Concept of Rasa, Emotions and Culture; Relationship Between Humans and Nature; Concept of Karma, Karma Yoga; Anchoring Cognition, Emotion and Behaviour.

Practical: Create a schematic diagram of individual cognitive, emotions and actions using Indian philosophies. Cases on karma, human mind and behaviour.

Module IV: Environment:

Motivation in Indian Thought; Social Groups: Processes, Interactions and Relations within and between Groups; Stress Management, Happiness and Well-Being; Meditation, Effects of Meditation Therapeutic Applications

Practical: Design strategies to deal with challenges posed by outer environment on self-using Indian philosophies. Cases on Coping with Stress, Reforming through Silence.

Suggested Readings:

- Rao, K. R. & (2017). Psychology in the Indian Tradition. Springer India.
- Rao, K. R. & Dalal, A. K. (2011). Handbook of Indian Psychology. Foundation Books.
- Misra, G. (2011). Handbook of Psychology in India. Oxford University Press.
- Paranjpe, A. C. (2002). Self and Identity in Modern Psychology and Indian Thought. Springer.

Subject Code	Subject Name	T	P
GME 107H	CROSS CULTURAL MANAGEMENT	2	2

Course Objectives:

- Develop a cognitive framework to appreciate the impact of cultural background on individuals, organizations and management.
- Understand various dimensions which discriminate national cultures, and cross cultural interactions.

Learning Outcomes:

After learning the course, the student will be able to:

- Evaluate different types of culture and its impact on business.
- Evaluate behavioral and cognitive skills to operate in the cultures of key countries.
- Illustrate cultural elements necessary for managing organizational functions.
- Demonstrate various interpersonal communication and negotiation skills prevalent across various cultures.

Module-I: Introduction

Determinants of Culture, Facets of Culture, Levels of Culture, National Cultural Dimensions in The Business Context, The Influence of National Culture on Business Culture, Business Cultures: East and West, Emerging Business Culture in India, Challenging Role of Global Manager/Leader.

Practical Exercises: Compare and Contrast the cultures of organizations; Case Study on national culture, east and west business culture.

Module-II: Cultural Dimensions and Dilemmas

Value Orientations and Dimensions, Cultural Shock, Reconciling Cultural Dilemmas, Culture and Styles of Management: Management Tasks and Cultural Values, Decision Making Within Diverse Cultures

Practical Exercises: Role-play on reconciling a cultural dilemma; Create a cultural profile; Case Study on Alizee Airlines, Galderma.

Module-III: Culture and Organizations

Culture and Corporate Structures, Culture and Leadership, Culture and Strategy, Cultural Change in Organizations, Culture and Marketing, Cultural Diversity. Building Cultural Intelligence and Cultural Competence, Ethical Dilemmas and Social Responsibility Facing Firms in Different Cultures.

Practical Exercises: Activity on business leaders of different countries, cultural differences in mergers and acquisitions, joint ventures; Creating cultural profiles for brands; Case Study on corporate culture of Royal Bank of Canada, IKEA.

Module-IV: Culture and Communication

Business Communication Across Cultures, Barriers to Intercultural Communication, Negotiating Internationally. Working with International Teams, Groups Processes During International Encounters, Conflicts and Cultural Differences, Understanding and Dealing with Conflicts, Developing Intercultural Relationships.

Practical Exercises: Simulation on international negotiation, Case study on Dutch brewer Vechtel's expansion in France.

Suggested Readings:

- Browaey, M. J. & Roger, P. (2015). Understanding Cross-Cultural Management, Third Edition, Pearson Education.
- Beer, L. A. (2012). Essential Concepts of Cross-Cultural Management: Building on What We All Share. Business Expert Press.
- Tjosvold, D. & Leung, K. (2016). Cross-Cultural Management: Foundations and Future. Routledge.
- Madhavan, S. (2016). Cross Cultural Management: Concepts and Cases, Second Edition. Oxford University Press.

OPERATIONS MANAGEMENT

Subject Code	Subject Name	T	P
GME 101O	SUPPLY CHAIN AND LOGISTICS MANAGEMENT	2	2

Course Objectives:

- The objective of this course is to train the students in the nuts and bolts of supply chain and logistics.
- To emphasise the central role of supply chain management in the cost structure of all the business.

Learning Outcome:

The students after completion of this course should be able to-

- Visualise the supply chain in its segments such as sourcing, handling, storing and delivering.
- Identify and isolate the cost components and how SCM can help in achieving cost savings in distribution.
- Design an efficient supply chain for various industries depending upon the requirements.
- Devise a supply chain which is agile and adapting to the changing business climate and needs.

Module I

Role of SCM in economy and organization: What is SCM, Key concepts, importance of SCM in India, Customer service and cost tradeoffs, SCM performance measures, SCM performance, Make or buy decision. Economies of scale, agency cost, transaction costs, incomplete contracts, tapered integration, impact of internet on sourcing strategy.

Project- Study the sourcing strategy for Kaivalya kitchen.

Module II

Inventory Management: Types of Inventory, inventory related costs, managing cycle stock, safety stock, seasonal stock. Centralized vs. decentralized supply chain redesign, mode of transport. Inventory management for short life cycle products, multiple item multiple location inventory management.

Project- Study the inventory policy at Kaivalya.

Module III

Transportation: Drivers of transportation decisions, cost structures, impact of product and demand characteristics of system cost, models of transportation- choice and performance, distribution networks design options, cross docking, transportation by retail firms, transportation costs in e-retailing.

Module IV

Network Design and Operations: Facility location, network operations planning, cost minimization, profit maximization, seasonal products, tactical planning problem, multiple capacity- deciding on best option, multiple strategies for short life cycle products, location of service systems. Demand Forecasting, Role of forecasting, qualitative and quantitative methods, time series forecasting methods, behavioural issues in forecasting, pricing and revenue management, agile supply chains.

Practical- Demand forecasting from the data of persons dining at Kaivalya over past six months.

Suggested Readings

1. Simchi-Levi, David, Kaminsky, Philip and Simchi Levi, Edith (2008). Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies. McGraw Hill. 3/e
2. Hugos, Michael H (2011). Essentials of Supply Chain Management. Wiley. 3/e.
3. Shah, Janat (2004). Supply Chain Management- Text and Cases. Pearson.
4. Altekhar, R. V. (2013). Supply Chain Management: Concepts and Cases. Prentice Hall India.

Subject Code	Subject Name	T	P
GME 102O	SERVICE OPERATIONS MANAGEMENT	2	2

Course Objectives:

- The objective of services operations management is to cover the important aspects of services management as separate from the operations management.
- To understand the service delivery process, design of service facilities and forecasting the service demand.

Learning Outcome:

After completing the course the students should be able to

- visualise services as a separate and specialized business with separate delivery design and use of quantitative methods to measure the service delivery competitiveness.
- evaluate the services from the operations point of view, system design for efficient and effective delivery.
- recognise the importance of concepts like service failure and recovery. The new service economy and the facility design to maximize the efficiency and minimize the costs by efficient utilization of people, processes and products.
- perform demand analysis, forecast and ensure quality in service delivery across different industries.
- manage the yield and apply scheduling and queuing methods in service delivery and demand cycle management.

Module I

Understanding the nature of services: Introduction and imperatives of services, nature and characteristics of services, classification of services and analyzing service operations. Global trends in services sector, changing paradigms in competitiveness of services, services- manufacturing continuum. Recent trends in manufacturing, increased role of services in manufacturing.

Module II

Service strategy: Service competitiveness and technology in services; Introduction to service strategy, competitive service strategies, strategic service vision, service system design and delivery process, technology and automation in services, service encounter. Human resource planning and employee selection, managing people in services organization, work measurement in services, declining service quality, quality service by design, service process control, total quality management tools, quality philosophy and performance excellence, service recovery and service guarantee.

Practical- SERVQUAL analysis of Kaivalya kitchen.

Module III

Service Facility Design and Facility Location: Service facility design, process analysis of facility layouts, facility location decision factors, quantitative models for facility location- based on different objective functions of optimization criteria, quantitative models for multiple service facilities. Demand, Capacity and supply chain management in Services; Forecasting demand in services, smoothing customer demand in services, service quality management.

Practical- Demand forecasting at Kaivalya kitchen

Module IV

Quantitative Models in managing Service Operations: Yield management, resource and workforce scheduling in services, introduction to queuing system, queuing models, service inventory management, service supply chains, processes in service supply chain. Data envelopment analysis, application of simulation in service operations management, vehicle routing and scheduling.

Practical- Queueing model at Kaivalya kitchen.

Suggested Readings

1. Fitzsimmons, James and Fitzsimmons (2010). Service Management Operations, Strategy and Information Technology. 7e, McGraw Hill.
2. Johnston, Robert, Graham Clark and Michael Shulver (2012). Service Operations Management: Improving Service Delivery, 4e, Pearson.
3. Haksevar, C & Render B. Service Management (2013). An Integrated Approach to Supply Chain Management and Operations.
4. Bassett, Glenn (1992). Operations Management for Service Industries: Competing in the Service Era. Praeger.

Subject Code	Subject Name	T	P
GME 1030	MATERIAL MANAGEMENT	2	2

Course Objectives:

- To illustrate the role, scope and opportunities of material management in an organisation.
- To acquaint students with the strategic aspects, structure, and organization of purchasing.
- To teach students the major aspects of inventory control and warehousing to insure a steady supply of materials to meet the needs of the organization.
- To train the students for modern techniques like JIT and MRP in order to improve the effective coordination among productions and operations.

Learning Outcome:

Upon the completion of this course, students will be able to have the skills of:

- Setting strategic objectives and organize the materials purchasing activities in the firm.
- Insure that the purchasing decisions meet the basic requirements to right quality, right quantity, right time, right price, and right source.
- Make decisions to the basic materials management elements such as the decision to make or buy, purchase commodities versus capital goods, and purchase for resale.
- Design the appropriate inventory control models to use, warehousing location, warehouse layout, and organizational policies and procedures.

Module I

Review of Fundamentals: Inventory management, working capital cycle, importance of inventory management, optimum levels of inventory, inventory carrying costs, effect on financials, cost of stock outs, Role of inventory management and planning. Effective Inventory Management. Introduction to effective inventory Management, supply chain strategy and inventory management, demand forecasting, lead time management, understanding SAP fundamentals and terminology.

Activity: Inventory analysis of business

Case Study: Supply chain inventory management and the value of shared information (2000)

Module II

Inventory Planning: MM with respect to MPS, PPC, Sales & Operations Planning; Planning from BOM to MRP, and JIT. Capacity and Equipment Planning; Equipment Replacement Plan; Purchasing – policies, principles, and practices. Introduction to inventory planning, service level policies, inventory categorization techniques- ABC analysis, fast and slow moving, excess, obsolete and defective stocks, traceability and variety reduction, inventory coding systems, inventory management plan.

Activity: Sales planning for seasonal product.

Case Study: Sales and operations planning: A research synthesis (2012).

Module III

Inventory Operations: Introduction to Inventory Operations, Monitoring movements, inventory accuracy, measuring and valuation of inventory, receipt and valuation of inventory, systems to replenish inventory, how much to order- EOQ, Reorder Point (ROP), JIT

Activity: Technical analysis of EOQ, ROP for seasonal product.

Case Study: A deterministic EOQ model with delays in payments and price-discount offers (2008).

Module IV

Warehouse Planning and Systems: Introduction to warehouse planning and systems, warehouse location and acquisition options, warehouse design, warehouse layout, material handling and equipment, warehouse operations, record keeping and communications, perpetual systems and continuous review systems, international quality standards, physical inventory and cycle counting.

Activity: Impact analysis for warehouse location.

Case Study: Comparative analysis of multi-criteria decision making methodologies and implementation of a warehouse location selection problem (2012).

Suggested Readings

1. Muller, M. (2011). Essentials of Inventory Management. 2e, AMACOM (American Management Association).
2. Mercado Ed C. (2007). Hands-On Inventory Management. Auerbach Publications.
3. Narayan, P. & Jaya Subramanyan. Inventory Management: Principles and Practices. Excel Books (2014).
4. Bragg, S.M. Inventory Management. 2e. Accounting Tools Inc. (2015).

Subject Code	Subject Name	T	P
GME 1040	OPERATIONS RESEARCH APPLICATIONS	2	2

Course Objectives:

- To acquaint students with the applications of the management science principles.
- To familiarize the OR techniques in various business applications

Learning Outcome:

After completing this course the students will be able to:

- Identify a business problem as an operations research problem.
- Exhibit and solve the algorithm for the optimum solutions.
- Demonstrate the OR tools and techniques in various business settings.
- Analyze and optimise the scheduling problem in production, network and airlines management.

Module I: Projects Management Applications: Introduction. Critical path method. PERT analysis. Statistical analysis of project duration. Precedence diagramming method. Software tools for project management.

Practical: MS Project drawing the network diagrams and Gantt Charts

Module II: Quality Control Applications: Introduction. Quality control and product life cycle. New trends and relationship to six sigma. Statistical process control. Process capability studies. Advanced control charts. Limitations to acceptance sampling.

Practical: Drawing x chart, p chart and sigma charts.

Module III: Production Systems and Airlines Optimisation: Production planning problem. Demand forecasting. Models for production layout design. Scheduling of production and service design. Airline schedule planning. Revenue management. Aircraft load planning.

Practical: Revenue management exercise.

Module IV: Supply Chain Management and eCommerce: Managing inventories in supply chain. Managing transportation in the supply chain. Managing locations in the supply chain. Evolution of eCommerce, OR/MS and eCommerce. OR applications in eCommerce. Tools applications matrix.

Practical: Computer simulation of location analysis. Elementary predictive analysis in ecommerce.

Suggested Readings:

1. Ravindran, Ravi (ed.) Operations Research Applications. CRC Press, 2017.
2. Nag, Bodhibrata. Business Applications of Operations Research. Business Experts Press, 2014.
3. Ravindran, Ravi (ed.) Operations Research and Management Science Handbook. CRC Press, 2008.
4. Sen, Rathindra Operations research: Algorithms and Applications. Prentice Hall India, 2009.

Subject Code	Subject Name	T	P
GME 105O	MANAGEMENT OF MANUFACTURING SYSTEMS	2	2

Course Objective:

- To introduce students to the modern trends in manufacturing management
- To enable students to understand the manufacturing and the advances in manufacturing systems.

Learning Objectives:

After completing this course the students shall be-

1. Apply the mathematical methods of production planning in manufacturing.
2. Devise the competitive strategy of the manufacturing enterprises.
3. Optimise the logistics process and material handling techniques.
4. Design the industrial and manufacturing systems.

Unit I: Modern Trends in Manufacturing Management

Deriving an economic model for the production of new materials, innovative model of economic development in a region, cluster policy and its influence on economic competitiveness. Mathematical methods in planning production capacity in any industry. Linking management levels of the production process. Qualitative problems in enterprises. Risk assessment using the AHP method in the auto industry. Selected directions in analysis of innovative strategy in enterprises. Case study of production diversification strategy in an industrial company.

Unit II: Machines and Equipments of Manufacturing Systems

Measurement of the distance between axes of holes with the round test RA120, Non destructive testing of inhomogeneity of wood plastic composite. Product quality improvement using simulation tools. The principles of fixtures design and their application at virtual modelling in CAD/CAM system. The shift towards smart, green and integrated raw materials efficiency. Upgrade of the function quality of the machine tools by the oscillations compensation. The simulation as a tool for technical devices design and optimization.

Practical- 2D/3D wire mesh structural design in CAD programme.

Unit III: Logistics and RFID in manufacturing systems

EPCIS implementation and customization for automotive industry, applying RFID for synchronization of factory floor documentation in Robotic Manufacturing Cells. Application of RFID technology in public transport company. Application of RFID and ICT in reverse logistics. Logistics of building simulation model for performance management. Opportunity of using RFID for intermodal transport insecurity of goods. Comparison of reading speed of bar codes and RFID, Transport effectiveness in distribution of steel products.

Practical: Study and design of RFID system at the Kaivalya.

Unit IV: Designing of Industrial and Manufacturing Systems

Production oriented cell formation methods and performance indicators: taxonomic review and trends. Design policies in virtual cellular manufacturing systems by multi domain simulation. Approach to creating structures of production systems, Practical requirements on production systems, enterprise planning and control systems for the magnetic extraction and processing. Occupational hazards prevention in manufacturing systems. Optimizing assembly production structures based on complexity criterion. Product configuration in terms of mass customized assembly systems.

Suggested Readings:

1. Modrak, V. Semanco, P. & Balog, M. (2015). Research in Engineering and Management of Advanced Manufacturing Systems. Trans Tech Publications.
2. Radford, J.D., & Richardson, D.B. (1977). Management of Manufacturing Systems. Macmillan Press Ltd.
3. Grover, M. P. (2016). Automation, Production Systems and Computer-Integrated Manufacturing. Pearson Education, New Delhi.
4. Viswanandham, N. (1994). Performance Modeling of Automated Manufacturing Systems. Prentice-Hall.

Subject Code	Subject Name	T	P
GME 106O	SOURCING MANAGEMENT	2	2

Course Objective:

- To introduce students to the sourcing and procurement function of the supply chain.
- To introduce students to the global and e-sourcing of materials and services.

Learning Objectives:

After completing this course the students shall be-

1. Apply the principles of sourcing in different types of organisations.
2. Evaluate the outsourcing options and its advantages and disadvantages.
3. Apply the sourcing techniques in projects, commodities and services.
4. Devise the e-procurement plan and global purchasing.

Unit I: Sourcing scope and development

The scope of sourcing, changing role of purchasing and supply, proactive purchasing, procurement positioning and targeting, supplier preferencing. Acquisition cost and cost of ownership. Purchasing and supply in different types or organisation, purchasing devolution. Public sector procurement, background of public sector procurement, procurement cycle for goods and services, procurement directives and their relations to contracts.

Practical- Study of a tender document in PSU.

Unit II: Key Issues in Sourcing

Outsourcing, outsourcing methodologies, outsourcing pitfalls, quality, statistical process control, supplier involvement, concurrent engineering, standardization, seven wastes, value analysis, six sigma. Provisioning systems, order quantities and stock control, order quantities for production, MRP, MRP2, DRP, ERP, JIT, Vendor managed inventory. Lead time management, expediting, liquidated damages. Sourcing decision, types of sourcing, sourcing process, supplier evaluation. Carter's 10Cs model. Factors affecting pricing, auctions, discounts, pricing major contracts.

Unit III : Applications of Sourcing

Introduction to projects, planning and control, subcontracting in projects. Procurement of commodities. Why do prices fluctuate, rice stabilization, hedging with futures contracts, buying techniques, indifference prices. Global sourcing. Increase in offshoring. Problems with international sourcing. Capital Procurement. What are capital items, leasing and hiring of capital equipment, lifetime costs, investment appraisal. Retail procurement. Supply chains in retailing, electronic PoS, merchandise planning, stock and sales analysis, supplier selection. Services procurement. Special factors in services, quality, procuring PR, procuring legal services.

Practical- Hedging with futures contracts at National Commodity Derivatives Exchange.

Unit IV: E-Procurement and Contract Management

e-procurement, benefits of eProcurement, complex procurement, reverse auctions, measuring the benefits of eProcurement. Barriers, E-auctions. Contract law, contract management. Balanced performance measurement system, performance metrics. Measuring procurement performance. Benchmarking in procurement and supply. Disposing of redundant stock, scrap or waste.

Practical- Study the e-procurement documentation for ONGC.

Suggested Texts:

1. Baily, Peter. (2015). Procurement Principles and Management. Pearson. 11/e
2. Bower, Dennis (2003). Management of Procurement. Thomas Telford.
3. Lysons, K & Farrington, Brian. (2016). Procurement and Supply Chain Management. Pearson.
4. Seshadri, S.(2014). Sourcing Strategy: Principles, Policy and Designs.

Subject Code	Subject Name	T	P
GME 107O	SUPPLY CHAIN ANALYTICS	2	2

COURSE OBJECTIVES

- To provide fundamental knowledge on Supply Chain Management and its metrics
- To expose the students to various Integrated Supply Chain and Resource Planning Models

LEARNING OBJECTIVES

After completing this course the students shall be able to

- Evaluate the supply chain efficiency by financial metrics.
- Design the location planning and product planning processes.
- Devise the TQM and TPM plans for operational excellence
- Optimise all processes through supply chain.

UNIT I

Introduction to Supply Chain Management– Overview on Supply Chain–Requirements of Manufacturing, Supply Chain Management, Purchasing in Supply Chain, E–Commerce, Types of Supply Chain, Supply Chain Metrics, Relationship between Supply Chain Metrics and Financial Metrics.

UNIT II

Integrated Supply Chain Models–Location and Distribution Decisions in Supply Chain–Modeling with Binary Variables –Capital Budgeting, Fixed Charge, Set covering, Continuous Location Models–Single Facility, Gravity and Minimax methods, Production Planning Decisions– Graphical Approach, Linear Programming, Transportation Problem, Dynamic Programming, Production Control Decisions–Sequencing and Scheduling, JIT and Theory of Constraints. Numerical Examples

UNIT III

Resource Planning Models Cycle Inventory Models–Continuous Demand Instantaneous Replenishment Model, Backordering, Inventory Model with Discount, Multiple Item Inventory Models, Production Consumption Model, Lot Sizing Time Varying Demands, Numerical Examples. Quality Planning and Control Overview on application of SQC, SPC, TQM and TPM for quality planning and control, application of experimental design and analysis. Numerical Examples.

Practical: Lot sizing and lean manufacturing. Bull whip and beer game simulations.

UNIT IV

Analyses for Optimizing all the Process across Supply Chain and designing automated Dashboards Application of OR Tools for resource optimization, Application of OR Tools for Distribution System Optimization, For the above KPIs for understanding the deviations from the Optimum along with root causes, and Designing Dashboards. Numerical Examples and Case Studies

References

1. A Ravi Ravindran, Donald P. Warshing (2013). Supply Chain Engineering, Models and Application, CRC Press, Taylor and Francis Group, New York.
2. G.Srinivasan, (2010). Quantitate Models in Operations and Supply Chain Management, PHI Learning Pvt Limited, New Delhi.
3. MuthuMathirajan (2013). Analytics in Operations/Supply Chain Management, I.K International Publishing House Private Ltd, New Delhi
4. Donald Bowersox (2010). Logistical Management, The Integrated Supply Chain Process, Tata McGraw Hill Education Private Limited, New Delhi.

BUSINESS ANALYTICS

Subject Code	Subject Name	T	P
GME 101B	DATA ANALYTICS USING SAS	2	2

Course Objective

- The objective of this paper is designed on how to manage and analyze data using the SAS software system and consists of readings, class lectures, and analyses with Business related data.
- This paper will provide hands-on training on statistical concepts and methods.

Learning Outcomes

After completing the course, the students are expected to:

- identify the essential idea of Statistical Analysis.
- identify the concept of using SAS package.
- exhibit appropriate analytical methods to find solutions
- demonstrate Hypothesis testing with various techniques.

UNIT - I: Overview of SAS: Basic programming concepts and definitions, Program documentation, Simple examples of data input and summary Inputting data: Understanding how the DATA step works Creating permanent SAS datasets: Quiz - Basic programming concepts and Inputting data, Writing reports.

Practical: Demonstrate about SAS along with data inputs.

UNIT - II: Combining data: Using SET, MERGE, and UPDATE: Using FIRST and LAST. BY variables and IN= to select records in the final dataset The IF-THEN-DO statement: The DO loop, DO-WHILE and DO-UNTIL, Explicit and implicit arrays, restructuring a data set using arrays SAS functions and random number generators: Using SAS to randomly allocate treatments and simulate data, Univariate summarization of data, Computing means and frequencies, creating tables, PROC MEANS, UNIVARIATE, CHART, PLOT, FREQ.

Practical: Demonstrate data import and export using SAS, Merge and update the dataset with examples. Run program using DO-WHILE, IF-THEN, DO-UNTIL, Plotting chart, and report.

UNIT - III: Non-Parametric Tests: Testing hypotheses about means using t-tests and about median using non-parametric tests Correlation and Simple Linear Regression: Correlations and simple linear regression, Assumptions of the model, Residual plots, interpreting regression coefficients and regression fitting diagnostics Spring Break Cesar Chavez Day Logistic Regression: Logistic regression, Interpreting regression coefficients.

Practical: Create hypothesis testing, various regressions analysis, and interpretation.

UNIT - IV: Multivariate Linear Regression: More on linear regression, Transformations and coding dummy variables, Modeling interactions. Multivariate Linear Regression II: More on linear regression, Comparison of Models, Stepwise and best subsets regression ANOVA and ANCOVA: ANOVA, Randomized blocks, Factorial designs, Split-plot design, Analysis of Covariance, ANOVA and multiple regressions.

Practical: Create ANOVA testing with multiple regressions and interpretation.

Suggested Readings:

1. Ronald P. Cody & Jeffrey K. Smith (2009)., *Applied statistics and the SAS program language*, Pearson Education.
2. Lora D. Delwiche and Susan J. Slaughter (2017). *The Little SAS Book*, SAS Institute.

Subject Code	Subject Name	T	P
GME 102B	BIG DATA AND CLOUD COMPUTING	2	2

Course Objective

- This paper is designed on how to manage and analyze Big Data and Cloud computing.
- The challenges confronting the enterprises embracing Big Data, the students can learn the Framework of Open source software Hadoop and Hadoop Ecosystems, they also enhance the knowledge of using Cloud Computing in Management.

Learning Outcomes

After completing this paper, the students are expected to:

- identify the fundamental idea of Big Data and Cloud Computing
- exhibit about Big Data Analytics and distinguish the issues
- identify the idea about Hadoop and RDBMS.
- demonstrate the architecture of Big Data.

UNIT - I: Introduction to Big Data: Evolution of Big Data, Definition of Big Data, Challenges with Big Data, what is Big Data? Other Characteristics of Data, Traditional Business Intelligence versus Big Data, Hadoop Environment, what is new in Today? What is changing in the Realms of Big Data?

Practical: Group Discussion on the difference between a traditional database and Big Data, What is changing in the realms of Big Data?

UNIT - II: Big Data Analytics: What Big Data Analytics Isn't? Classification of Analytics, Challenges Facing Big Data, why is Big Data Analytics Important? What kind of Technologies are we looking? Data Science, Terminologies used in Big Data Environments, Basically available Soft State Eventual Consistency, Few Top Analytics Tools. NoSQL and Hadoop.

Practical: Students will identify the software and install it on their laptop for a Single Node Server, as well as they will install the Multi-Node Server using Computer Lab.

UNIT - III: Hadoop framework: Introduction to Hadoop, Why Hadoop, Why not RDBMS? RDBMS versus Hadoop, Distributed Computing Challenges, History of Hadoop, Hadoop overview, Use case of Hadoop, Hadoop Distributors, Hadoop Distributed File System, Processing Data with Hadoop, Managing Resource and Applications with Hadoop, Interacting with Hadoop Ecosystem. Hive: What is Hive? Hive Architecture, Hive Data Types, Hive File Format, Hive Query Language.

Practical: Students will download different kinds of data (offline/online), import said data into a server and keeping in different databases (like Pig, Hive). Demonstrate the difference between Hadoop and RDBMS.

UNIT - IV: Map reduce and pig Mapper: Reducer, Combiner, Partitioner, Searching, Sorting, Compression, Remind Me, Point Me, Connect Me, Test Me. What is Pig? The Anatomy of Pig, Pig on Hadoop, Pig Philosophy, Use Case for Pig, Data Types in Pig, Running Pig, Execution Modes of Pig, HDFS Commands, Relational Operators, Word Count Example using Pig, when to use and not to use Pig? Cloud services and applications, Cloud Infrastructure and Security.

Practical: The above data will analyze using different techniques through cloud computing. Will generate a report after analyzing the said data.

Suggested Readings:

1. Seema Acharya, Subhashini Chellappan (2013), *Big Data and Analytics*, Wiley India Pvt. Ltd.
2. Boris Lublinsky, Kevin T. Smith, Alexey Yakubovich(2011). *Professional Hadoop Solutions*, Wiley
3. Bible, Barrie Sosinsky (2012). *Cloud Computing*, Wily India Pvt. Ltd.
4. Tom White (2014), *HADOOP: The definitive Guide*, O Reilly.

Subject Code	Subject Name	T	P
GME 103B	MULTIVARIATE DATA ANALYSIS	2	2

Course Objective

- To understand the different multivariate problems and to learn the tools and techniques for solving these problems.
- To learn the data analysis for solving multivariate problems using SPSS software.

Learning Outcomes

- Able to use multivariate techniques aptly and link between multivariate techniques and corresponding univariate techniques
- Develop multivariate model building approach and be able to use appropriate tool for multivariate data analysis.
- Able to undertake multivariate hypothesis testing, factor analysis.
- To analyze complex multivariate problems and to solve by applying advance techniques like conjoint analysis, cluster analysis, etc.

Module I: Basics of Multivariate Analysis

Introduction to Multivariate Data Analysis-Classification of Univariate and Multivariate Statistical Techniques-Meaning and Scope of Multivariate Analysis-Types of Multivariate Techniques - Guidelines for Multivariate Analysis and Interpretation

Module II: Model Building Approach

Multivariate Model Building Approach: Data Preparation for Multivariate Analysis Examining Data Graphically, Missing Data Analysis, Outliers Detecting, Profiling and Analyzing

Module III: Basic Multivariate Techniques

Testing Assumptions of Multivariate Analysis-Factor, Analysis-Factor, Analysis Decision Process-Multiple, Discriminant Analysis-Decision Process for Multiple Discriminant Analysis Two-Group Multiple Discriminant Analysis

Module IV: Advanced Multivariate Techniques

Three- Group Multiple Discriminant Analysis, Multivariate Analysis of Variance (MANOVA), Conjoint Analysis, Managerial Uses of Conjoint Analysis, Designing a Conjoint Analysis Experiment, Canonical Correlation Analyzing relationships with Canonical Correlations, Interpreting the Canonical Variate Canonical Weights, Canonical Loadings, Canonical Cross-Loadings, Multidimensional Scaling-Perceptual Mapping-Correspondence Analysis

Reference Books

1. Joseph F. Hair, Jr. William C. Black, Barry J. Babin, Rolph E. Anderson, "*Multivariate Data Analysis*", Pearson, 2017.
2. T.W. Anderson, "An Introduction to Multivariate Statistical Analysis", Wiley, 2016.

GOOD GOVERNANCE AND PUBLIC POLICY

Subject Code	Subject Name	T	P
GME 101G	GOOD GOVERNANCE : UNDERSTANDING EASTERN AND WESTERN PERSPECTIVES	2	2

Course Objectives:

- To provide basic understanding of the Good Governance in theory and practice.
- To gain knowledge of western and eastern philosophical thinking & practice in good governance.

Learning Outcomes:

- Evaluate philosophical background of governance models.
- Analyse policies and schemes on the basis of good governance models.
- Analyse the current debates on good governance.
- Develop a new model of good governance by taking the best from the west and the east.

Unit-I: Introduction and Background

From Government to Governance; Governance and Good Governance; Minimum Government and Maximum Governance; History and Evolution of the Idea of Good Governance; International Aid and Good Governance: World Bank and IMF; United Nations and Good Governance, Good Governance: A Review of Literature

Unit-II: Good Governance in Theory: Western and Eastern Perspectives

Good Governance in Western and Eastern Perspectives; From Plato's Ideal State to Valmiki's Rama Rajya, Bhishma and Yudhisthir Dialogue on Good Governance, Kautilya on Good Governance, Mahatma Gandhi's Self Governance; Sri Sri Ravi Shankar on Spiritual Governance and Leadership; Good Governance in global religious and regional traditions; State, Market and Citizen in Good Governance; Governance in Welfare and Minimal States; Governance Indicators and Sustainable Governance

Unit-III: Good Governance in Practice: Western and Eastern Cases

Structure and Function of the Government; Citizen Engagement in Governance; Transparency and Accountability; E-governance; Citizens Charters, institutional and other measures, RTI; Role of Media in Good Governance, Corporate Governance, Governing Market and NGOs, Global Governance, Cases from UNPAN, Good Governance and Sustainability

Unit-IV: Good Governance in India: Is there a Modi Model?

SuRajya and SuShan: Pro-People, Pro-Active Governance; Whole of Government Approach, Modi's 10 Point Plan for Good Governance; India First, Citizen First, Jan Dhan, Digital India, Skill India, Make in India, BetiBachao-BetiPadhao, Swachh Bharat; Good Startup Governance: StartUp India and StandUp India

Practical Governance Skill Component 20 Hours through Workshops

Governance Choupal (G-Choupal)

Discussion, Debate, Scheme Analysis, Case Analysis and Case Writing

Site Visits, National/International Seminar/Workshops

Practical Academic Skills (Embedded to each Unit)

Reading, Writing, Listening and Speaking Skills on IELTS (Academic) Model

Writing for Public Platforms, Public Speaking, Presentations in Seminars and ToT

Suggested Readings:

- al-Ahsan, Abdullah and Young Stephen B. (2017) *Qur'anic Guidance for Good Governance : A Contemporary Perspective*, Springer.
- Munshi, Surendra et al (2009) *The Intelligent Person's Guide to Good Governance*, Sage Publications.
- Sundaram, Jomo Kwame and Chowdhury Anis (eds. 2012) *Is Good Governance Good for Development?*, Bloomsbury.
- Subramanian, T S R (2015) *India at a Turning Point: The Road to Good Governance*, Rupa Publications.
- Monkelbaan, Joachim (2019) *Governance for the Sustainable Development Goals*, Springer Singapore.

Subject Code	Subject Name	T	P
GME 102G	PUBLIC POLICY : DESIGN, ANALYSIS AND IMPLEMENTATION	2	2

Course Objectives:

- To gain knowledge of policy making process and how business and public policy work together.
- To understand the approaches and methods of policy analysis.

Learning Outcomes:

- Assimilate skills of policy analysis.
- Designing advocacy campaigns.
- Design policy and implementation.
- Critically review the impact of policies.

Module-I: Introduction to Public Policy

WH Questions on Public Policy; Emergence of Public Policy as an academic and professional discipline; Types and Theories of Public Policy; Policy Cycle; Public Policy, Law and Good Governance

Module -II: Policy Design

Problem Identification, Policy Need Analysis, Agenda Setting; Policy Tools, Goals, Policy Alternatives, Customization, Institutionalization; New Policy Design, Evidence Based Policy Making, Stakeholder Engagement; Policy Modeling, Learning from Best Practices

Module -III: Policy Implementation, Analysis and Review

Policy Implementation: Bill, Law, Schemes & Regulatory Compliance; Fixing Responsibility and Target: Incentives and Disincentives; Policy Convergence, Governance and Communication; Policy Sustainability (How stakeholders can own a Policy), Different Approaches to Policy Analysis; Institutional Analysis, Beneficiary Analysis, Impact Analysis; Monitoring and Evaluation; Policy Modeling- Developing Best Practices

Module -IV: Business and Public Policy

State and Market; Government and Business, Entrepreneurship & Ease of Doing Business; Industrial Policies, Corporate Tax Policy, Welfare Schemes & Regulatory Bodies; Public Private Partnerships (PPP) and Corporate Social Responsibility; Lobbying and Advocacy Strategies for Policy Change and Effectiveness

Practical Policy Skill Component 20 Hours through Workshops

Policy Analysis Skills, Public Policy Advocacy, Community Engagement in Public Policy, Monitoring and Evaluation and Policy Publications

Practical Academic Skills (Embedded to each Unit)

Reading, Writing, Listening and Speaking Skills on IELTS (Academic) Model, Writing for Public Platforms, Public Speaking, Presentations in Seminars and ToT

Reading List

- Chakrabarti, Rajesh and Sanyal, Kaushiki (2016) *Public Policy in India*, Oxford University Press.
- Lawrence, Anne and Weber, James (2017), *Business and Society: Stakeholders, Ethics, Public Policy*, McGraw Hill.
- Moran, Michael et al (Eds. 2018 pbk) *The Oxford Handbook of Public Policy*, Oxford University Press.
- Narain, Vishal (2018) *Public Policy: A View from the South*, Cambridge University Press.

AGRIBUSINESS MANAGEMENT

Subject Code	Subject Name	T	P
ABE 101	AGRI-SUPPLY CHAIN MANAGEMENT	2	2

Course Objectives:

- The objective of this course is to study supply chain scenario in various agri and allied sectors such as fruits, vegetables, cereals, pulses and dairy.
- To highlight the importance of best practices in supply chain management for win-win scenario for all the stake holders.

Learning Outcome:

- Evaluate various aspects of agri-supply chain management such as production scheduling, production management and value addition at pre-production stage.
- Analyse the concept of post-production supply chain such as; postharvest management, cold chain management, warehousing/storage, procurement management, retailing, etc.
- Evaluate various emerging local enterprises in fruit & vegetable supply chain in India.

Module I

Introduction to Supply Chain Management and Agri-supply Chain Management: Concepts and issues of Agri-supply chain management, Business process in supply chain in case of agribusiness, Govt. incentives for Agri-supply chain management. Supply Chain: Changing Business Environment, SCM: Present Need, Conceptual Model of Supply Chain Management, Evolution of SCM, SCM Approach, Elements in SCM. Comparison of traditional Agri-supply Chain Management Approach with Modern Agri-supply Chain Management.

Cases:

1. A small-holder value chain in cashew Lessons from the cashew value chain of VAPCOL.
2. Integration of Supply Chain in Karbi Anglong district of Assam: A case study of linking tribal farmers with the market

Practical Activity: Design of a supply chain model for the ginger farmers of Koraput district of Odisha.

Module II

Integrated Agri-supply chain management:

(Production scheduling, production management, post-harvest management, cold chain management, warehousing/storage, retailing). Procurement Management in Agri. Supply chain: Purchasing Cycle, Types of Purchases, Contract/Corporate Farming, Classification of Purchases Goods or Services, Traditional Inventory Management, Material Requirements Planning, Just in Time (JIT), Vendor Managed Inventory (VMI). Sourcing models in case of fresh fruit and vegetables.

Cases:

1. ITC e-choupal: Changing the procurement system in supply chain
2. Namdhari Fresh

Practical Activity: Creation of framework for procurement of mango by Fairtrasa (a fairtrade agri product company)

Module III

Agri-logistics in India: Challenges and Emerging Solutions, Logistic inefficiencies in Agri-supply chain and management strategies, Supply Chain Management in Horticulture, Supply Chain Management in Dairy. Inventory Management: Economic Order Quantity and its Determination. Discount on Purchases. Buffer Stock, Safety Stock and Reserve Stock. Reorder Point. P & Q Inventory Models. Inventory classification systems.

Case:

1. Supply Chain Re-engineering in the Fresh Produce Industry: A Case Study of Adani Agri-fresh,
2. Integrated cold chain logistics support by **LEAF** for small holder vegetable farmers in South India
3. Case: HOPCOMS and SAFAL
4. A large Cooperative dairy value chain; Gujarat Cooperative Milk Marketing Federation

Practical Activity: Evaluate the financial viability of Udyan Fresh business model

Module IV

Distribution Management: Distribution Strategies; Pool Distribution; Transportation management; Fleet Management; Service Innovation; Warehousing; Packaging for Logistics, Third-Party Logistics (TPL/3PL); GPS Technology, ICT Applications in Agribusiness Supply Chain, Public-Sector Efforts to Integrate Smallholders in Commercial Supply Chains Through ICT Applications, Perspectives for Chain Partners in Developing Countries.

Case:

1. Reuters Market Light, ACDI/VOCA's ICT Solutions Help Private Companies Source from Small Farmers in India
2. Mahagrapes, Virtual City's Agri-Manager Builds Better Supply-Chain Links with Farmers in Kenya
3. **eFarm**, provides a way to bypass the long chain of intermediaries by **directly connecting buyers and sellers** of agricultural produce

Practical Activity: Evaluate the efficiency of ICT application by Bloom for sourcing of vegetables from small holders farmers in Odisha

Suggested Readings

1. Altekark RV. (2016) Supply Chain Management: Concepts and Cases. Prentice Hall of India.
2. Monczka R, Trent R & Handfield R. (2012). Purchasing and Supply Chain Management. Thomson Asia.
3. Van Weele AJ.(2010). Purchasing and Supply Chain Management Analysis, Planning and Practice. Vikas Publ. House.
4. Iakovou, E.,Dionysis, B., Dimitrios, V and Dimitrios, A. (2015). Supply Chain Management for Sustainable Food Networks.

Subject Code	Subject Name	T	P
ABE 102	STRATEGIC FOOD MARKETING	2	2

Course Objective:

- Developing food marketing strategically in the entire industry with technology-intensive modes.
- Driving values for customers and winning the food market with integrated strategic tools.

Learning Outcome:

After completion of this course student would be able to:

- students can frame strategies for relevant marketing challenges.
- draft cultural adaptation of business and devise marketing strategies after critical analysis of the situation.
- emerge as professionals with pro-active thinking and its approach in innovative manner
- marketing information to be communicated as oral, written and graphic formats.

Module I:

Creating and finding market failure, opportunity & trends; Strategic marketing facts and over all view;

Economics of trust & reputation; Product review, recommendation, reputation

Module II:

Platform competition, multisided marketing platform; E-marketing, competitive strategy; Competing through governance; Re-aligning marketing resources

Module III:

Product & design strategic marketing; Service strategic marketing; Distribution strategic marketing: offline (retail technology) & online; Price strategic marketing: revenue & competition; Social media, communication & persuasion in marketing: advertisement and branding at various stages

Module IV:

Turn around strategy; Innovative strategy; Growth strategy; Strategic CRM: Facets & Payoffs: Pay users into subscribers; Big data & AI in food marketing strategy

Suggested Resadings

1. Kotlet, P., Chernev, A. (2018). Strategic marketing management. Cerebellum Press.
2. Webb, N. (2016). What customers crave: How to create relevant and memorable experiences at every touchpoint. Amacom.
3. Sheridan, M. (2019). They Ask, You Answer: A Revolutionary Approach to Inbound Sales, Content Marketing, and Today's Digital Consumer, Revised & Updated. John Wiley & Sons.
4. Wuebben, J. (2017). Future Marketing: Winning in the Prosumer Age. Content Launch Press.
5. Kim, W. C., & Mauborgne, R. (2017). Blue ocean shift: Beyond competing-proven steps to inspire confidence and seize new growth. Hachette UK.

Subject Code	Subject Name	T	P
ABE 103	FOOD PROCESSING MANAGEMENT	2	2

Course Objectives:

- The objective of this course is potential of food processing industries, its segments and Government of India's initiatives for their promotion.
- To analyze key segments of Indian food processing industry and major players, existing infrastructure development and the laws applicable to the food processing industry and food safety standards.

Learning outcome:

After completion of paper the students will be able to:

- analyse the key growth drivers, challenges and potential stumbling blocks of Indian Food Processing Industry.
- evaluate the emerging business models and critical success factors in Indian food processing industry.
- apply and evaluate the concept of food safety standards in their professional career in different food processing companies.
- create business plans for processed food startups.

Module I:

History of food processing and changing trends in food habits in India: Trends in consumption pattern of food in India Key trends in food processing industry in India; SWOT Analysis of food processing industry in India. Key segment analysis in Indian food processing industry and major players in each segments; fruits and vegetables, Fisheries, Meat and Poultry, Milk and Milk, products, Grain (Pulses, Cereals, Millets), Packaged foods, Alcoholic beverage and soft drinks.

Cases:

1. Making success through leveraging strengths of joint venture and partnership and strong R&D: Agrotech Foods Ltd

2. Coffee Billionaire: CCD

3. Vertical integration at Suguna Poultry farms – A critical look at Pro Poor Livelihood Issues

Practical Activity: SWOT Analysis and presentation of one segment of food processing industry by each student

Module II:

Sector Specific Govt. Initiatives: Overview of global food processing industry; Infrastructure development in Indian food processing sector, Food Park, Packaging Centre, Integrated cold chain facility, Value added centre, Irradiation Facilities, Modernized Abattoir.

Field visit to a food processing unit.

Practical Activity: Analysis of top five mega food parks in India.

Module III:

Key growth drivers of Indian food processing industry: Challenges and potential stumbling blocks; Laws applicable to the Food Processing Industry in India, Overview of Food Safety and Standards Act, 2006, Rules & Regulations, Food Standards, Food Safety and Standards Authority of India, Regulatory Authorities.

Cases:

1. Aggressive marketing strategy by Perfetti Van Melle
2. Pepsico's journey towards an ethical and socially responsible culture
3. McDonald's ongoing marketing challenge: Social perception in India

Practical Activity: Food Safety and Standards (Packaging and Labelling) Regulation, 2011 analysis for 10 packed food products

Module IV:

Organizations and their role in food processing industry: CFTRI, APEDA, MPEDA, NCDC, National Institute of Nutrition, ICAR, NIFTEM, IICPT, FDIs in Indian food processing industry, Critical success factors for manufacturers in this industry; Backward Integration – Emerging Business Model, Emerging business models and business plans in food processing industry in India, Patenting of food processed products.

Cases:

1. Kraft Food's mobile Marketing Strategy
2. ITC e-choupal
3. Haldiram's: India's Entrepreneurial Answer to the McDonald's and the Pizza Huts
4. Oreo's 100th birthday celebration with a twist

Practical Activity:

Creation of a Business Plan for a processed food unit

Suggested Readings

1. Food Processing Management by Dr. R K Verma, Publisher: Pearl Books, 2011.
2. Food Processing Industry in India by Mr. Rajkumar S. Adukia, e-book published by Taxguru, 2015.
3. Changing Face of Processed Food Industry in India, by Rajat K. Baisya, Anne Books, 2014.

Subject Code	Subject Name	T	P
ABE 104	AGRI BRAND MANAGEMENT	2	2

Course Objectives:

- This course is designed to develop the necessary knowledge and skills for creating and managing brands which resonate with customers and allow the marketing organisation to build and maintain a loyal and profitable customer base.
- A range of branding theories, concepts, strategies and practices designed to build, measure and sustain brand equity will be addressed across a range of real world contexts, product types and industries.

Learning Outcome:

- The course provides theoretical inputs for effectively managing a particular brand in a multi-Product/ multi-brand organization.
- The areas of study include the concept of brand management, brand names and branding strategies, brand management of different agricultural sector.
- Students will use the concept of branding for rural markets specifically for agri-inputs such as seed, pesticide and fertilizer.
- Students will understand apply the concept of brand communication for the agrarian community of India.

Module I

Brands and Agro brand management: Introductions, review of brand management and brand leadership ideas, review Agro-branding and the marketing mix, Agro-marketing communications overview, Building strong Agro-brands.

Module II

Choosing brand elements to build brand equity: Developing marketing and communication programs for Agro-brands, Leveraging Agro-brand associations, Social Media and the branded customer Experience.

Module III

Using secondary brand associations to build brand equity: Developing an Agro-brand equity measurement and management system - Measuring sources and outcomes of brand equity, Capturing the customer mindset and market performance.

Module IV

Designing and implementing branding strategies: Agro sector and products, introducing and naming new agro products and brand extensions, managing brands over time and geographic boundaries. Measuring brand performance, Introducing the brand audit, Understanding the role of emotion and affect in brand building.

Suggested Readings

1. Brand Management in Emerging Markets by Jiaxun He, Cheng Wang, IGI Global.
2. Strategic Brand Management - A Process of Growing & Strengthening Brands Prof. Mukesh Bhatia.
3. Strategic Brand Management for B2B Markets - A Road Map for Organizational Transformation, Sharad Sarin.
4. Strategic Brand Management: Building, Measuring, and Managing Brand Equity Kevin Lane Keller, Ambi M. G. Parameswaran, Isaac Jacob.

Subject Code	Subject Name	T	P
ABE 105	NGOs AND RURAL DEVELOPMENT	2	2

Course Objective:

- Subject prepares talented young managers to assume challenge-filled responsibilities in rural cooperatives and development organizations.
- Students would be supported for village field work, as to understand real time scenario.

Learning Outcome:

After completion of this course student will be able to:

- exhibit a shift in usage of specific NGO and Rural development terminology and its basic environment.
- demonstrate practical of knowledge in NGO development for the organization.
- demonstrate real situation of rural area and apply strategies for development.
- create current technology based programs along with international collaboration.

Module I: Rural Environment:

Rural Society, Rural Resources, Polity and Institutions, Production Systems and Livelihoods, Rural Research Methods, Approaches and Strategies of Rural Management

Practical: Polity and Institutions - Discussion on NABARD, Production Systems and Livelihoods, Rural Research Methods Case 1: Cultivating Social Enterprise, Approaches and Strategies of Rural Management 5TH RURAL DEVELOPMENT CONFERENCE [RDC 2020] Current Issues.

Field Study: Visit to Village for Practical.

Module II: Concept of NGO:

NGOs, Concept, Features, Classification, Strength and Weaknesses. NGOs and Institution Building: Emergence of NGOs / Voluntary Organizations in India and the current scenario.

Practical: NGOs, Concept, Features, Classification, Strength and Weaknesses Discussion: Unicef World Reports, NGOs and Institution Building: Emergence of NGOs / Voluntary Organizations in India and the current scenario Case 2 : Walmart: Love, Earth (A) NGOs and Institution Building: Emergence of NGOs / Voluntary Organizations in India and the current scenario Case 3: A Better Community (ABC): Developing the NGO Infrastructure in China.

Field Study: Visit to NGO: Group activity.

Presentation on field study.

Module III: NGO and Strategy:

Strategies of NGOs in Rural Development: Community Management and Participation Management.

Practical: Strategies of NGOs in Rural Development Case 4: Double Vision: Making Eye Care Accessible through Cross-Subsidization, Community Management Presentation Participation Management Case 5: IDE-India: Bringing Valuable Water to the Bottom of the Pyramid in Agriculture (A)

Module IV: NGO and Technology:

Role of NGOs in Rural development: Rural development through NGOs, NGOs in promotion of appropriate technologies.

Practical: Rural development through NGOs Case 6: Haiti Hope: Innovating the Mango Value Chain

NGOs in promotion of appropriate technologies. Case 7: Prototyping a Scalable Smart Village (A) (B), Management Games

Suggested Resadings

1. Bhose, S. G. R. NGOs And Rural Development Theory And Practice, Concept Publishing Company, 2003.
2. Babu, K. Ganesh. NGOs and Rural Development Programmes, Discovery Publishing Pvt. Ltd., 2012.
3. E-Book Sustainable Rural Development, 2018.

Subject Code	Subject Name	T	P
ABE 106	AGRI RETAIL MANAGEMENT	2	2

Course Objectives:

- The objective of this course is to assist students in understanding the structure and working of food retail system in India, to examine how the system affects farmers, consumers and middlemen
- To illustrate the response of this dynamic marketing system to technological, socio-cultural, political and economic forces over time.

Learning Outcome:

- Students will get introduced to International Food market, India's Competitive Position in World Food Trade, Foreign Investment in Global Food Industry, Retail management and Food Retailing
- Students will apply the concept of Nature of Change in Retailing, Organized Retailing and E-tailing in India
- Understand and apply the food preference of Indian Consumer, Food consumption and Expenditure pattern, Demographic and Psychographic factors affecting Food Pattern of Indian Consumer.

Module I

Introduction to International Food market: India's Competitive Position in World Food Trade, Foreign Investment in Global Food Industry, Retail management and Food Retailing, The Nature of Change in Retailing, Organized Retailing in India, E-tailing and Understanding food preference of Indian Consumer, Food consumption and Expenditure pattern, Demographic and Psychographic factors affecting Food Pattern of Indian Consumer.

Module II

Value Chain in Food Retailing: Principal trends in food wholesaling and retailing, food wholesaling, food retailing, the changing nature of food stores, various, retailing formats, competition and pricing in food retailing, market implications of new retail developments, value chain and value additions across the chain in food retail, food service marketing.

Module III

4 P's in Food Retail Management: Brand Management in Retailing, Merchandise pricing, Pricing Strategies used in conventional and non-conventional food retailing, Public distribution system, Promotion mix for food retailing, Management of sales promotion and Publicity, Advertisement Strategies for food retailers.

Module IV

Managing Retail Operations: Managing Retailers' Finances, Merchandise buying and handling, Merchandise Pricing, Logistics, procurement of Food products and Handling Transportation of Food Products, Types of Retail Selling, Salesperson selection, Salesperson training, Evaluation and Monitoring, Customer Relationship Management, Managing Human Resources in retailing, Legal and Ethical issues in Retailing.

Suggested Readings

1. Berman & Evans. 2008. Retail Management: A Strategic Approach. 10th Ed. Prentice Hall of India.
2. Retailing: An Introduction. 5th Ed. Pearson Edu.
3. Levy M & Weitz BW. 2004. Retailing Management. 5th Ed. McGraw Hill.
4. Fresh Food Retail Chains in India: Organisation and Impacts, Sukhpal Singh, Naresh Singla
5. Retailing Management, 9th Edition 9th Edition by Michael Levy, Barton Weitz.

ENTREPRENEURSHIP MANAGEMENT

Subject Code	Subject Name	T	P
EME 101	ENTREPRENEURSHIP IN GREEN BUSINESS	2	2

Course Objective:

- The prime objective of the course is to sensitize students on various environmental aspects and guide them how to focus on environment in addition to profit.
- To allow students to experience and become imbued with the principles of nature as a source of life and inspiration in order to develop their green mindset as future entrepreneurs.

Learning Outcomes:

- Students will apply the concept of Green entrepreneurship in their Startups to minimize carbon foot print.
- Will evaluate the framework of environmental legal factors, key financials and parameters desired by green investors.
- Will create a business plan suitable for pro-environment investors.

Module I:

Environmental Issues and Green Business: What is a system, how does it work, ecosystems, biodiversity and natural systems, natural cycles and flows – material and energy, Self-regulating mechanism of Earth, Human systems and human impact on natural systems, climate change, pollution, waste, soil degradation, how to preserve nature and natural resources in a better way

Case Study:

1. Ijo Design - Greeting cards made from recycled materials
2. Coffee Paste - coffee grind residuals as paint
3. Trigema's value proposition through responsible business conduct.

Practical Activity: Visit one startup and understand their initiatives to minimize carbon footprint

Module II:

Challenges and Opportunities of Green Business: Challenges of Green entrepreneurship, Govt. regulations on environmental pollution, Benefits provided by Govt. for the ecopreneurs, Opportunities of green entrepreneurship in India, upcoming areas of green entrepreneurship in India

Cases:

1. Coconut Shell Charcoal Briquettes
2. Rice Husks for Rural Electricity
3. Organic Rice Farmer Salamun Budiono

Practical Activity: Analyse the environmental clearance desired by Govt. to start a manufacturing business

Module III:

Principles of Green Entrepreneurship: Differences between entrepreneurship and green entrepreneurship, Definition of green economy, How to start up and manage a green business, Essentials of business startup and operations; such as customer discovery, marketing, sales, customer service, financials, etc. mapping of local possibilities to start up a green business

Cases:

1. Eco Geko Experiential Tours and Volunteer Vacations – Bali

2. Al Madina Student Shuttle Service

Practical Activity: Create a business model canvas for a green business keeping in mind the local resources

Module IV:

Strategy and Planning: Company formation, Team formation, project selection, Intellectual property (IP) issues, effective “elevator pitch” and live presentation, basic understanding of the issues of debt and equity funding, including angel, seed, and venture capital rounds, Sustainable business model canvas, crafting a successful business plan for the green Startup

Case:

1. San Jose Clean Tech - World Leader in Clean Tech Innovation
2. Nature Works LLC is the world's largest manufacturer and supplier of biopolymers
3. Elvis & Kresse - Waste innovation company which makes use of waste to manufacture a range of life-style accessories

Practical Activity: Create a business plan suitable for pro-environment investors

Suggested Readings

- Ryan, R. (2016). *Smartups: Lessons from Rob Ryan’s Entrepreneur America Boot Camp for Start-Ups*, Cornell University Press
- Schaper, M. (2012). *Making Ecopreneurs: Developing Sustainable Entrepreneurship* by Michael Schaper.
- Archer, G.R. (2017). *Environmental Entrepreneurship*.

Subject Code	Subject Name	T	P
EME 102	ENTREPRENEURIAL MARKETING	2	2

Course Objective:

- The objective of this course is marketing mix for the venture, identify market segments/niche market and how to target the identified segments, how to build customer satisfaction, value and retention,
- To develop a competitive map by scanning the market, how to manage integrated marketing communication and to know the elements of a marketing plan and to develop a detail marketing plan

Learning Outcomes:

- Formulate a marketing plan including marketing objectives, marketing mix, strategies, budgetary considerations and evaluation criteria.
- Develop pricing strategies that take into account perceived value, competitive pressures and venture objectives.
- Determine strategies for developing new products and services that are consistent with evolving market needs.
- Evaluate the viability of marketing a product or service in an international market or markets.
- Evaluate results of marketing activities using criteria related to budgeted sales, costs and profits.

Module 1:

Introduction and Basic Concepts: Introduction to importance of marketing for an enterprise, Understanding of marketing mix – 4Ps, 4Cs, 4Os for Startups, Exploring market segments and select the target segment, how to build customer satisfaction, value and retention.

Module 2

Competition Mapping and Strategy: Scanning the marketing environment, Analyzing market and buyer behavior, Designing competitive intelligence system, How to deal with market competition, Blue Ocean strategy for Startups, Positioning and differentiating the market offering through Product Life Cycle, Product Life Cycle marketing strategies for startups

Module 3:

Brand and Channel Management: Branding challenges, Branding strategies, Marketing strategies for service firms, Value network and marketing channel system, channel management strategy, Sales force management

Module 4:

Integrated Marketing Communication: Integrated marketing communication development strategy, Managing advertising, sales promotion and public relation, Managing advertising, sales promotion and public relation, Principles and techniques of digital marketing for Startups, Marketing plan development, crafting a detail market entry strategy

Suggested Reading:

- Marketing for Entrepreneurs, Concepts and Applications for New Ventures by Frederick G. Crane, Sage Publication, 2016.
- Entrepreneurship Marketing: Principles and Practice of SME Marketing, by Sonny Nwankwo, Tunji Gbadamosi, 2011.
- Entrepreneurial Marketing by Leonard Lodish, Howard L. Morgan, Amy Kallianpur, 2014.

Subject Code	Subject Name	T	P
EME 103	TECHNOLOGY APPRECIATION AND INTELLECTUAL PROPERTY RIGHTS	2	2

Course Objectives:

1. To acquaint the students with basics of intellectual property rights with special reference to Indian Laws and its practices.
2. To compare and contrast the different forms of intellectual property protection in terms of their key differences and similarities.
3. To provide an overview of the statutory, procedural, and case law underlining these processes and their interplay with litigation.

Learning Outcome:

1. Apply the concepts of intellectual Property Rights applicable for their startups
2. Skill to understand the concept of intellectual property rights.
3. Develops procedural knowledge to Legal System and solving the problem relating to intellectual property rights.
4. To encourage and protect innovation in the form of intellectual property rights.

Module I – Introduction: Basic concept of Intellectual Property, Characteristics and Nature of Intellectual Property right, Justifications for protection of IP, IPR and Economic Development, Major International Instruments relating to the protection of IP: Berne Convention, Paris Convention, TRIPS

Module II – Copyright: Meaning, Subject matter, Original literary, dramatic, musical, artistic works, Cinematograph films, ownership of copyright, Term of copyright, Rights of owner, Economic Rights, Moral Rights, Performers rights and Broadcasters rights, infringement of copyright, Fair use and Fair Dealing concepts

Module III – Patents: Meaning, Criteria for obtaining patents, Novelty, Inventive step, Utility, Non patentable inventions, Procedure for registration, Term of patent, Rights of patentee, Basic concept of Compulsory license and Government use of patent, Infringement of patents and remedies in case of infringement

Module IV – Trade Marks: Meaning of mark, trademark, Categories of Trademark: Certification Mark, Collective Mark and Well known Mark and, Non-conventional Marks, Concept of distinctiveness, Absolute and relative grounds of refusal, Doctrine of honest concurrent user, Procedure for registration and Term of protection, Infringement and Passing Off, Designs, GI and other forms of IP: Designs, Meaning design protection, Geographical Indication, Meaning of GI, Difference between GI and Trade Marks, Trade-secret, Meaning, Criteria of Protection

Suggested Readings:

1. David I. Bainbridge, Intellectual Property, Longman, 9th Edition, 2012.
2. Tapan Kumar (Ed.), WTO, TRIPS and GIs, New Century Publications, 2014.
3. Dev Gangjee, Relocating the Law of GI, Cambridge University Press, 2012.
4. K C Kailasam and Ramu Vedaraman, Law of Trademarks including International Registration under Madrid Protocol and Geographical Indications, Lexis Nexis, 2013.
5. Lionel Bently & Brad Sherman, Intellectual Property Law, Oxford.
6. P. Narayanan, Intellectual Property Law, Eastern Law House.

Subject Code	Subject Name	T	P
EME 105	NEW DESIGN THINKING	2	2

Course Objectives:

1. To expose students to the design process as a tool for innovation.
2. To apply design thinking approaches and tools to a variety of challenges and problems
3. To develop students' professional skills in developing products as per the need of the market

Learning Outcomes:

1. Students develop a strong understanding of the Design Process and how it can be applied in a variety of business settings
2. Students learn to research and understand the unique needs of customers
3. Students learn to build empathy for target audiences from different "cultures"
4. Students learn to develop and test innovative ideas through a rapid iteration cycle

Module I: Why Design Thinking and The Design Process provides context and an introduction to key concepts, terminology, and structure for the course, Scoping, The Design Brief and Visualization introduces ways to clarify the scope of a project and its intent, questions to explore, target stakeholders, and establishes the importance of pictures and storytelling in the overall process.

Module II: Fundamentals of Ethnography and Identifying Insights reviews how to observe users in their "natural habitat" and efficiently extract useful patterns from collected data, Establishing Design Criteria and Brainstorming shows how to develop a succinct expression of the ideal end state of a project, and deliberately generate many fresh alternatives to the status quo.

Module III: Concept Development and how to choose the best ideas through DISRUPT, assemble them into detailed solutions, and rationally evaluate them, as well introduce a simple, consistent format for summarizing and communicating new concepts, Assumptions Testing and Prototyping introduces a tool for surfacing key assumptions underlying the attractiveness of a new concept and using data to assess the likelihood that they are true, as well as ways to create visual manifestations of concepts.

Module IV: Co-Creation, Learning Launches, highlights ways to engage stakeholders in the development of new concepts, conduct experiments in the world quickly and inexpensively, and lead innovation in organizations.

Suggested Readings:

1. Design Thinking: Integrating Innovation, Customer Experience, and Brand Value, Nov 2009 by Thomas Lockwood.
2. Complete Design Thinking Guide for Successful Professionals by Daniel Ling.
3. Design Thinking Methodology Book by Emrah Yayici.
4. Design Thinking for Startups: A Handbook for Readers and Workbook for Practitioners by Jimmy Jain.

SEMESTER - IV

Subject Code	Subject Name	T	P
MBC 402	INNOVATION, CREATIVITY AND ENTREPRENEURSHIP	2	2

Course Objectives:

- To describe the importance and role of the entrepreneur in Indian economy and explain the process of entrepreneurship development.
- To employ the basic skills of opportunity recognition and assessment, form and manage entrepreneurial teams, effectively present a business proposal, prepare and present a feasibility analysis for a startup and demonstrate a working knowledge of basic business skills.

Learning Outcome:

- Identify design thinking and DISRUPT technique in conceiving ideas.
- Exhibit the right idea through DMA, PCA and 5Q Framework.
- Demonstrate prototype and minimum viable product for their startup idea.
- Create business model canvas and business plan for their startup.

Module I: Introduction, Idea Generation and Idea Evaluation: Explain the D.I.S.R.U.P.T. model venture idea generation, what is mind mapping and how to generate ideas through mind map, learn the rules for effective brainstorming, use brainstorming in a group to generate ideas, Understand the difference between ideas and opportunities, Evaluate the importance of a number of ideas relative to one another and shortlist the two best ideas using the Decision Matrix Analysis (DMA) and Paired Comparison Analysis (PCA), Evaluate and select the best business idea using the 5Q Framework.

Practical:

1. Idea generation workshop through DISRUPTS and Design thinking.
2. Idea evaluation workshop by using the techniques of DMA, PCA and 5Q Framework.

Case:

1. Faircent – Innovative P2P Lending
2. Inspirock revolutionizing travel and tourism sector in India

Module II: Cofounder Identification, Entrepreneurial Outlook/Lean Startup: Understand each of the five entrepreneurial styles in the model and how they differ from each other, Identify your potential entrepreneurship style based on personality traits, strengths, and weaknesses, understand how different entrepreneurship styles work and how people with different styles work together.

Practical:

Cofounder identification workshop.

Case:

1. Case: Educart a unique platform in the Indian education industry.
2. CashKaro, a new dimension in cashback and coupons.

Module III: Customer Discovery, Value Proposition Design and Prototyping: Understand how to segment and target the market, process of consumption mapping in case of ventures, psychological biases of the customer, outcome-driven innovation for startup, find the product/service niche, customer profiling, Define the Customer Segment, Customer Jobs, Pains, and Gains, Create a Value Proposition for the Customer Segment and assess if it is a good fit for your agro venture, analyze competition and refine the Value Proposition to find uncontested market space using the Blue Ocean Strategy, Design the MVP, Create a Learning Card to capture learning/insights from the experiment and the decisions/actions.

Practical: Creation of paper prototype for the startup idea, Creation of framework for minimum viable product.

Case:

1. UrbanClap - A friend for professional and personalized services
2. Tisser – A Social Entrepreneur's Journey
3. Living Greens Organics Pvt. Ltd.: Combating Growth Challenges

Module IV: Business Model Canvas and Business Plan: What is a Business Model, how the various blocks of the Business Model Canvas are interconnected with each other, how to create a Business Model Canvas for an startup, Fill up all the nine blocks of the Business Model Canvas based on your current understanding, Use the first cut of the filled Business Model Canvas to present the Business Model, Understand the components of a detailed business plan and how to create a winning Business Plan for a successful venture.

Practical: Creation of Business model canvas workshop, Creation of Business Plan workshop.

Case:

1. Hippocabs – The Transportation Catalyst
2. Hello English – Language Learning For The Next Billion
3. South 2 Mouth: Innovative Fusion Food Deal On Wheel

Suggested Readings

1. Entrepreneurship Development by Dr. R.K. Singal, Sruti Singal by S.K. Kataria & Sons Publication, 2016.
2. Entrepreneurial Development by Desai, Hph Publication, 2014.
3. Business Administration and Entrepreneurial Development by PR Ramji, Notion Press, 2011.
4. Entrepreneurship Development by National Entrepreneurship Development, Learnwise, 2015.

Subject Code	Subject Name	T	P
MBC 403	BUSINESS PROCESS RE-ENGINEERING	2	2

Course objectives:

- Developing an understanding among students so that they can radically restructure their organizations by focusing on the ground-up design of their business processes.
- Understand logically related tasks performed to achieve a defined business outcome and focus on business objectives and how processes related to them so that redesigning of the process can be carried out in order to achieve organization's mission with reduced costs.

Learning Outcome:

Students are expected to know or be able to do the following upon completion of the course.

- Students will understand how business processes can be radically improved,
- Students will learn how to dramatically reduce process cycle time and cost. They will also learn how to improve the quality of the process for better outcomes.
- Students will also gain knowledge about the principles and tools of systems analysis and design.
- Students will learn how to help organizations to rethink the way they do their work in order to dramatically improve customer service and cut operational costs.

Module –I

Definition: Nature, Significance & Fundamentals of BPR, Overview of BPR. Need and Benefits of business process reengineering (BPR), **BPR and Information Technology:** Relationship between BPR and Information Technology, Role of information technology (IT) in BPR, Major issues in process redesign

Module-II

Business vision and process objectives: Processes to be redesigned, measuring existing processes, Role of information technology (IT) and identifying IT levers.

Module-III

BPR Implementation Methodology: Reasons for implementation of BPR, Different steps to be taken for BPR implementation, Different BPR Methodologies, Different Phases of BPR, Relationship between BPR phases, BPR Model, Performance Measurement of BPR

Module-IV

Typical BPR activities within phases: Change management, Performance management. Lean Manufacturing and Environment. **Enterprise Resource Planning:** Need Characteristics and Benefits of ERP. Functional Information System: Marketing, Production, Material Management, Accounting and Finance, HRM

Suggested Reading

1. Chin Kang Chen, H. S. (2019). Business Process Reengineering: An ICT Approach (1 ed.). CRC Press Book.
2. Mohapatra, S. (2013). Business Process Reengineering: Automation Decision Points in Process. Springer.
3. R. RADHAKRISHNAN, S. B. (2010). BUSINESS PROCESS REENGINEERING (2 ed.). PHI Learning Pvt. Ltd.
4. Technology, P. I. (1992). Process Innovation: Reengineering Work Through Information Technology (1 ed.). Harvard Business Review Press.

Subject Code	Subject Name	T	P
MBC 404	INDIAN ECONOMY AND POLICY	2	2

Course Objectives:

- To sharpen the analytical faculty of the students, by highlighting an integrated approach to the functioning aspects of the Indian economy.
- To make students understand the working of Indian economy, in order to comprehend the ramifications that underlies most of the observed phenomena in the Indian economic set-up.

Learning Outcome:

- Identify about how to apply various economic concepts with reference to India.
- Exhibit the different components of Indian economy i.e. agriculture, Industry and external sector. They will be able to inter relate them effectively.
- Demonstrate the need of formulating different policies and how they can be modified to meet the present need of the economy.
- Analyze to recognise the various issues in Indian economy.

Module I: An Overview of Indian Economy: Understanding the Indian Economy, The Colonial Period, Post-Independence Economy, Planning for the economy – objectives, strategy and achievements, Relevance of planning in the context of globalization, Objectives and Functions of NITI Aayog, Growth of GDP and Per Capita Income, Regional Variations, Poverty and Inequality, Inflation.

Practical Aspects: Evaluating the policies of the government in the light of current economic scenario or problems, Comparative analysis of NITI Aayog and Planning Commissions, Construction of different price indices, Estimating poverty using methods given by different committees and hence making a analysis of it.

Module II: Demographic Features and Resource Base: Broad demographic features of Indian population, Migration, Infrastructure Sectors, Energy, Telecommunications, I. T., Transport, Ports, Social Infrastructure, Public Sector Provision, Reforms, Pricing, Restructuring, Regulations.

Practical: Evaluating the different governmental policies related to infrastructure in India, They will be asked to draft a population control bill keeping the current demographic and economic situation of the country.

Module III: The Agricultural Sector and Industrial Sector: Land Reform, Agricultural Growth and Productivity, Green Revolution and After, issues relating to public and private capital formation in agriculture, Price, subsidy and taxation policies, Crop and livestock insurance, Food security and PDS, Agricultural labour and rural unemployment, Rural employment schemes, Evaluation of rural credit policies, Financial sector reforms and rural credit, Microfinance- self-help groups and NGO's, Agricultural Marketing, WTO and Indian agriculture, Industrial growth in India: Trends and prospects, Public sector enterprises and their performance, Industrial sickness, Privatisation and disinvestments debate, Growth and Pattern of industrialization, Small-scale industries: Definition, performance and policy, Productivity in industrial sector, Exit Policy - Issues in labour market reforms, Approaches for employment generation, Industry and WTO.

Practical: Evaluating the current Agricultural and Industrial policies of India.

Comparing and contrasting the agricultural and Industrial policies of India with that of some countries like China, U.S.A. etc.

Module IV: Foreign Trade: Trade problems and trade policies in India since independence, Recent changes in the direction and composition of trade and their implications, Rationale and impact of trade reforms since 1991 on balance of payments, employment and growth, Trend of non-debt creating inflows in India, Problems of India's international debt, multinationals in India, Convertibility of Indian rupee, Need and adequacy of foreign exchange reserve in India, Recent import and export policies and agenda for future.

Practical: Evaluating the current foreign trade policy of India.

Comparing and contrasting the foreign policy trade of India, with that of some countries like China, U.S.A. etc.

Suggested Books:

1. Bardhan, P.K. (9th Edition) (1999), The Political Economy of Development in India, Oxford University Press, New Delhi.
2. Brahmananda, P.R. and V.R. Panchmukhi (Eds.), (2001), Development Experience in the Indian Economy: Inter-State Perspective, Bookwell, Delhi.
3. Chakravarty, S., (1987), Development Planning: The Indian Experience, Oxford University Press, New Delhi.
4. Dantwala, M.L.,(1996), Dilemmas of Growth: The Indian Experience, Sage Publications, New Delhi.

FINANCE MANAGEMENT

Subject Code	Subject Name	T	P
GME 108F	FINANCIAL DERIVATIVES	2	2

Course Objective:

- This course provides an introduction to derivative instruments including the structure and pricing of options, futures and forward contracts.
- Emphasis is placed on how the theoretical concepts and tools developed in this course can be applied in practice.

Learning Outcome:

After completing this paper, the students are expected to:

- Identify and define the major types of derivatives, the participants in the derivative markets, and the uses of derivatives.
- Exhibit the basics of financial options including speculation, hedging, and the generation of income.
- Analyse the application of binomial options pricing framework to call and put options and understand application and hedging using Black-Scholes Option Pricing Model .
- Create the fundamentals of the futures market including futures contracts, pricing, valuation methodologies, spreads, and the use of futures in risk management (hedging).

Module I: Introduction: History of derivatives, origin of derivatives in India, the classification of derivatives, the important features of derivatives. Early delivery, extension & cancellation of forward contracts. Basis risk, why hedge, Concepts of Perfect Hedging Model, Basic Long and Short Hedges, Cross Hedging, Basis Risk and Hedging, Basis Risk Vs Price Risk, Hedging Effectiveness, devising a Hedging Strategy, Hedging Objectives, Management of Hedge, Valuation of futures, hedging strategies using Stock Futures, Index Futures, Currency Futures and Commodity Futures its valuation. Current Scenario of Derivatives in India.

Practical: Case studies on Hedging using futures & Current Innovations in Indian Markets

- Form a group of 2 students to analyse risk, return and trends of any 2 Stock Future, 1 Currency Future and 1 Commodity Futures.

Module II: Options and its type, Factors affecting option Prices, upper bounds, lower bounds, early exercise, put & call parity, put & call parity (dividend effect). Trading strategies involving options: Spreads, combinations, payoffs; binomial model: One Period, Two Period and multiple Period. Black-Scholes option model. Naked & covered position, options given by financial institutions, Stop loss strategy portfolio insurance.

Practical: Case studies on Strategies of Options, Role of Options in Hedging Price Risk.

- Students should Analyse, Compare and Construct payoffs using 2 Stocks and 2 Stock options also design mechanism using BSM for price discovery.

Module III: The Greek Letters: A Stop Loss strategy; Delta Hedging, Delta of European Stock Options; Delta of a portfolio; Theta of a portfolio; Gamma: Making a portfolio Gamma Neutral.

Practical: Case studies on Greek Letters.

Module IV: Financial Swaps: features and uses of swaps, Mechanics of interest rate swaps valuation of interest rate swaps, currency swaps, valuation of currency swaps, understanding and types of Exotic Options, Credit Derivatives: Credit ratings, Default intensities, Recovery rates, estimating default probabilities from bond prices; Credit Default Swaps (CDS).

Practical: In a group of 3 students assemble data and investigate the case based on the Novel Cold Steel.

Suggested Readings:

1. Ruey S. Tsay (2005). Analysis of Financial Time Series (2nd ed.). John Wiley.
2. John C. Hull. Options, Futures and Other Derivatives (7th ed.). Pearson Education.
3. Gupta S.L., FINANCIAL DERIVATIVES THEORY, CONCEPTS AND PROBLEMS PHI, Delhi, Kumar S.S.S. FINANCIAL DERIVATIVES, PHI, New Delhi, 2007.
4. R. Madhumathi, M. Ranganatham. Derivatives and risk management (1st ed.) Redhead, K. Financial Derivatives- An introduction to futures, forwards, options, swaps. Prentice Hall of India.

Subject Code	Subject Name	T	P
GME 109F	VALUATION	2	2

Course Objectives:

- The objective of this paper is to understand different methods and purposes of Valuation
- To provide hands-on experience in valuation of a Company using financial analysis and other financial tools with MS excel

Learning Outcome:

After completion of the paper, students should

- analyze the business model of the Corporate and its strategic position
- develop the DCF valuation Model and to estimate Enterprise value and equity Value
- analyze the financial data and find the relative value of an Enterprise
- use various methods to value a Business (The Numbers and Analysis) for acquisition, hive off, spin off etc.

Module I:

Concept: Definition, need & purpose for Valuations. Business Activity- (the narrative) Company' Position-Porter's and other Models, Management, Governance. Business Activity to historical Financial Statements. To understand the strategic perspective of future performance. Different methods of valuation.

Practical: Case: Emami Ltd. Students will learn how to analyze a Company based on the models.

Module II:

Perspective on Value Drivers. DCF Model of Valuation- Analysis of past performance, Concept of Operating Capital and Operating Assets, Free Cash flow to the firm (FCFF) and Free Cash Flow Equity (FCFE), The value drivers. To determine length of explicit forecast period and develop Financial Forecast- (*Sales, P&L, Assets, Liabilities, FCF*). Check for consistency.

Practical: Students will study the Annual Report of Dalmia Cements and will prepare "Forecasted Operating Statement for 5 years.

Module III:

To calculate Cost of Equity, Cost of Debt, Cost of Other Capital, WACC. Estimating growth rate, Continuing Value- Growing CF Method, FCF growth at Constant rate. To find the value of Operations, Enterprise Value & Equity Value.

Practical: Valuation of Dalmia Cement. Valuation of a i) Godrej Consumers ii) HCL Tech

Module IV:

Relative Valuation – Analyze the subject company- Product portfolio, market segments, market perception, technology, managerial competence & Drive, competitive Dynamics, Liquidity, Leverage, access to funds, Turnover margin, RoI. b) Select comparable Companies, Choose valuation Multiples (EV-Sales, EV-EBITDA, EV-BV etc. c) Value the subject Company. Other Methods: Equity Valuation Multiples –Enterprise Valuation Multiple- EV/EBITA, EV/EBIT/EV/FCFF/EV/BV. Some of parts Valuation, Book Value Method, Liquidation Value

Practical: Case of acquisition of Mindtree by L&T, Evaluation of a proposal of TCS acquiring 26% stack in Infosys and the price.

Suggested Readings

1. Aswath, Damodaran. (2012) Valuation, Wiley & sons.
2. Mohanty, Pitabas. (2015) Business Valuation (Text & Cases), Taxman Publication.
3. McKinsey (Tim Koller, Marc Goedhart etc), (2015). Valuation: Measuring and Managing Value of Companies (University Edition), Wiley Finance.

Subject Code	Subject Name	T	P
GME 110F	MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING	2	2

Course Objectives:

- The course aims at imparting knowledge on dynamics involved in corporate restructuring.
- The course deals with the process of mergers & acquisitions and its evaluation. Valuation of companies and post-merger integration has been given special focus.

Learning Outcome:

After completing the course the student will be able to:

- Identify the reason for mergers and acquisitions.
- Exhibit Corporate-restructuring proposal.
- Analyze valuation models for “Buy/”Sell” of Companies/Divisions
- Demonstrate the post merger issues

Module I: Introduction to mergers and acquisitions: Framework for Mergers & Acquisitions, Major types of Mergers and Acquisitions, Motives and justification for mergers & acquisitions, Concept of Synergy. Approaches to formulating Strategy, Merger & Acquisitions strategies, Cost – Benefit analysis of Merger and Acquisitions.

Practical: Case of Dabur demerger into Dabur India Ltd and Dabur Pharmaceuticals Ltd. AND later on merger of Dabur Pharma with Dabur India Ltd.

Module II: Value creation by restructuring: Diversification & Conglomerates, Restructuring Strategies, Types of Restructuring, Strategic Alliance, Corporate Divestments and Disinvestments, Management Buyout (MBO), Leveraged Buyout (LBO), Cross- Border M & A, Reverse Merger, spin-offs, Takeovers-hostile and friendly, Defenses against hostile takeover.

Practical: Case Analysis – Merger of Aditya Birla Nuvo with Grasim.

Module III: Compliance and legal requirements: Due diligence-the purchase investigation, and related Processes, Legal & Regulatory framework of M & A, SEBI Takeover Code, Accounting aspects for Mergers & Acquisitions and Tax implications.

Practical: Preparing an Open Offer Document for acquisition of 26% shares of Infosys by TCS as per SEBI Guidelines.

Module IV: Post-merger change management: Post-merger integration, Human aspects, implications of organizational cultural Changes. Financial and accounting systems after merger

Practical: Case Analysis – Post merger integration of Kotak Mahindra Bank and ING Vysya bank.

Suggested Readings

1. Weston J. Fred , Chung Kwang S , Hoag E. Susan ,Mergers, Restructuring & Corporate Control , Prentice Hall India.
2. Weston J. Fred, Chung S. Kwang and Siu A. Juan,Takeovers, Restructuring and Corporate Governance , Prentice Hall.
3. Damodaran Aswadh, Valuations, John Wiley.
4. Machiraju H.R, Mergers, Acquisitions and Takeovers, New Age International (P) Ltd.

Subject Code	Subject Name	T	P
GME 111F	BEHAVIORAL FINANCE	2	2

Course Objectives:

- This course is to provide the student with sufficient knowledge to understand difference between the classical financial theory and behavioural finance.
- The course introduces cognitive biases and discusses the impact of these on financial decision-making as introduced in other courses.

Learning Outcomes:

After completing the paper the student will be able to:

- Identify disciplinary knowledge to business situations in a local and global environment.
- Exhibit research issues in business situations, analyze the issues, and propose appropriate and well-justified solutions.
- Demonstrate cognitive biases predictably and consistently affect our decisions, and how our intuitions on how the mind works are faulty.
- Create new experimental designs to test new behavioral hypotheses.

Module I: Conventional Finance, Prospect theory, And market Efficiency:

Foundation of Finance: Expected Utility Theory, Asset pricing, market efficiency, and Agency relationships, Prospect Theory, framing and mental Accounting, challenges to market efficiency.

Practical: Group discussion Asset Pricing, Market efficiency.

Module II: Behavioral Science Foundations:

Heuristics and Biases: Introduction, perception, memory, and heuristics, representativeness and related biases, Anchoring, irrationality, adaptation. Overconfidence: concepts, Miscalibration, other strains, Factors, Financial Application. Emotional Foundations: concepts, substance, Short history, evolution theory, the brain, emotion and reasoning, our minds, bodies, and Emotions.

Practical: Small project to study behavioural biases among MBA students.

Module III: Investor Behavior and social Force:

Implication of Heuristics and Biases for Financial Decision making, Implication of overconfidence for Financial Decision making, Individual investors and Force of emotion. Social Forces: selfishness and Altruism? Social force at work; the challenges of an American corporation. Behavioral explanations for Anomalies, Do behavior factors explain stock market puzzle?

Practical: Event based trading in stock and bonds.

Module IV: Corporate Finance and Money management

Rational investor and irrational investor, Behavioral corporate Finance and Managerial Decision making, Debiasing, education and client Management; Behavioral investing; neuro-finance and the traders brain.

Suggested books:

1. Ackert F. Lucy & Deavas Richard, (2011), Understanding Behavioral Finance, Cengage Publishing.
2. Fama, Eugene, Lawrence Fisher, Michael C. Jensen, and Richard R. Roll, (1969), The adjustment of stock price to new information, International Economic Review, 10: 1-21.
3. Huberman, Gur, and Tomer Regev, (2001), Contagious Speculation and a Cure for Cancer: A non-event that Made Stock Prices Soar, Journal of Finance, 56(1), p. 387-396.
4. Lamont, Owen A., and Richard Thaler, (2003), Can the Market Add and Subtract? Mispricing in Tech Stock Carve-Outs, Journal of Political Economy 111: 227-268.

Subject Code	Subject Name	T	P
GME 112F	FIN TECH FOR FINANCE	2	2

Course Objectives:

- The **objective of this course** is to learn how Fintech is changing areas such as mobile payments, money transfers, loans, fundraising and even asset management.
- Building on our knowledge of the finance, technology and entrepreneurship space, the course will focus on the impact of technology: how finance is currently run and what is changing the way companies do business.

Learning Outcome:

After completing this paper, the students are expected to:

- Identify innovation in the financial sector.
- Exhibit how emerging technologies are disrupting existing marketplaces and financial services.
- Demonstrate insights from business leaders and entrepreneurs about how they are responding to challenges associated with digital transformation in the industry.
- Create more about career paths in financial services.

Module I: Introduction to Fin Tech: What is Fintech? Financial Innovation-Past & Present, The emergence of Fintech, Market size and potential Technology: Block chain, Wearables and other emerging technologies. Big Data and Artificial Intelligence.

Practical: [Role-play: A discussion on “Fintech is disrupting Financial Services”](#)

Module II: Financial Ecosystem: Role of Fund based and fees based firms. Understanding money and bond market product features and present analytic, equity market and hi frequency trading, forex market, commodity market, ETFs. Understanding Banking and its operations, Shadow banking and role credit market.

Practical: [Demo of “How Bank evaluates credit risk and processes Retail Loan” \(B2C Lending\)](#)

Module III: Technical Disruption in Financial System: The changing role of SMAC for financial services Fin tech for actionable insights in digital banking and digital insurance and Financial Inclusion, Digital transformation through Big Data Algorithm driven wealth management, crowdfunding and P2P, B2B lending overview of Block Chain, Distributed Ledger, Smart Contracts and permissioned ledgers Block Chain in financial software and systems.

Practical: [Case Study – “ICICI Bank uses Block Chain for International Trade Finance”](#)

Module IV: Risk Management for Fintech: Regulatory challenges in different countries (with special reference to India), Technological Innovation, Operation and Business Risk Analysis, Cybersecurity and privacy, Fraud detection and prevention. Risk management in Banks and other FIs.

Practical: [Critical evaluation for Risks associated with technology, cyber security & Privacy.](#)

Books Recommended:

1. Parag Y Arjunwadkar (author), *FinTech: The Technology Driving Disruption in the Financial Services Industry* (2018).
2. Richard Hayen (Author), *Fintech: The Impact and Influence of Financial Technology on Banking and the Finance Industry* (2016).
3. Indian Institute of Banking & Finance (Author), *Digital Banking* (2016).
4. Alan T. Norman (Author), *Blockchain Technology Explained: The Ultimate Beginners Guide About Blockchain Wallet, Mining, and Smart Contracts Paperback* – (2017).
5. Indian Institute of Banking and Finance (Author), *Prevention of Cyber Crimes and Fraud Management* (2017).

Subject Code	Subject Name	T	P
GME 113F	CORPORATE & SME BANKING	2	2

Course Objectives:

- To give basic understanding of Corporate financing requirements. Various Merchant services are provided.
- To learn RBI guidelines on SME financing and how Banks can help SMEs to grow.

Learning Outcomes:

After completing the paper the student will be able to:

- Identify various forms of corporate banking, Loan requirements- fund based and non-fund based.
- Exhibit different Value added services like Cash Management, Debt management Trade advisory etc. banks provides Corporates
- Demonstrate working knowledge of how merchant Banking services are offered by Banks to Corporates.
- Analyze RBI guidelines on SME financing and how banks do help SMEs by funding their requirements.

Module I: Corporate Banking: Corporate Banking: Meaning and importance - various services provided viz. Cash Management, Salary Payment, Trusteeship, Custodial services etc. Corporate Deposits: Importance of Institutional deposits vis-a-vis retail deposits.

Practical: Preparing a proposal for a Corporate to offer them “Cash Management Services”

Module II: Corporate Loans: Term Loan, Working Capital Loan, Fund and Non fund based limits, Cash Credit, Bill Discounting, Factoring and Forfaiting. Bank Guarantee, Letter of Credit etc. Credit Risk management. Business advisory off shore services, Trade services, Forex Exchange management. Import and Export financing documentations, Forex Risk advisory services.

Practical: Assignment – To evaluate “Loan Proposal” and preparing “Loan approval Note” – Financials data will be provided.

Module III: Merchant Banking Services: Meaning and scope of Merchant Banking- Evolution - overview of current state of Merchant Banking in India. Advisory services for equity / debt issues/ Loan Syndication etc. Issue management, placement and distribution of equity / debt. Mergers and Acquisitions- Divestitures: Identification - Structuring - Negotiation and Execution - arranging finances etc. Corporate advisory services: Capital restructuring, Corporate Debt Restructuring.

Practical: Case Suzlon Ltd – Debt restructuring Plan by Bank.

Module IV: Characteristics of SME Finance – RBI guidelines on SME financing, Priority sector loans, Credit Guarantee Corporation, refinancing from SIDBI, Working Capital loans and advisory services.

Practical: Role Play: Groups will be formed a) SME borrower and b) Banker... Project evaluation and advisory services.

Books Recommended:

1. IIBF “Corporate Banking “-3 rd. Edition, Macmillan Education.
2. N. C. Majumdar, “A Textbook on Fundamentals of Modern Banking”, New Central Book Agency.
3. Indian Institute of Banking & Finance, “International Trade Finance” (2017 Edition).
4. IIBF- “Principles and Practices of Banking”.

Subject Code	Subject Name	T	P
GME 114F	TAXATION	2	2

Course Objectives:

- To introduce the basic concepts of Income tax and its provisions.
- To enable students to compute taxable income and tax liability under direct tax heads.

Learning Outcomes:

After completion of the paper, students should:

- prepare the residential status and the base for tax incidence in the country.
- able to computing taxable income under direct tax heads.
- analyse the deductions available for an individual under Income tax Act.
- Compute tax liability of an individual as per Income tax act.

Module I:

Introduction to Taxation, Constitutional aspects of Taxation, Direct Tax & Indirect Tax, Basic Concepts - Assessment Year, Previous Year, Person, Assessee, Charge of income tax, Income, Gross Total Income, Taxable Income, Method of Accounting, Exemption, Deduction, PAN and TAN, Residential Status and Tax Incidence.

Practical Exercise:

- Practical Questions
- Critically evaluate and explain the heads under which Income Tax exemptions can be claimed.

Module II:

Meaning of salary, Basis of charge of salary income, different forms of salary, different forms of allowances, perquisites, permissible deductions from salary income, tax treatment of provident fund, Basis of charge, property income not charged to tax, computation of income from let out house property and self-occupied property.

Practical Exercise:

- Practical Questions
- Case Study

Module III:

Capital Assets: Meaning and Types, Transfer: Meaning, Capital Gain: Meaning, Types and Computation, Deduction, Profits or Gains from Business or Profession: Basis of Charge, Computation of Tax Income: Admissible and Disallowed Expenses, Deductions. Income from Other Sources and Computation of Tax Liability: Basis of Charge, Computation of Taxable Income, Clubbing of income - An overview, Set off and carry forward of losses - An overview, Deductions u/s 80C, 80D, 80E, 80G, Computation of Tax liability of an individual.

Practical Exercise:

- Practical Questions
- Prepare Form 16 and calculate taxable liability of Individual supported by examples stating why exemption been calculated under various heads studied in Module II & III.

Module IV:

Introduction to Indirect Taxes, Introduction to Central Excise, Goods and Service Tax, Value Added Tax, Service Tax and Customs.

Practical Exercise:

- Case studies: GST Success or Failure.
- Prepare the writeup on Tax System Reforms in India stating its policy implications.

Suggested Text Books:

1. Ahuja G., Gupta, R., (2019) Practical Approach to Direct & Indirect Taxes, Wolters Kluwer Publication.
2. Dhiman, P.(2018) Direct and Indirect Tax Manual (Income Tax) and GST, Khel Sahitya Kendra Publishers.
3. Jakhotiya, J.P.(2019) Direct Taxes, Taxmann Publisher.
4. Singhania, V. K.(2019) Students Guide to Income Tax, Taxmann Publication.

MARKETING MANAGEMENT

Subject Code	Subject Name	T	P
GME 108M	INTERNATIONAL MARKETING	2	2

COURSE OBJECTIVE:

- This course offers an in-depth study of the international marketing issues. The basic purpose is to acquaint the students with concepts and major dimensions related to international marketing, its behaviour and environment, and practices along with emerging issues in the field of global marketing operations.

LEARNING OUTCOMES:

- Students will be equipped to understand the international aspects of market place environments.
- Students will be equipped to understand the micro economics of international issues.
- This subject is designed to equip students to understand the FDI forces which impact various countries.
- This subject also equips students on how to deal with International political forces.

Module 1: Introduction to International Marketing

Nature and Concept, Domestic v/s International Marketing, Macro Economic View, Management Orientations in International Marketing, Dynamic Environment in International Trade, Trade Barriers, Easing Restrictions.

Practical: Designing a comprehensive report by studying the various micro-economic and macro-economic factors influencing the business environment.

Module 2: International Marketing Mix Strategies

Product Design, Branding, Packaging, IPLC

Pricing Process & methods, Factors and Managerial Issues

Distribution Channels Logistics, Promotional Alternatives and their Scopes, Negotiations with partners, customers, regulators.

Practical: A Comprehensive Case Analysis on the firm “ZARA” which is pioneer in International Marketing.

Module 3: International Segmentation, Targeting and Positioning Strategy, Market Research.

Emerging Markets, Strategies in emerging markets, Entry level penetration strategies for International companies looking to scale up their business.

Practical: A Comprehensive Case Analysis on the firm “UBER” which is pioneer in scaling up rapidly in International markets.

Module 4: Global Marketing Strategies

Market Entry and Expansion Strategies, Global Competition and Competitive Advantages

Practical: A Comprehensive Case Analysis on the firm “COKE” which is pioneer in deploying cutting edge Global Marketing Strategies.

Suggested Reading:

- Keegan, W.J. - Global Marketing Management - Pearson Education Asia - 7th Edition.
- Crinkota, M.R. & L.A. Ronkainen - International Marketing - The Dryden Press.
- Cateora, P.R. & J.L. Graham - International Marketing, Tata McGraw- Hill - 10th Edition.
- Terpstra, V. and R. Sarathy - International Marketing - Thompson Press – 8th Edition.
- Khurana, P.K. – Export Management – Galgotia Publishing Company.

Subject Code	Subject Name	T	P
GME 109M	MARKETING STRATEGY	2	2

Course Objectives:

- To manage at the strategic level by targeting, acquiring, retaining, and growing customers.
- To become familiar with the process of designing marketing research, and a variety of techniques for analyzing data for input to decision making about the direction and investments a business organization is considering.

Learning Outcomes:

After completing the course the student will be able to:

- Identify customer value leadership and Designing business models for customer value leadership.
- Exhibit using customer insight and Innovating new value using growth strategies.
- Demonstrate Targeting customers - Managing the brand as an asset, Managing marketing strategy in international markets and Product line management
- Creating a market-oriented organization, and Metrics for evaluating marketing strategy effectiveness

Module I: Strategic Market Management: Introduction, Overview, Characteristics and Trends. Foundation concepts on Strategy, Marketing and Strategic Marketing, Marketing Strategy Blueprint, Environmental Analysis, Competitor Analysis, Customer Analysis, Market Analysis, Internal Analysis.

Practical: Students are provided with case studies to understand the Marketing Strategies and its applications. In addition to that students will be assigned to prepare Blueprint of Marketing Strategy of a firm. Also students are asked to analyze the customers, Competitors, Market and Environment before a particular Marketing Strategy selected.

Module II: Strategic Marketing decisions and Choices: Hierarchy of strategic Choice and decisions (Corporate Level, SBU level and functional Level), Growth Strategies, Diversification Strategies, Retrenchment Strategies, STP Strategies, Relationship Strategies Porter generic Strategies-Focus, cost and differentiation.

Practical: Students are asked to evaluate the strategies at different levels for an Organisation. Also, students are provided with case studies to apply the concepts of decision making in choosing the right kind of strategies.

Module III: Strategic Implementation: Product Innovation and development Strategies, Branding Strategies, Relational & Sustainability Strategies, Service Marketing, Strategies, Pricing and Distribution Strategies, Marketing Communication Strategies, E-marketing Strategies.

Practical: Students are provided with case studies to examine the pros and cons of the strategies implemented at the functional level, finally. They are asked further to evaluate the outcome of the implemented functional strategies

Module IV: Strategic Evaluation and Control: Measuring Strategic Performance, Achieving Strategic Planning Effectiveness, Strategic Planning and Marketing Organizations, Strategic Tools.

Practical: Students are asked to measure the performance of some selected strategies and comply the Control mechanisms to be ready to face the situation.

Suggested Readings:

1. Strategic Marketing, Douglas West, John Ford and Essam Ibrahim, Oxford Publication, 3rd Edition, 2015.
2. Marketing: Planning & Strategy, Subhash Jain & George T. Haley, Cengage Learning, 8th Edition.
3. Strategic Market Management-David A. Aaker, Willey Publication, 11th Edition, 2017.
4. Marketing Strategies-A contemporary approach by Ranchod & Gurau, Pearson India, 2012.

Subject Code	Subject Name	T	P
GME 110M	INTEGRATED MARKETING COMMUNICATION	2	2

Course objectives:

- The objective of this course is to develop an understanding of the marketing communication tools and implement them in designing advertisement strategies.
- The objective of this course is to explain the factors, which need to consider while selecting marketing communication tools to execute the marketing strategies.

Learning outcome:

After completing the course the student will be able to:

- Identify the social and legal aspects of advertisements and their importance in the marketing communication process.
- Exhibit to use various marketing communication tools to promote different types of products and services. They will understand the Indian advertising industry and various types of advertising agencies and their functions so that they could appropriately use an advertising agency for their organizations.
- Analyze allocate and distribute the advertising budget. They will also learn to measure advertising performance in order to optimize marketing communication expenditure.
- Demonstrate the merits and limitations of different types of media and will learn the selection of right media as per the markets need. They will also learn about various Digital Media Marketing tools and their appropriate use in the current marketing era.

Module I: Introduction of Marketing Communication and Advertising: Overview of marketing communication, ATL, BTL and TTL activities. Factors affecting the marketing communication mix. Integrated marketing communication. Ethical issues in marketing communication. Advertising as a management function. Role of advertising in the marketing process. Types of advertising, methods of classification of advertising. Models of marketing communication. Developing & control of marketing communication. Marketing communication-planning procedure.

Practical: Students will be asked to do research to find out various Marketing Communication strategies adopted by different industries and they will have to present the findings with their recommendations through a PPT presentation.

Module II:

Advertising Objectives and Planning: Meaning and definition of advertising. Objectives of advertising. Types & functions of advertising agencies. Methods of remunerating of an ad agency. Target market & creative objective. Advertising appeals.

Practical: Students will be asked to visit an Advertising Agency to understand the functions of various departments of an Ad Agency and their interdependency. They will have to submit a report on the same.

Module III: Steps in Advertising Strategies: Creative strategies. Various appeals and execution styles. International view of advertising. Print advertising. Electronics advertising. Outdoor advertising (Out of the Home). Digital advertising (SEO, SEM, social media advertising, blogs, affiliate advertising, e-mail marketing).

Practical: Each student will be asked to identify organizations, using Moral, Emotional and Rational appeal to promote their product/service. They will have to prepare a report on the same. Students will also be asked to conduct research to understand the various platform of digital marketing and their merit vis-à-vis other conventional advertising media.

Module IV: Media Planning & Promotion: Environment analysis and media selection. Media strategy & media planning styles. Measuring advertisement performances. PACT (Positioning Advertising & Copy Testing) principles. Current developments in advertising. Challenges in media planning.

Practical: Students will be given some specimen products and then they will be asked to identify various media strategy to reach-out the target market. They will have to present their assignment in the form of a PPT presentation.

Suggested Readings

1. Blakeman, R. (2018). Integrated Marketing Communication: Creative Strategy from Idea to Implementation (2 ed.). Paperback.
2. David A. Aaker, J. G. (1995). Advertising Management (5 ed.). Prentice Hall Professional Technical Reference.
3. Kenneth E. Clow, D. E. (2014). Integrated Advertising Promotion and Marketing Communications (6th ed.). Pearson.
4. Shah, K. (2017). Advertising and Integrated Marketing Communications. Paperback.

Subject Code	Subject Name	T	P
GME 111M	RURAL MARKETING	2	2

Course Objective:

- This course has been designed to familiarize the students with the concept and domain of Rural Marketing (RM). This course would develop among budding manager's sensitivity for rural marketing scenario and help them conceptualize appropriate marketing strategies and action plans and adapt learning of marketing concepts to RM context. Rural Markets in India have grown manifold. In fact there has been a virtual explosion in rural markets as far as many product categories are concerned. With urban markets getting saturated for a host of products, marketers are increasingly paying attention to rural markets. This course is designed to help the students in learning the inside stories of Rural Markets.

Learning Outcomes:

- Upon completion of the module, the students would understand the changing profile of the rural consumer and its consumption pattern.
- Conceptualize skills in designing product, price, distribution and promotional strategies for different classes of product targeted at rural consumers.
- Students would get a hands on experience on how the rural marketplace works.
- Students would understand the rural consumer behavior at a deeper level.

Unit 1: Introduction

Rural Economy-Introduction, Scope of Rural Marketing

Business Environment in Rural India, Strategic Challenges, Rural Vs Urban Marketing, Backward to forward linkages.

Practical: A Comprehensive Case Analysis on the firm "HUL" which is pioneer in Rural Marketing.

Unit 2: Rural Marketing –Definition, Characteristics

Rural marketing participants and their characteristics, Infrastructure-Transportation & Communication. Social Structure & Income distribution, Agriculture Status, Marketing Infrastructure: Warehousing.

Practical: A Comprehensive Case Analysis on the firm "Chotu Kool" which is pioneer in innovation in rural markets.

Unit 3: Rural Consumer Behavior

Key Factors influencing Rural Buying behavior

Adaptation and modification of consumer decision, Rise of consumerism, Age & stage of life style, Information & pre purchase evaluation.

Practical: Conducting a comprehensive field study in a nearby village and understanding their psychographics towards brands and products.

Unit 4: Rural Marketing : Strategic Innovations

ICT role in rural distribution, Organized Retailing, Communications

Future of Rural Marketing, PPP, Microfinance, Mobile Penetration, Cases of RM Failures /Discussion of problems.

Practical: A Comprehensive Case Analysis on the firm "ITC eChoupal".

Suggested Readings:

- Kashyap, Pradeep and Raut, Siddhartha. The Rural Marketing Book- Text & Practice, New Delhi: Biztantra, 2005-06.
- Krishnamachayulu, C.S.G. and Ramkrishnan, Lalitha. Rural Marketing – Text and Cases, New Delhi, Pearson Education, 2003.
- Habeeb-ur Rehman, K.S.. Rural Marketing in India : Mumbai, Himalya Publishing House, , 2003.
- Ramkishan, Y., New Perspectives in Rural & Agricultural Marketing, Jaico Publishing House, 2004.

Subject Code	Subject Name	T	P
GME 112M	SERVICES MARKETING	2	2

Course Objectives:

- To familiarize the students to the uniqueness of the services characteristics, challenges and its marketing implications
- To discuss measures and analyze several facets in the area of services marketing, essential for the success of a service sector firm

Learning Outcome:

After the completion of the paper, students should:

- apply marketing concepts and principles to the unique challenges and opportunities of services marketing to create customer value
- identify the critical incident techniques in Service Encounter and its recovery management system
- know how Strategies are formulated and implemented, with qualitative Service Delivery Process
- get an opportunity to explore the areas of their interest and career opportunities in the field of Services Marketing

Module I:

Introduction to Service Marketing- Nature, origin & growth of Service Marketing, Characteristics of services, classification of services, Goods and Services Marketing, Service Marketing Mix, Services economy – evolution and growth of service sector, Marketing Challenges in service business, Marketing framework for service business.

Practical Aspects: Students are provided with case studies to understand the Growth, classification and challenges of Service Sector in India. In addition to that students are asked to go for Role Play on a Service Delivery Process as an Application of Service Marketing Framework.

Module II:

Specifications in Service Marketing- The Service Encounter, Service blueprint, Service Management Triangle, Service delivery, service-scape, Customers Expectations of Service, Zone of Tolerance, Understanding Service Consumer Behaviour, Consumer Decision Making Process for Services.

Practical Aspects: Cases are provided to students on Service Encounter, Customer Expectations and Zone of Tolerance in Service Sector. In addition to that students are asked to construct the blueprint of any service industry.

Module III:

Service Marketing strategies- Service Vision and Service Strategy, Service Product Development, Service Markets: Segmentation, Targeting and Positioning; Demand-Capacity Management in services, Advertising, Branding and Packaging of Services, Pricing of services.

Practical Aspects: Cases are provided on Service Product Development and students are assigned to develop a new service to sell in the market. More Cases are provided on Demand-Capacity Management, Pricing and Promotion of Services.

Module IV:

Service Quality & its implications- Concepts of Quality, Quality Issues and Quality Models (Gaps model, SERVQUAL), Services failure & Service recovery, Customer retention, Customer Relationship management. Application of Service Marketing concepts on specific Industries-(Tourism, Travel, Transportation service marketing, Financial services; Education & Professional service, Telecom, IT & ITES, etc...)

Practical Aspects: Students are provided with case studies to understand the Quality in Service through the Service Quality Models. In addition to that students will be assigned to present the whole Service Marketing Concepts citing one of the Service Sector as an example.

Suggested Readings

1. Lovelock, Writiz, Chatterjee. – (2017), Services Marketing: People, Technology , Strategy, Pearson Education, 8th Edition, New Delhi.
2. Zeithaml, V. A , Bitner, M. J. and Dwayne Gremler – (2012) Services Marketing. New York, McGraw Hill. 6th Edition.
3. Rajendra Nargundkar – (2011), Services Marketing, Tata McGraw-Hill.
4. Rama MohanaRao, K.- (2011) Services Marketing, Pearson Education.

Subject Code	Subject Name	T	P
GME 113M	RETAIL MANAGEMENT	2	2

Course Objectives:

- Retailing sector is vibrant and synonymous with high economic and social progress. In India, it is highly fragmented with less organized retailing but coming up in a big way. It has an access to a variety of products, freedom of choice and high levels of customer service. This course has been designed to equip student to squarely face the fierce retail competition and provide better value to the customer through modern concepts like franchising.
- The emphasis will be mainly to keep abreast with the latest happenings in the market by way of going through retail journals and reports about retail in the business newspapers. Further the stress will be visit various retail formats to imbibe the latest changes and understand ground realities.

Learning Outcomes:

- Students will be equipped to understand the macro economics of retail management.
- Students will be equipped to understand the micro economics of retail management.
- This subject is designed to equip students to understand the FDI forces which impact the local retail environment
- This subject also equips students on how to deal with visual merchandising in various retail stores.

Unit 1: Introduction to Retailing

Defining Retailing. The marketing – Retail Equation, The global retail market, Retailing in the Indian context.

Practical Task: A Comprehensive Case Analysis on the firm “Big Bazaar” which is pioneer in Retail Marketing.

Unit 2: Store Location Decisions

Importance of Store Locations, Types of Locations, Steps Involved in choosing a location, evaluating a Retail Location.

Practical Task: A Comprehensive Case Analysis on the firm “D-MART” which is pioneer in Consumer centric cost cutting in retail environments.

Unit 3: Retail Strategy

Importance of Strategy in Retail, Strategic planning process, The Retail Value Chain.

Practical Task: A Comprehensive Case Analysis on the firm “ZARA” which is pioneer in International Marketing.

Unit 4: Retail Store Design and Visual Merchandising

Relationship between image and store design, Components of Exterior and Interior store design, Considerations for selecting a Lay Out, Visual Merchandising in Retail. Private Labels. The Concept of the private label, the process for the emergence of private labels, the process of private label creation.

Practical Task: An Industrial visit to a local organized retail shop to understand the nuances of the retail supply chain.

Suggested Readings:

- Retailing Management, Text and Cases, Swapna Pradhan, Tata McGraw Hill Co. Ltd. 2004 Ed.
- Art of Retailing, AJ Lamba, Tata McGraw Hill Co. Ltd.
- Bajaj, Tuli & Srivastava, RM Ch.1-2-3.
- Majumder, S. 2002 “FDI in Retailing: India as a super market’ Business Line, Tuesday, Sept. 17.

Subject Code	Subject Name	T	P
GME 114M	PRODUCT AND BRAND MANAGEMENT	2	2

Course Objective:

- Brands are one of the most valuable assets that firms have in modern competitive business environment. Even though they are intangible assets, creating & nurturing them poses significant challenges to the marketers today. The course will illustrate why brands are important, what they represent to consumers & how they should be managed.

Learning Outcomes:

- Students would be able to differentiate between a product and a brand. What it takes to make that successful transition.
- The module is designed to generate a clear understanding the managerial aspects of managing brands over time.
- Students would be equipped with practically implementable brand management models for business decisions.
- Brand Management module brings a clear understanding how various business departments within the organization need to be aligned with one single “Brand Mantra”.

Module I: Brands and Brand Management

Brands Vs Products, Why do brands matter, Can anything be Branded, What are the strongest brands, Branding Challenges and opportunities the Brand Equity Concept, Strategic Brand Management Process.

Practical Task: A Comprehensive Case Analysis on the firm “ZARA” which is pioneer in International Marketing.

Module II: Customer-Based Brand Equity

Customer Based Brand Equity model, Brand Equity as a Bridge, What makes a Brand Strong, Sources of Brand Equity, How do you build a strong brand, Brand Building Implications.

Practical Task: A Comprehensive Case Analysis on the firm “Mc Donalds” which is a global conglomerate.

Module III: Creation of a New Brand

The Pech Model, Identifying and Establishing Brand Positioning, Updating Positioning Over Time, Defining and Establishing Brand Values, Internal Branding.

Practical Task: A Comprehensive Case Analysis on the firm “Paper Boat” which is pioneer in Packaging based branding.

Module IV: Choosing Brand Elements to Build Brand Equity

Brand Elements Choice Criteria, Brand Elements Options and Tactics, Putting it all together. New Perspectives on Marketing, Product Strategy, Pricing Strategy, Channel Strategy. Integrating Marketing Communication to build brand equity, Leveraging Secondary Brand knowledge to build brand equity.

Practical Task: A Comprehensive Case Analysis on the firm “Reliance Jio” which is a pioneer in Disruptive Innovation.

Module V: Developing a Brand Equity Measurement and Management System

The Brand Value Chain, Designing Brand Tracking Studies, Establishing a Brand Equity Management System. Designing and Implementing Branding Strategies, Introducing and Naming New Products and Brand Extensions. Managing Brands over time.

Practical Task: Conducting a Brand Audit on a company of your choice and presenting your finding to the concerned faculty member.

Suggested Readings:

- Kevin Lane Keller, Strategic Brand Management, Pearson, 2015.
- Jean Noel Kapferer: Strategic Brand Management, Kogan Page, 2009.
- M.G. Parameswaran – Building Brand Value, Tata McGraw Hill, 2008.
- Pran K Choudhary, Successful Branding, 2001, Universities Press
- Harsh Verma, Brand Management (Excel Books, 2004).
- David Aaker, Brand Portfolio Strategy (New York: Free Press, 2004).

HUMAN RESOURCE MANAGEMENT

Subject Code	Subject Name	T	P
GME 108H	TALENT MANAGEMENT	2	2

Course Objectives:

- The objective of the course is to realize the challenges of acquisition and retention of talent for the competitive advantage of the organization
- To develop a diagnostic and conceptual understanding of the management of talent in the 21st century organization

Learning Outcome:

After completion of the paper, students should:

- demonstrate the skills and knowledge to build an effective talent management strategy for your own organization
- evaluate challenges and acquisition of Talent in the Organization
- evaluate successful strategies for integrating talent and learning with HR processes and systems
- apply talent integrating processes to track and manage employee talents

Module I: Basics of Talent Management

Engine of New Economy, Difference Between Talents and Knowledge Workers, Leveraging Talent, The Talent Value Chain, Elements of Talent Friendly Organizations, Talent Management Process,

Activity on Designing Effective Talent Management Strategy for the Organization.

Module II : Talent Management System

Components and benefits of Talent Management System; creating TMS, Challenges of TMS; building blocks of talents management: Competencies - Performance Management, evaluating employee Potential

Class discussion on Challenges and Opportunities of Talent Management in the Organization.

Module III: Talent Planning

Concept, Succession Management Process; Cross Functional Capabilities and Fusion of Talents; Talent Development Budget, Contingency Plan for talent; Building a Reservoir of Talent, Compensation Management within the context of Talent Management,.

Activity on how to integrate talent and Learning with HR Processes in the Organization.

Module IV: Developing and Retaining Talent

Potential Identification and Development, Employee Retention- Motivation and Engagement, Engaging Talent through Coaching and Mentoring, Return on Talent; Developing Talent Management Information System .

Preparation of Talent Retention strategy for the Top Positions in the Organization.

Suggested Readings

1. Berger Lance A .& Berger, Dorothy R. (2010). The Talent management hand Book, TMH.
2. Chowdhary, Subir,(2002). The Talent Era, Pearson Education, New Delhi.
3. Capelli Peter, (2008). Talent on Demand: Managing Talent in Age of Uncertainty. Harvard Business Press.
4. Schweyer, Allan. (2004). Talent Management Systems: Best practices in Technology Solutions for Recruitment, Retention and Workforce Planning. Wiley Publishing house.

Subject Code	Subject Name	T	P
GME 109H	HUMAN RESOURCE DEVELOPMENT	2	2

Course Objectives:

- To develop a conceptual understanding of human resource development in organizations.
- To ensure the practical implications of the concept of HRD.

Learning Outcomes:

After completing this paper, the students are expected to:

- Identify the design of HRD matrix for the organization.
- Exhibit Assesses of HR needs from different prospective.
- Demonstrate the design of HRD practices in manufacturing and services sectors.
- Analyze the impact of HRD.

Module I: Introduction to HRD: Evolution & Concept of HRD: Concept, features of HRD, Problems of HRD, HRD System, HRD Process, Role of HRD Professionals, Role of line Managers, supervisors in HRD, HRD Matrix, HRD climate & its elements. HRD strategy role.

Practical: Activity on Preparation of HRD matrix for an Organisation.

Module II: Assessing and Designing HRD Programme: HRD strategies in Organizations, Business strategy and HRD, Need Assessment and Designing HRD Programme: Assessing HRD needs, Task analysis, persons Analysis, Organizational analysis, Designing HRD Programme-Selection of Trainer, Developing Lesson Plan, Selecting Program Methods & techniques and Scheduling the Program.

Practical: Role-play on assessing HR needs from different Prospectives.

Module III: Implementing HRD Programme: Implementing HRD Programmes : On the job and Off-the-job training methods, JIT, Job Rotation, Coaching, Mentoring Lecture, Role Play, Case Study, Vestibule Training, Simulation Techniques, In Basket Exercise, T-Group Training, Psychological Lab, Business Game, Activity Based Training, Programme.

Practical: T – Training or Experiential Learning for the students.

Module IV: Evaluation of HRD: Evaluation of HRD Programme : Models and Criteria of Evaluation, Collecting Data for Evaluation, Research Design, Assessing Impact of HRD, HRD Practices in Manufacturing and Services Sector.

Practical: Student has to design a Model where the Impact of HRD of one Organization can be assessed .

Suggested Readings:

1. Werner & amp, Desimone, Human Resource Development, Cengage.
2. Dr. D.K. Bhattacharya, Human Resource Development, HPH.
3. T.V. Rao, Human Resource Development.
4. Udaya Ku Haldar, Human Resource Development, Oxford.

Subject Code	Subject Name	T	P
GME 110H	STRATEGIC HUMAN RESOURCE MANAGEMENT	2	2

Course Objectives:

- To develop a diagnostic and conceptual understanding of the changing environment of management
- To familiarize the students with the strategic human resource management practices

Learning Outcomes:

After completion of the paper, the students should:

- Analyze the changing business environment and different types of strategy
- Examine the process of strategic human resource management in organisations
- Illustrate current context of strategic human resource management
- Demonstrate various human resource strategies and its alignment with organizational strategy

Module-I: Introduction

Understanding and Measuring Human Capital; Demographic Changes in Workforce; Ethical Behavior; Strategic Management: Models and Process, Corporate Strategy, Business Unit Strategy

Practical Exercises: Learning activity on analyzing the fast-food industry; analyzing the integration and fit in the call centre industry. Case study on Dorian LPG's rapid fleet growth.

Module-II: Concept of SHRM

Strategic HR V/S Strategic HR; Approaches to SHRM: Resource Based View; Conceptual Framework of SHRM, Barriers to Strategic HR, The Strategic Role of HR; Strategic Skills and Competencies.

Practical Exercises: Learning activity on applying the RBV to Disneyland, Case Study on Patanjali: The Black Swan and Indian IT Industry.

Module-III: Context of SHRM

Human Resource Planning: Succession Planning, Mentoring; Redesigning Work Systems: Outsourcing, Offshoring, Merger and Acquisition, Technology, Managing Change, Human Resource Branding, Human Resource Metrics

Practical Exercises: Learning activity on managing growth; Analyzing job design at neutral spaces, Case study on Japanese cross border M&A, Gender inclusive leadership for innovation and change.

Module-IV: Implement SHRM

Staffing Strategies, Training & Development Strategies, Performance Management Strategies, Reward & Compensation Strategies, Retention Strategies, High Performance Work Systems.

Practical Exercises: Learning Activity on analyzing your personal motivations at work; Case study on Appraisal at Systel Technologies; Conflict in the Workplace and Need for Wellbeing.

Suggested Readings:

- Sharma, E. (2019). Strategic Human Resource Development, Pearson Education.
- Mello, J. A (2015). Strategic Human Resource Management, Third Edition. Cengage.
- Armstrong, M. (2016). Armstrong's Handbook of Strategic Human Resource Management, 6th Edition. Kogan Page.
- Raman Preet (2015). Future of Human Resource Management: Case Studies with Strategic Approach, Wiley.

Subject Code	Subject Name	T	P
GME 111H	BUSINESS NEGOTIATION	2	2

Course Objectives:

- The students shall understand the business negotiation process.
- The student shall understand the contexts which should be taken into consideration for negotiation purpose.
- Students can develop negotiating ability of the students which are mostly valued in corporate now days.
- Students can acquire skill to negotiate across culture of the organisations.

Learning Outcomes:

- Describe the concept of negotiation.
- Describe the tools used in Negotiation.
- Develop skills for improvising negotiating skills by using different negotiation strategies.
- Develop the ability to negotiate as a Global Manager.

Module I: - Introduction to negotiation:

Concept and Scope, The Nature of Negotiation, Negotiation in Conflict Management, Types of Bargaining: Distributive bargaining, Integrative bargaining, Collaborative bargaining, Communication & Cognitive Biases.

Case: The Fixed Pie Syndrome in Union Negotiation

Module II: - Negotiation Architecture

Strategy and Planning Negotiations, Finding & Using Leverage, Managing Difficult Negotiations, Agency Negotiations, Group negotiations, ethics in negotiation.

Case: Nepal-India Water Negotiations

Module III: - Negotiation Process

Pre negotiation planning, Initiation, Negotiation Tactics, Price Negotiations, Closing Negotiations, Renegotiations,

Case: Creative Problem Solving in Negotiations

Module IV: - Negotiation and Context

Agents, Coalition and Multiparty Negotiations Communication and Ethics in Negotiation, Environmental context, effects of culture on negotiation, negotiation across culture.

Case: VW & Apple's Long-Term Negotiation Thinking pays off in China

Suggested Readings:

1. Lewicki, Swunders, Barry, Negotiations, Mc Graw Hill.
2. Cellich; Global Business Negotiations, Cengage Learning.

Subject Code	Subject Name	T	P
GME 112H	MANPOWER PLANNING, RECRUITMENT & SELECTION	2	2

Course Objectives:

- The objectives of the course are to enable the students to acquire requisite skill and knowledge in devising appropriate methods and techniques in meeting the manpower needs of the organization.
- The course shall equip the students in using appropriate tools for effective recruitment and selection process.

Learning Outcome:

After completing the course the student will be able to:

- Identify the design, cost benefit analysis of the Recruitment process.
- Exhibit to conduct effective Job interviews.
- Demonstrate design proper selection process and reference check required by most of the organization.
- Analyze to conduct different employment tests required by different organizations for various positions.

Module I: Human Resource Planning: Manpower Requirements of an Organization: Reasons for HRP, Stages of HRP, HRP Process, strategies for manpower Planning, Strategic role of HRP, Demand and Supply, Limitations of HR Planning, Guidelines for Effective HR Planning, Attrition, Deployment and redeployment, Person-Job Fit, Person-Organization Fit; Job analysis: Concept and Methods, Job Description, Job Specification.

Practical: Activity on Finding Cost Benefit analysis of the entire Recruitment Process.

Module II: Introduction to Recruitment: Need for recruitment, HR challenges in Recruitment, forms of Recruitment, recruitment process, Factors affecting Recruitment, Sources of Recruitment, Methods of Recruitment, attracting applicants, Effective Advertising: Designing and Placing advertisement. Legal issues in Recruitment: Equal Employment Opportunities, E-Recruitment: types, levels, values and problems, global headhunting process, sourcing recruitment Process, Recent trend of Recruitment, cost benefit analysis, Problems Recruiters Face.

Practical: Preparation of Advertisements on various Positions. (For Print and Electronic Media)

Module – III – Selection Process

Introduction to selection, Selection procedure, Common Selection interview questions, Selection techniques, screening resumes: application forms, weighted application blanks, Interview as a selection tool: types of interviews, preparation, structuring, barriers in interviews, reference check: methods of reference check and sources of data.

Practical: Activity on Preparing Structured and Unstructured questionnaire for the Interview. Mock Interview sessions.

Module IV: Employment Test: Tests as a Selection Tool, Steps in Developing the Tests, Measurements, Reliability and Validity of Tests, Individual Differences, Concept of Personality Trait Assessment, Test of Intelligence, test of Mental Ability, Test of Mechanical ability, Psychological Tests, Evaluating the Effectiveness of Recruitment and Selection Process.

Practical: Conducting different Psychometric assessment for the students on Leadership, Stress, and Happiness etc.

Suggested Readings

1. Kapoor and Shikha, Human Resource Management, Taxmann's publication.
2. Human Resource Selection - Robert D Gatewood, Hubert S Field, Murray R Barrick; Cengage Learning.
3. Psychological Testing – Robert M Kaplan, Dennis P Saccuzzo, Thomson.
4. V.S.P. Rao, Human Resource Management, Excel Books.

Subject Code	Subject Name	T	P
GME113H	HR METRICS AND ANALYTICS	2	2

Course Objectives:

- Understand the process of quantifying the contributions of Human resources in the organizations.
- Understand and quantify several parameters of the management of human capital, including the functions of HR.
- Enable the students to use various tools and techniques to manage the functions of the HR department in an effective and efficient way.
- Understand in detail the process of HR Audit.

Learning Outcomes:

- Describe the cost and contributions made by human resources in organisations.
- Describe the tools used in HR metrics
- Develop skills for improvising the process by using different metrics.
- Develop the ability to conduct HR Audit.

Module I: - Introduction

Introduction: Meaning & Definition of HR Measurement – Importance; HR measurement for HR Professionals; Principles of good measurement. Cost-benefit analyses for HR interventions,

Module II: - Understanding the strategy implementation

Understanding the role of workforce in strategy implementation. Understanding and developing the right metrics: Tools to manage the implementation of strategy, implementing the metrics.

Module III: - HR alignment

Measuring HR alignment. Measuring hiring and staffing, Measuring the value of compensation and benefits. Measurement of training and development. Measuring the value of employee relations and retention program, Models for Assessing Return on Investment, Assessing value of outsourcing and call centers .

Case studies as per the organisational survey by the students.

Module IV: - HR Audit and Scorecard

Role of TQM in HR Measurement. HR Audit, Implementing HR Audit, Methodology and Issues, HRD Audit – The Indian experiences and cases,

Scorecards: Different types of scorecards- Balance Score Card, HRD Scorecard, People Capability Maturity Model (PCMM), Measuring Intellectual capital and web based HR systems

Suggested Readings:

1. Fitz-EnzJac,(2001), How to Measure Human Resource Management, 3rd Edition, McGraw Hill.
2. Mello Jeffrey A., (2008), Strategic Human Resource Management, Thompson Press Publishing.
3. Rao T.V.(1999), HRD Audit, 3rd Edition Response Books.

Subject Code	Subject Name	T	P
GME 114H	TEAM DYNAMICS AT WORK	2	2

Course Objectives:

- To understand principles of building highly effective teams in organisations
- To provide knowledge regarding variety of interrelated practices underlying group dynamics in organisations

Course Outcomes:

After completion of the paper, the student should:

- Analyse essential elements of group functioning in organisations
- Examine teams and be able to develop an effective team at work place
- Evaluate various aspects of team building in organisation
- Illustrate factors that affect the performance of teams in organisations

Module I: Groups

Meaning of Group, Classification of Groups; Stages of Group Development; Group Properties: Roles, Norms, Status, Size, Cohesiveness, Diversity; Group Decision Making: Group Think, Group Shift

Practical Exercises: Activities on observing group norms; observing task and social behaviours; developing a group contract; making consensus decisions; group versus individual decision making.

Module II: Teams

Teams, Types of Teams; Creating Effective Teams; The Team Effectiveness Model: Context, Team Composition, Team Processes; Team Learning and Adaptation: Reflexivity, Feedback; Team Trust and Communication: Active Listening, Workplace Covenant

Practical Exercises: Carry out a survey on attitudes toward teamwork; team orientation; team emotional intelligence. Activity on working in teams; team success; understanding competitive versus cooperative goals; observing communication patterns in a team.

Module III: Team Building

Creativity: Brain Writing, Group Genius; Decision Making and Problem Solving: Nominal Group Technique, Dialectical Inquiry, Multi-voting; Power Dynamics: Power Styles, Assertiveness; Building Collaborations: Six Thinking Hats.

Practical Exercises: Activity on comparing different creativity techniques; using power styles; problem-solving techniques

Module IV: Leading the Team

Conflict: Types, Causes of Dysfunctional Conflict, Conflict Management Strategies; Team Leadership: Empowerment, Coaching; Working In Virtual Teams, Assessing Team Performance, Rewarding Teams, Team Training: Cross Training, Action Learning.

Practical Exercises: Survey on leadership styles. Activity on developing netiquette for virtual teams; experiencing teamwork in a simulated virtual team; team halo effect; appreciative inquiry of teamwork.

Suggested Readings:

- Robbins, S. P., Judge, T. A. & Vohra, N (2018). Organizational Behaviour, Eighteenth edition, Pearson Education.
- Franz, T. M. (2018). Group Dynamics and Team Interventions: Understanding and Improving Team Performance. Wiley publishing.
- Levi, D. J. (2016). Group Dynamics for Teams, Fifth edition. SAGE Publications.
- Aldag, R. J. & Kuzuhara, L. (2015). Creating High Performance Teams: Applied Strategies and Tools for Managers and Team Members. Routledge.

OPERATIONS MANAGEMENT

Subject Code	Subject Name	T	P
GME 1080	SALES AND OPERATIONS PLANNING	2	2

Course Objectives

- To make the students to familiarize on operations planning and control activities in both manufacturing and service organizations
- To build the students to take decisions on operations planning and control activities through by estimating forecasting future requirements, capacity, aggregate requirements, and material requirements

Learning Outcomes:

After completion of the paper, students should:

- Enhance the critical thinking about scarcity, resource optimization and operation planning
- Develop insights on demand forecasting for strategy formulation
- Enrich the understanding towards capacity and strategic planning
- Design and develop the meet the operations strategies and scheduling to support in necessary business transition

Module I:

Operations Planning Introduction – Relationship between Sales and Operations Planning – Need for operation planning and control – Functions of operation planning and control – Different phases of operation planning and control – Comparison of operations planning and control activities in manufacturing and service organizations.

Activity: Critical analysis of operation planning

Case Study: Agile manufacturing: a taxonomy of strategic and technological imperatives (2002).

Module II:

Demand Forecasting Objective of Forecasting in operations – Elements of a good forecast – Major Factors that Influence the Demand Forecast – Classification of Forecasting Methods (Qualitative Methods, Time series and Quantitative Models) – Forecasting Accuracy and its measures: Mean Absolute Deviation, Mean Square Error (MSE), Mean Forecast Error (MFE).

Activity: Secondary data analysis for product forecasting and its corrections.

Case Study: Sales forecasting using extreme learning machine with applications in fashion retailing (2012).

Module III:

Capacity Planning: Capacity Planning Classification – Measuring Capacity, Determining Capacity Requirements – Forecasting v/s Capacity Planning – Aggregate Operations planning– Concept of aggregation – Factors Affecting Aggregate Planning Aggregate Planning Goals – Forecasts of Aggregate Demand – Aggregate Planning Techniques, Materials Requirement Planning (MRP) Elements and Methods.

Activity: Technical analysis of EOQ, ROP for seasonal product.

Case Study: A deterministic EOQ model with delays in payments and price-discount offers (2008).

Module IV:

Operations Scheduling: Master Production Scheduling (MPS) – Meaning and Concepts – MPS Model – Purpose of Scheduling – Scheduling Methods: Forward Scheduling, Backward Scheduling, Scheduling Activities: Routing, Loading, Dispatching – Scheduling by Type of Operations: Job Operations Repetitive Operations, Labor-Intensive Operations, Service Operations.

Activity: Technical analysis of service strategy of Honda Motors service centres.

Case Study: An analysis of the supplier selection process (1998).

Suggested Readings:

1. Garg, Ajay K (2012) Production and Operations Management, McGraw Hill Education (India) Pvt. Ltd.
2. Stevenson, William J,(2017) Operations Management, Twelfth Edition, McGraw Hill Education (India) Pvt. Ltd..
3. Panneerselvam, R. (2017) Production & operations management, Prentice Hall India private limited.
4. Aswathappa, K., Bhat, Shridhara K., (2014) Production and Operations Management, Himalaya Publishing House.

Subject Code	Subject Name	T	P
GME 1090	TOTAL QUALITY MANAGEMENT	2	2

Course Objectives:

- To acquaint students with the importance of quality management in product and service organisations
- To familiarize students with the key thoughts and movements in quality management in business

Learning Outcome:

After completion of the paper, students should

- Evaluate the quality and cost tradeoff in business operations
- Achieve better operational efficiency by adopting TQM principles
- Apply the TQM tools and techniques to ensure world class manufacturing standards
- Carry out benchmarking against the best industry practices

Module I:

Introduction: Introduction. Need for quality. Evaluation of quality. Definitions of quality. Dimensions of product and service quality. Basic concepts of TQM. TQM framework. Contributions of Deming, Juran and Crosby. Barriers to TQM, Quality statements, customer focus. Customer orientation, customer satisfaction, customer complaints, retention and costs of quality.

Module II:

TQM Principles: Leadership. Strategic quality planning. Quality Councils. Employee involvement. Motivation, empowerment. Team and teamwork. Quality circles. Recognition and reward. Performance appraisal. Continuous process improvement. PDCA cycle. 5S, Kaizen. Supplier partnership. Partnering. Supplier selection and rating.
Practical- Study the 5S model in Suzuki workshop.

Module III:

TQM Tools and Techniques: The seven traditional tools of quality. New management tools. Six sigma: concepts, methodology. Applications to manufacturing. Service sector including IT. Benchmarking. Reason to benchmark. Benchmarking process. FMEA- Stages, types. Control charts. Process capability. Quality function deployment. Taguchi quality loss function. TPM.
Practical- NAAC and NBA as benchmarking for educational institutes.

Module IV:

Quality Systems: Need for ISO 9000. ISO 9001-2008 Quality System. Elements. Documentation. Quality Auditing. QS 9000. ISO 14000. Concepts. Requirements and benefits. TQM implementation in manufacturing and service sectors.
Practical- Study of documentation at Kaivalya for ISO system.

Suggested Readings:

1. Besterfield, Dale, Besterfield, C. and Besterfield, G. (2018). Total Quality Management. Pearson. 5/e.
2. Ramachandran, S and Pandian, K. (2016). Total Quality Management. Airwalk Publications. 4/e.
3. Vijayan, V and Ramakrishnan, H. (2014). Total Quality Management. S Chand.
4. Poonia, M.P. and Sharma, S.C. (2017). Total Quality Management. Khanna Publishing.

Subject Code	Subject Name	T	P
GME 1100	PRODUCTION, PLANNING AND CONTROL	2	2

Course Objective:

- Describe and determine the effect of product, process, inventory costs, product forecasting, operations strategies, and schedule design parameters on design of materials requirements planning, inventory planning, capacity planning, and production planning/control systems.
- Identify the impact of production/inventory cost decisions and operations strategies on the break-even, return on investment and profit analysis of a business enterprise.

Learning Outcome:

After completing this course the students will be able to:

- Identify application of engineering and technological knowledge to solve a wide range of Production and Industrial problems.
- Exhibit to use modern and classical industrial engineering methodologies pertaining to production and inventory control systems.
- Demonstrate design integrated operations management and production/inventory control systems.
- Developing collaborative operational planning including people, materials, information, product design, business strategies, performance measurements, material handling, layout design, and cost information.

Module I: Overview of Planning and Control: Manufacturing vs service operations, customer influence and involvement in design of service and product. Process categories, process analysis and information flows in production process. Forecasting fundamentals, types of forecasting, smoothing and forecast errors.

Practical: Secondary data analysis for product forecasting and its corrections.

Case Study: Sales forecasting using extreme learning machine with applications in fashion retailing (2012).

Module II: Sales and Operations Planning: Purpose, general design of sales and operations planning, approaches to sales and operations planning, made to stock (MTS), Made to Order (MTO), Assemble to Order (ATO), Available for Delivery (AFD), Engineered for order (ETO) strategies for sales and operations planning. Balancing resources, chase, and level and hybrid strategies. Inventory management concepts, categories of inventory, basic lot sizing models, L4L, EOQ, inventory control.

Practical: Technical analysis of EOQ, ROP for seasonal product.

Case Study: A deterministic EOQ model with delays in payments and price-discount offers (2008).

Module III: Master Schedules: Master production schedule, time sources of demand, basic methodology, Available to produce logic, two levels master schedule. Material requirement planning, bill of material, BOM explosion, other MRP issues. Enterprise Resource Planning, Capacity Planning, Rough cut capacity planning, Capacity requirement planning, and Input/output control capacity measures.

Practical: Technical analysis of CRP.

Case Study: Rough-cut capacity planning for remanufacturing firms (1997).

Module IV: Production activity Control: Scheduling, process typing work. Scheduling in MRP pull and push environment. Loading, lean production and JIT. Pull system, Kanban rules, using the Kanban system for process improvement. Master schedule and lean production.

Practical: Application of Kanban rules in manufacturing site location.

Case Study: Toyota production system and kanban system materialization of just-in-time and respect-for-human system (1997).

Suggested Books.

1. Chapman, S.(2007). Fundamentals of Planning and Control.1e. Pearson.
2. Mukhopadhyay, S.K. (2015). Production Planning and Control, 3e, Prentice Hall India.
3. Elsayed E.A. and Boucher T. O. Analysis and Control of Production systems, Prentice Hall.
4. King J. R., Production Planning and Control, Pergamon Press, Oxford.

Subject Code	Subject Name	T	P
GME 1110	BEHAVIOURAL OPERATIONS MANAGEMENT	2	2

Course Objectives:

- To efficiently communicate the major concepts in functional areas such as behavioral operations, supply chain management, inventory control, and management.
- To solve the organizational problems individually or through team work.

Learning Outcomes:

After completing this course the students will be able to:

- Visualize the behavioural and experimental learning process.
- Design the dynamic pricing mechanism in line with customer expectations.
- Design the risk sharing contracts from the supplier side.
- Evaluate the behaviour and decision making context in business.

Module I: The study of Behavioural Operations: A brief history and the contemporary knowledge base, the virtuous cycles of experimental learning, process and perception, managing and mismanaging process constraints and variability, the role of human behaviour in scheduling, process control, experimentation, and improvement in a catapult competition

Practical: Two-person game in strategic decision-making.

Module II: Dynamic pricing in revenue management, envisioning motivation and performance in work design, how to game the system that's designed to game you back, envisioning motivation and performance in work design, service design and its behavioral implications.

Practical: Group discussion performance in work design.

Module III: Inter temporal choices in project based organizations, impulsiveness and emotions, understanding risk sharing contracts from the supplier's perspective, group behavior and insights into simulating real-world dynamics.

Practical: Case study

Module IV: Supply Chain Negotiator: understanding the dynamics of supply chain management, a game of gains, losses, and equity—examining competitive supply chain dynamics, behavior assessment, joint prepositioning in debasing pull-to-center effects, test on conflict management. Kicking the mean habit, a chain of hands, behavior and decision-making revealed in business simulation games, behavioral operations in practice and future work.

Practical: Behavioural decision making game.

Suggested Readings:

1. Bendoly, Elliot, Wezel, W., and Bachrach, D.G. (2015). The Handbook of Behavioral Operations Management, Oxford University Press.
2. Krajewski, L. J., Malhotra, M.K., and Ritzman, L.P. (2015). Operations Management: Processes and Supply Chains, 11th Edition, Pearson Publication
3. Reid, R. D., and Sanders, N.R.(2015), Operations Management, Binder Ready Version: An integrated Approach, 6th Edition, Wiley Binder Version.
4. Jones, Nigel Slack, and Johnston, Robert (2016). Operations Management, Pearson Publication.

Subject Code	Subject Name	T	P
GME 1120	QUALITY TOOLKIT FOR MANAGERS	2	2

Course Objectives:

- Understand the key fundamentals of quality management from business operations
- Learn the concept of quality control tools and quality awards

Learning Outcomes:

After completion of the paper, students should:

- Enhance the critical thinking about scarcity and resource optimization
- Develop insights on quality analysis and strategy formulation
- Enrich the understanding towards quality leadership and strategic planning
- Design and develop the meet the quality standards in product/service operations strategies to combat climate change and support in necessary transition towards sustainable economy

Module I:

Quality Concepts – Cost of Quality – Quality Philosophies – Quality Gurus

Case analysis: Juran quality philosophy and its applications

Module II:

Quality Leadership and Strategic Planning – QM Kite Marks and Quality Awards

Case Analysis: Mumbai Dabbawala

Module III:

Quality Control Tools – Continuous Improvement Tools – Benchmarking –Business Process Re–Engineering

Case Analysis: Toyota motors Kaizan method application.

Module IV:

Quality Function Deployment – Failure Mode and Effect Analysis – Total Productive Maintenance – Customer Driven Quality – Quality Management in services , ISO 9000 – Quality Management Systems – Six Sigma – Design for Six Sigma – Lean Management.

Case Analysis: Maruti Udyog Ltd. Quality applications

Suggested Readings:

1. Poornima M. Charantimath, (2011) Total Quality Management, Pearson Education.
2. James R Evans, (2010) Quality Management, Cengage Learning India private limited.
3. Dale H Besterfield et al., (2003) Total Quality Management, Pearson Publication.

Subject Code	Subject Name	T	P
GME 1130	PRICING AND REVENUE MANAGEMENT	2	2

Course Objectives:

- To acquaint students with the fundamentals of pricing of product and service.
- To appraise the students about the revenue management through pricing.

Learning Outcome:

After completing this course the students will be able to:

- Identify the price drivers in any business and employ them for revenue management.
- Exhibit the devise two-step pricing techniques.
- Execute the sensitivity analysis and yield maximization using pricing techniques.
- Create refund policy into advance booking and pricing.

Module I: Introduction to Pricing techniques: Services, booking systems and consumer value. Overview of pricing techniques. Revenue management and profit maximization. The role played by capacity. Yield management, consumer welfare and antitrust. Discrete demand functions. Linear demand functions. Aggregating demand functions. Demand and network effects. Demand for substitutes and complements. Consumer surplus and cost of production.

Practical: Demand management with pricing.

Module II: Basic Pricing Techniques: Single market pricing. Multiple markets without the price discrimination. Multiple markets with price discrimination. Pricing under competition. Commonly used pricing methods. Regulated public utility and pricing. Bundling and tying. Two-part tariff with one type of consumer. Two-part tariff with multiple consumer type. Multipart tariffs.

Practical: Data collection and analysis of pricing across channels.

Module III: Advanced Pricing Techniques: Seasons, cycles and service cost definitions. Two seasons: Fixed peak case, shifting peak case. Multi season pricing. Season interdependent demand function. Demand cost and the length of seasons. Advance booking. Two booking periods with two service classes. Multiple booking periods with two service classes, multiple booking periods with multiple service classes.

Practical: Studying various differential pricing methods.

Module IV: Refund strategies: Consumers, preferences and seller's profit. Refund policy under and exogenously given price. Simultaneous price ad refund policy decisions. Multiple price and refund packages. Refund policy under moral hazard. Integrating refunds within advance booking. Practical- refund policy of hotels and airlines.

Suggested Books:

1. Shy, Oz. (2008). How to Price: A Guide to Yield Management. Cambridge University Press.
2. Yeoman, Ian and McMahon Una (eds.) (2011). Revenue Management: A Practical Pricing perspective. Palgrave Macmillan.
3. Philips, R.L. (2005). Pricing and Revenue Optimization. Stanford University Press.
4. Talluri, K.T. and Van Ryzin, G. (2005). The Theory and Practice of Revenue Management. Kluwer Academic Publishers.

Subject Code	Subject Name	T	P
GME 1140	OPERATIONS STRATEGY	2	2

Course Objectives

- To make understand the students about what is operations strategy and how its applied in the field of operations management
- To offer operations strategy in terms of business process, capacity, technology and facilities domains

Learning Outcomes

After completing the course the student will be able to:

- Identify the critical thinking about scarcity and resource optimization.
- Exhibit insights on quality analysis and strategy formulation.
- Demonstrate the understanding towards quality leadership and strategic planning.
- Create design and develop the meet the quality standards in product/service operations strategies to combat climate change and support in necessary transition towards sustainable economy.

Module I: Operations strategy: Introduction, Innovation and operations discipline, Operations performance, Operations Strategy framework, Developing an operations strategy, Value chain dynamics and operations decisions, Manufacturing Architecture and operations strategy.

Practical: Critical analysis of frugal innovation and value chain.

Case Study: Agile manufacturing: a taxonomy of strategic and technological imperatives (2002).

Module II: Systems and Processes: Vertical integration and outsourcing, Business processes, Process of operations strategy substitution for strategy, Process of operations strategy implementation, Service Strategy, Service development and organization strategy.

Practical: Technical analysis of service strategy of Big Bazar.

Case Study: An analysis of the supplier selection process (1998).

Module III: Capacity Strategy and Management: How to make decisions on capacity and capacity expansion, Technology Strategy, Process technology decisions, Facilities strategy, facilities strategy and globalization.

Activity: Strategy formulation for service facility.

Case Study: A strategy for facilities management (1994).

Module IV: Quality Strategy and Change / Action programs–Sources of quality, Measures of quality, Competing on cost versus availability, cost versus features and innovativeness, Competition in the housing industry: Improving cost, quality. Purchasing and Supply network strategy, Sourcing and supplier management, Logistics systems and the fulfillment of supply chain, Supplier power and overseas sourcing: Moving up the value chain in outsourcing, Environmental and Social sustainability strategy, Models for gaining advantage in a global environment, How to position within a value chain.

Activity: Quality assessment of supplier network.

Case Study: Exploring the importance of business clockspeed as a moderator for determinants of supplier network performance (2002).

Suggested Books:

1. Nigel Slack and Michael Lewis, Operations strategy, Second edition, Pearson publication, 2009.
2. C. Donald J. Waters, Donald Waters, Operations Strategy, Thomson publications, 2006.
3. Terry Hill, Operations Strategy: Design, Implementation and Delivery, Macmillan Education, 2018.
4. Yeming Gong, Global Operations Strategy: Fundamentals and Practice, Springer publication, 2013.

BUSINESS ANALYTICS

Subject Code	Subject Name	T	P
GME 106B	DATA MINING	2	2

Course Objective

- This course will focus on the design and management of Data Mining Techniques.
- This course also covers Data Mining Architecture and applications together they form the basis of modern business analytics and Data Mining Techniques of today's organizations.

Learning Outcomes

After completing this paper, the students are expected to:

- Identify the fundamental idea of Data Mining Architecture and applications.
- Exhibit preparing data for Predictive Modeling.
- Exhibit various models of Data Mining Techniques.
- Demonstrate various algorithms of Data Mining.

Module I: Introduction: Scope of Data Mining: What is Data Mining, How does Data Mining Works, Predictive Modeling: Data Mining and Architecture: Profitable Applications: Data Mining Tools, Preparing Data for predictive modeling, Data Exploration.

Practical: Demonstrate of Data Mining Architecture, Tools and techniques of Predictive modeling.

Module II: Various Algorithms: Optimizing the Complexity of Decision Trees, Interpreting Decision Trees, Data Mining Versus Database Management System, Data Mining Techniques- Association rules, Market Basket Analysis, Neural Networks.

Practical: Create Decision Trees along with Optimization Techniques, Tools, and techniques of Market Basket Analysis and Neural Networks.

Module III: Clustering and Classifications: Clustering, clustering methods, k-means algorithm, differences between clustering, and segmentation, evaluating clusters, enhancing various classification, building the classifier model,

Practical: Demonstrate various clustering methods with examples. Data Analysis using k-means algorithm, create a classifier model.

Module IV: Data Mining Application: Business Applications Using Data Mining, risk management and targeted marketing, customer profiles and feature construction, scientific applications using data mining and other applications.

Practical: Create a data mining application based on the current business scenario, application of risk management in businesses.

Suggested Readings:

1. Jiawei Han, Micheline Kamber, Jian Pei: *Data Mining Concepts and Techniques*, Morgan Kaufmann Publishers is an imprint of Elsevier.
2. Pang-Ning Tan, Michael Steinbach, Vipin Kumar: *Introduction to Data Mining*, Paperback.

Subject Code	Subject Name	T	P
GME 107B	DATA WAREHOUSING FOR ANALYTICS	2	2

Course Objective

- This course will focus on the design and management of Data Warehousing Techniques.
- This course also covers Data Warehousing Architecture and applications together they form the basis of modern business analytics and Data Warehousing Techniques of today's organizations.

Learning Outcomes

After completing this paper, the students are expected to:

- Identify the abilities to create an integrated data warehouse.
- Exhibit historical data standardized for sales company.
- Demonstrate the design, maintenance, and the development of data warehouse.
- Create a simple data warehouse.

Module I: Overview and concepts Data Warehousing and Business Intelligence: Why reporting and Analysing data, Raw data to valuable information-Lifecycle of Data - What is Business Intelligence - BI and DW in today's perspective - What is data warehousing - The building Blocks: Defining Features - Data warehouses and data marts - Overview of the components - Metadata in the data warehouse - Need for data warehousing - Basic elements of data warehousing - trends in data warehousing

Practical: Demonstrate of Data Warehousing concepts, Tools and techniques of Data Warehouse.

Module II: Architecture & Data Processing: BI architectures and its types - Relation between BI and OLAP (Online analytical processing) definitions - Difference between OLAP and OLTP - Dimensional analysis - What are cubes? Drill-down and roll-up - slice and dice or rotation - OLAP models - ROLAP versus MOLAP - defining schemas: Stars, snowflakes and fact constellations. Why to pre-process data? - Data cleaning: Missing Values, Noisy Data - Data Integration and transformation - Data Reduction: Data cube aggregation, Dimensionality reduction - Data Compression - Numerosity Reduction - Data Mining Primitives - Languages and System Architectures: Task relevant data - Kind of Knowledge to be mined - Discretization and Concept Hierarchy

Practical: Demonstrate various data processing techniques with their application areas.

Module III: Concept Description and Association Rule Mining: What is concept description? Data Generalization and summarization-based characterization, attribute relevance class comparisons, Association Rule Mining: Market basket analysis basic concepts, Finding frequent item sets: Apriori algorithm generating rules, improved Apriori algorithm.

Practical: Demonstrate various Association rules with practical application.

Module IV: Data Classification and Prediction: What is classification and prediction? Issues regarding Classification and prediction: Classification methods: Decision tree, Bayesian Classification, Rule based, CART, Neural Network Prediction methods: Linear and nonlinear regression, Logistic Regression Introduction of tools such as DB Miner /WEKA/DTREG DM Tools.

Practical: Create a data Warehousing application based on the current business scenario, Application of risk management in businesses.

Reference Books:

1. J. Han, M. Kamber, "Data Mining Concepts and Techniques", Morgan Kaufmann
2. M. Kantardzic, "Data mining: Concepts, models, methods and algorithms, John Wiley & Sons Inc.
3. Paulraj Ponnian, "Data Warehousing Fundamentals", John Willey.
4. M. Dunham, "Data Mining: Introductory and Advanced Topics", Pearson Education.

Subject Code	Subject Name	T	P
GME 108B	E-BUSINESS AND MARKETING ANALYTICS	2	2

Course Objective

- This paper will understand the difference between e-Business and e-Commerce, need of Customer Relationship Management,
- Students also enhance the knowledge how to apply quantitative techniques to drive marketing results

Learning Outcomes

After completing this course, the students are expected to:

- identify e-business marketing analytics and solutions.
- exhibit of strategic metrics pricing analytics.
- demonstrate various Marketing Analytics.
- demonstrate to predict future market strategy trends.

Module I: Introduction: e-business, e-commerce and e-business models. Transitioning to the Web. History of the Internet, e-Business and e-Commerce overview, Storefront Model. Auction Model, Portal Model, Dynamic-Pricing Models, B2B e-Commerce and EDI, Click-and-Mortar Businesses.

Module II: Constructing an e-business: Putting Plans into Action, e-Business Solutions. Definition of Competitive Analysis, steps of competitor analysis, identify current and future competitors in the market, finding market share, SWOT Analysis, Build competition portfolio, strategies plan, Execute strategies. Market Segmentation, Competitive analysis, how to analyze and structure markets, Application of advanced programming languages toward segmentation.

Module III: Marketing Measurement Strategy: How to identify market trends? How to predict future conditions? An understanding of metrics used to measure marketing success. Price and Promotion Analytics: Price Analytics, Promotion Analytics, how to allocate marketing budgets over multiple campaigns.

Module IV: Marketing Analytics Product and Service Analytics: conjoint analysis, forecasting, inflection point, decision trees, portfolio allocation. Metrics and measurements analytics, Distribution analytics, sales analytics, Promotion analytics, allocating marketing budget, Metrics-BSC, Dashboards, strategic metrics pricing analytics, web analytics.

Suggested Readings:

- Harvey M. Deitel, Paul Deitel and Kate Steinbuhler, E-Business& e-Commerce for Managers, Pearson.
- Sorger, Stephan., Marketing Analytics: Strategic Models and Metrics, Admiral Press/ Create Space Gary P. Schneider, E-commerce: Strategy, Technology and Implementation, Cengage Learning.

Subject Code	Subject Name	T	P
GME 109B	PREDICTIVE ANALYTICS	2	2

Course Objective:

- To learn the basic concepts of predictive problems and to differentiate with other problem solving techniques.
- To equip the students for solving predictive problems through association rules, Logistic Regression, Neural Networks, K-Nearest Neighbor, etc.

Learning Outcomes:

After completing the course the student will be able to:

- Identify the basic concepts of predictive problem and the process involved in it.
- Explore predictive data through data visualization, data audit, data cleaning for model building.
- Demonstrate basic techniques for solving predictive problems using Decision Trees, Logistic Regression, Neural Networks, K-Nearest Neighbor, Native Bayes, Regression Models, Linear Regression, etc.
- Analyze advance techniques for solving complex predictive problems using Text Mining.

Module I: Basic of Predictive Problem: Introduction to predictive analytics, Business Intelligence vs. Predictive Analytics, Predictive Analytics vs. Statistics, Predictive Analytics vs. Data Analytics, Who uses Predictive Analytics, Challenges in Using Predictive Analytics. Setting up the Problem: Predictive Analytics Processing Steps, Business Understanding, Defining Data for Predictive Modeling, Defining the Target Variable and Measures of Success for Predictive Models, Doing Predictive Modeling out of order.

Practical: Predictive Modeling and analysis.

Module II: Conceptual Framework of Predictive Problem: Data understanding, data preparation, item sets and association rules, What the Data Looks Like, Single Variable Summaries, Data Visualization in one dimension, Histograms, Multiple Variable Summaries, Data Visualization, Two or Higher Dimensions, Value of Statistical Significance, Data Audit, Variable Cleaning, Feature Creation. Terminology, Parameter Settings, How the Data is Organized, Measures of Interesting Rules, Deploying Association Rules, Problems with Association Rules, and Building Classification Rules from Association Rules.

Practical: Framework, Problems using Association Rules.

Module III: Techniques for Predictive Problems: Descriptive modeling and interpreting descriptive models, Data Preparation Issues with Descriptive Modeling, Principal Component Analysis, Clustering Algorithms, And Standard Cluster Model Interpretation, PREDICTIVE MODELING AND ASSESSING PREDICTIVE MODELS Decision Trees, Logistic Regression, Neural Networks, K-Nearest Neighbor, Native Bayes, Regression Models, Linear Regression.

Practical: Descriptive models using Neural Networks, K-Nearest Neighbor, Native Bayes, Regression Models, Linear Regression

Module IV: Advance Techniques for Predictive Problems: Model ensembles, Text Mining and Model Deployment Motivation for Ensembles, Bagging, Boosting, Improvements to Bagging and Boosting, Model Ensembles and Occam's Razor, Interpreting Model Ensembles, Predictive Modeling approach to Text Mining, Structured vs. Unstructured Data, Text Mining Applications, Data Sources for Text Mining, Data Preparation Steps, Text Mining Features, Modeling with Text Mining Features, Regular Expressions, Deployment Steps.

Practical: Text Mining

Reference Books

1. Dean Abbott, "Applied Predictive Analytics", Wiley, 2015.
2. Anasse Bari, Mohamed Chaouchi and Tommy Jung, "Predictive Analytics", Wiley, 2014.
3. Eric Siegel, Thomas H. Davenport, "Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die", Wiley, 2015.

Subject Code	Subject Name	T	P
GME 110B	DATA SCIENCE USING R	2	2

Course Objective

- This course will focus on the design and management of Data Science.
- This course also covers Data Mining Architecture and applications together they form the basis of modern business analytics and Data Mining Techniques of today's organizations.

Learning Outcomes

After completing this paper, the students are expected to:

- Identify basic notions and definitions in data science, machine learning.
- Exhibit standard methods of data science and information retrieval
- Demonstrate the problem of knowledge extraction as combinations of data filtration, analysis and exploration methods using R
- Demonstrate to translate a real-world problem into machine learning terms.

Module I: Introduction: Introduction to Data Science, Introduction Exploratory data analysis, Introduction to machine learning, supervised learning and unsupervised learning, introduction to R and R studio.

Practical: Demonstrate Data Analysis with an example, basic techniques of R Studio.

Module II: Model selection: Linear regression and regularization, Model selection and evaluation, Classification: kNN, decision trees, Classification: SVM and machine learning. R programs, Running R programs, Mastering Fundamental R concepts, how to diagnose and correct syntax errors, Getting familiar with R data sets unit.

Practical: Create Decision Trees, Classification and SVM, Analyze the various dataset by using R Programming.

Module III: Predictive and descriptive analysis with R Program: Predictive Analysis Process, Need for Predictive Analysis, Applications of Predictive Analytics, Descriptive Analysis Methods, Case Study for Churn Prevention, Intro to probability: Naïve Bayes.

Practical: Demonstrate Predictive Analysis with an example, Analysis methods in terms of Naïve Bayes.

Module IV: Applications: Clustering: k-means, hierarchical clustering, Dimensionality reduction: PCA and SVD, Text mining and information retrieval, Network Analysis, Recommender systems.

Practical: Demonstrate by using clustering methods with various segmentation, analyze k-means algorithm by using an appropriate dataset.

Suggested Readings:

1. James, G., Witten, D., Hastie, T., Tibshirani, R. "*An introduction to statistical learning with applications in R*". Springer.
2. Han, J., Kamber, M., Pei, J., "*Data mining concepts and techniques*". Morgan Kaufmann.
3. Murphy, K., "*Machine Learning: A Probabilistic Perspective*". MIT Press.

GOOD GOVERNANCE AND PUBLIC POLICY

Subject Code	Subject Name	T	P
GME 106G	ANCIENT WISDOM IN ACHIEVING SUSTAINABLE DEVELOPMENT GOAL	2	2

Course Objectives:

- To understand sustainable development from Eastern and Western Perspectives.
- To gain knowledge of the journey of development goals from MDGs to SDGs.
- To understand how governance can impact SDGs
- To develop an appreciation of the challenges and opportunities that India has in meeting the SDGs.

Learning Outcomes:

- To learn the basic skills of general environmental audit in public policy and business enterprises.
- To learn the skills in connecting the global and local risks in climate change and sustainability.
- To learn the skills in multi-stakeholder impact analysis in any project or investment.
- To develop the skills in localizing the SDGs through Green Campus Programme and Green Building.

Module I: INTRODUCTION AND BACKGROUND

History and Evolution of Sustainability in Indian and Western Traditions

Anthropocentrism and Eco-Centrism, Development, Industry and Environment-

Development and Sustainability: The UN Perspectives, Journey of Development Goals- From MDGs to SDGs

Discussion: Place of Environment in Eastern and Western Perspectives, Pancha Mahabhuta Theory, Naturopathy, Ayurveda and Yoga, Indigenous Communities on Nature & Sustainability

Module II: SUSTAINABILITY IN POLICY AND BUSINESS

Sustainability in Public Policy and Business; Climate Change Resilience in Policy and Business; Corporate Sustainability Risk Management; Cases of Sustainable Policy and Business Practices

Discussion: Debating Climate Change and its impact on Society and Business, Implications of the Paris Agreement, <https://unfccc.int/resource/docs/2015/cop21/eng/l09r01.pdf>, Science Based Target on Business, <https://sciencebasedtargets.org/>, -“Fashion Industry Charter for Climate Action”, <https://unfccc.int/climate-action/sectoral-engagement/global-climate-action-in-fashion/about-the-fashion-industry-charter-for-climate-action>

Module III: GOVERNANCE, INDICATORS AND INDIA

Governing Sustainability: Actors, Networks and Laws

Measuring Sustainability: Global and National Indicators

Corporate Social Responsibility and Sustainability: Emerging Trends and Best Practices

India and SDGs: Food Security, Sustainable Consumption, Energy Security, Green Building

Skills Training: Environmental Compliance, EIA, Water, Waste management, Renewable Energy, Energy & Transport Audit of Campus, CSR & SDGs

Module IV: SUSTAINABILITY IN PRACTICE

Localizing SDGs: (Cases of Green Campus by Climate Reality Project and Green Building of IGBC)

Developing a Sustainable Business Strategy; Entrepreneurship in Sustainable Business; Sustainability

Quotient and Sustainability Education; Future of Sustainability Professionals and Industry 4.0

Skills Training: Greenhouse Gas (GHG) Accounting, Sustainability Reporting and Developing Personal and Organizational Sustainability Plans. This would include a brief on “The GHG Protocol Corporate Accounting and Reporting Standard”, <https://ghgprotocol.org/corporate-standard>, Carbon Disclosure Project (CDP), <https://www.cdp.net/en>

Suggested Readings:

1. United Nations, Sustainable Development Goals Knowledge Platform, <https://sustainabledevelopment.un.org/>
2. United Nations in India, <https://in.one.un.org/page/sustainable-development-goals/> RIS and the UN (2016) India and Sustainable Development Goals: The Way Forward, RIS, New Delhi, <http://ris.org.in/sdg/india-and-sustainable-development-goals-way-forward>

Subject Code	Subject Name	T	P
GME 111G	ETHICS AND RESEARCH IN GOOD GOVERNANCE & PUBLIC POLICY	2	2

Course Objectives

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Learning Outcomes

After completing the course the student will be able to:

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Module I: Introduction and Background

Define Ethics, Ethics Vs Morality, Ethical Judgment; Ethics and Integrity in Public Life: A Good Governance Framework; Understanding Research: Objectives, Significance and Process; Critical Analysis of relationship between ethics and research

Module II: Ethics and Governance

Good Corporate Governance; E-Governance: Global and National Best Practices; Ethics in Governance: Global and National cases; Analyzing Ethical Dilemmas

Module III: Research in Good Governance and Public Policy

Concept of Research in Academia, Industry and Third Sector; Research in Social Science, Science and Business; Research in Good Governance and Public Policy; Best Practice Cases

Module IV: Governing Research

Governing and Regulating Research, funding and publications; Ethics in research and publication; Improving Research Quality, Standard and Public Confidence in Research; Developing Research governance and ethics policies

Suggested Readings:

Chakrabarty, Bidyut (2019) Ethics in Governance in India, New Delhi: Routledge

NHMRC, Government of Australia (2011) Research Governance Handbook: Guidance for the national approach to single ethical review

<https://www.nhmrc.gov.au/sites/default/files/documents/reports/research-governance-handbook.pdf>

AGRIBUSINESS MANAGEMENT

Subject Code	Subject Name	T	P
ABE 107	RURAL MARKETING	2	2

Course Objectives:

- The course is to familiarize students to appreciate the difficulties of rural markets
- The course is to analyze strategic issues facing these markets

Learning Outcome:

After completion of the paper, students should:

- draw the location based marketing situation by analyzing environmental factors
- analyze rural consumers and farmers' behavior by utilizing market research tool
- develop rural product strategies based on location and follow up with distribution strategy
- set marketing strategies for rural products and services establish customer relationship

Module I Rural Environment:

The call of rural India, the rural marketing environment: concept and scope of rural marketing, nature and characteristics of rural markets, potential of rural market in India, rural communication and distribution. Environmental factors - socio-cultural, economic, demographic, technological and other environmental factors affecting rural marketing.

Practical

The Call of Rural India = Case 1: Sitara: Indian Management Styl-Capturing Hearts and Minds

The Rural Marketing Environment = Case 2: ITC in Rural India

Management Games

Module II Rural Consumer Behavior:

Rural consumer and farmers' behavior, rural marketing research, segmenting and targeting rural markets. Buying behavior; rural v/s urban markets, rural customer relationship management, rural market research

Practical

Rural Consumer Behaviour = Case 3: Reaching Poor Consumer

Rural Marketing Research = Case 4: Godrej Chotu Cool (A) (B)

Rural Marketing Research = Field Work

Segmenting and Targeting Rural Markets = Presentation

Module III Rural Product Marketing Strategy:

Product strategy, pricing strategies, distribution in rural markets, communication strategies for rural markets.

Practical :- Product Strategy = Case 5: Uniliver

Distribution in Rural Markets = Case 6: Marketing Strategies for Low-Income Consumers

Communication Strategies for Rural Markets = Presentation

Module IV Rural Service Marketing Strategy:

Rural services marketing. promotion and communication strategy - Media planning, planning of distribution channels, and organizing personal selling in rural market in India, innovation in rural marketing.

Practical :- Rural Services Marketing = Case 7 Aravind Eye Care's Vision Centers - Reaching Out to the Rural Poor

Marketing in Small Towns = Presentation = Mahindra and Mahindra Finance Services Limited: Empowering Rural Customers in India

Future Rural Marketing = Presentation

Management Games

Suggested Readings

- Krishnamacharyulu C & Ramakrishan L. (2002). Rural Marketing. Pearson Edu.
- Ramaswamy VS & Nanakumari S.(2006). Marketing Mandgement.3rd Ed. MacMillan Publ.
- Singh AK & Pandey S. (2005). Rural Marketing. New Age.
- Singh Sukhpal.(2004). Rural Marketing. Vikas Publishing House.

Subject Code	Subject Name	T	P
ABE 108	AGRO INPUT INDUSTRY MANAGEMENT	2	2

Course Objectives:

- To throw light on major Agri-input sectors such as Seed, Fertilizer, Pesticide, Irrigation, Farm machineries, Agriculture insurance and Agri-Credit in India.
- To aware students on production-consumption, demand-supply position, key players, Govt. policies in key agri-input sectors, various strategies adopted by major players of Agri-input industry and to explore the application of IT in Agri-input business scenario in India.

Learning Outcome:

- Identify different agri-input policies adopted by different state Govts.
- Exhibit the channel management strategies adopted by different types of agri-input companies in India
- Demonstrate marketing and promotional strategies adopted by different agri-input companies in India

Module I : Overview of Agri-input industry in India and Seed Industry: Importance of Agri-inputs for improvement of farm income. Seed Industry, Types of seeds (Breeder, Foundation and Certified Seeds, Hybrid, HYV and Open Pollinated). National seed project - New seed policy, Seed production agencies in India. Seed certification agencies in India. Custom seed production in India. State seed corporation and its functions. Major private seed companies in India. Market structure - Marketing strategies adopted by seed companies in India, Promotional media in seed sector, Factors affecting seed marketing.

Practical: Analyse and evaluate the seed policy of Govt. of Odisha and compare the same with Govt. of Karnataka

Case:

1. Hariyali Kisaan Bazaar - The experience from India
2. Niche marketing strategy by Monsanto for BT Cotton in Maharashtra

Module II : Fertilizer and Pesticide Industry: Fertilizer Industry in India, Industry overview, Classification of fertilizers, Most commonly used fertilizers, Nitrogenous Fertilizer (Ammoniacal, Nitrate, Amide Fertilizer). Phosphatic Fertilizer (Super Phosphate, Triple Super Phosphate) Potassic Fertilizer (Potassium Chloride, Potassium Sulphate) Complex fertilizer. Computation of fertilizer dose. Key players in fertilizer industry. Imports of Fertilizer Industry. Investment in Fertilizer Industry. Subsidy on Fertilizers. Fertilizer's Regulation in India. Fertilizer Supply Chain. Marketing strategies adopted by major players in the industry. Porter's five forces analysis for fertilizer industry. Challenges/Problems of Fertilizer Markets. Pesticide Industry - Structure of the Industry, Categories of pesticides, Global market for pesticides, Indian Market scenario, Key players in the industry, Issues faced by the players in pesticide industry. Increased reliance on export. Shift in Govt. policies in recent years. Pesticide resistance in Agriculture, Integrated Pest Management (IPM). GM Crops. Increased demand for food safety. Trends in production, consumption and capacity utilization. Crop wise consumption, State wise consumption, India's pesticide imports and exports. Demand supply position. Environment Analysis, Porter's five forces.

Practical Activity: Evaluate the channel management strategies adopted by one fertilizer and one pesticide company in Odisha.

Case

1. Promotion of fertilizer through IFFCO Kissan Sansar
2. Innovative Channel management strategy by Bayer Crop Science in Karnataka

Module III: Farm Machineries: Farm Machinery Industry in India. Growth and use of Agricultural machinery in India. Evolution of Indian Agricultural Machinery. Major farm machinery segments in India. Hand tool/machines. Animal and automatic machines, Machines for application of manure and liquid. Nitrogenous fertilizers. Key players in Farm mechanization in India, Promotion Future thrusts of agricultural mechanization. Agricultural Irrigation - Macro and micro irrigation agricultural system in India. Major irrigation equipment in Agriculture. Status and potential of micro-irrigation in India. Subsidy for micro-irrigation in India. Economics of Micro-irrigation in India (Drip and Sprinkler). Key players in Agricultural Irrigation. Distribution of micro-irrigation equipment – Dealer level. Purchase and use of micro irrigation equipment – Farmer perspective, Marketing of micro-irrigation system equipment in India.

Practical: Compare the farm machinery subsidy structures of AP, Odisha and Chattisgarh and evaluate the marketing strategies adopted by Jain Irrigation in Odisha.

Case

1. Linking subsidy to farm machineries for small and marginal farmers – A case study of Netafim
2. Farm machinery leasing by AgriMach in Odisha.

Module IV: Agricultural Credit and Crop Insurance: Sources of institutional Agricultural credit percentage, Role of NABARD in Agricultural credit, Agricultural Debt waiver and Debt relief scheme, Problems in Agriculture credit, Kisan Credit Card. Crop Insurance, Agriculture and Labor. Organic Agri-inputs, Status of organic input production in India, Productivity and efficiency of organic input Modules in India. Marketing of organic inputs in India. Problem in procurement and usage of organic inputs. Issues in marketing of organic inputs

Practical: Justify the requirement of PMFVY scheme for small and marginal farmers of India

Case

1. Customize crop insurance by IFFCO TOKIO for cassava growers of Nasik district
2. Micro credit by Arthana Finance for the ginger cooperative of Kandhamal district of Odisha

Suggested Readings

1. Mahapatra Samarendra, Management of Agricultural Inputs, New India Publishing Agency, 2017.
2. Diwase Smita, Indian Agriculture & Agribusiness Management, Krishi Resource Management Network, 2014.
3. Seetharaman S. P., Agricultural input marketing, Oxford Publishing, 2016.
4. Agricultural marketing in India, by Acharya SS, Dr. N.L. Agarwal, S Chand Publishing, 2010.

Subject Code	Subject Name	T	P
ABE 109	AGRICULTURE FUTURES AND OPTIONS MARKETS	2	2

Course Objectives:

- This course is intended to provide students with an understanding of the mechanics and value of futures markets for speculation and risk management.
- In addition, through presentation of methods of analysis, speculating and hedging, the concepts of how these markets can be employed as tools in the management of risk in agricultural firms of all sizes will be made clearer.

Learning Outcome:

- The course will give students an understanding of the nature, purpose of financial derivatives with a focus on agricultural commodities.
- Students will understand and apply the mechanism and future opportunities of financial derivatives with a focus on agricultural commodities.
- This paper will help students to apply the concepts of Options Strategies, Option Valuation, Option Valuation in commodity trading
- Students will also get the exposure of concepts of weather insurance and its application on agri-commodity trading

Module I

Introduction to Derivatives and Risk Management: Profit Maximization and Cost Minimization Risk Management, Hedging, Speculation Underlying Assets, Derivatives, Long, Short Risk Components, Risk Profiles Market Mechanics: Margin, Open Interest. Futures Theory and Hedging - Forward Contracts, Futures Contracts, Futures and Spot Prices, Forward Pricing.

Module II

Hedging Strategies and Basis Risks, Hedging Basics, Optimal Hedging, Cross Hedging Basis Basics Applications to Animal Feed and Energy, Why Electricity is Difficult to Hedge, Cattle Prices and Basis during the BSE Crisis. Introduction to Forecasting, Supply and Demand Basics, Fundamental Analysis and Technical Analysis.

Module III

Introduction to Swap Contracts and Swap Markets: Commodity Swaps: An Extension of Futures and Forwards. Options Theory and Hedging, Options Basics, Call Options and Put Options, Options Strategies, Option Valuation using binomial Model (Numerical), Option Valuation using Black-Scholes and Black Models (Analytic), The Greek Letters and Volatility Smiles.

Module IV

Introduction to Weather Derivatives, Application: Weather insurance, Regulations, Taxes and Accounting for Derivatives.

Suggested Readings

1. Futures and Options by Vohra N D, Publisher: Mcgraw Hill.
2. Hull, J.C. Fundamentals of Future and Options Market, 8th Edition, Prentice Hall, Upper Sanddle River, New Jersey.
3. Hull J.C., Fundamentals of Future and Options Markets, 8th Edition, Pearson and Prentice Hall Publishers.
4. Schmitz, A., C. Moss, T. Schmitz, W.H. Furtan and C. Schmitz, Agricultural Policy, Agribusiness and Rent Seeking Behavior, 2nd edition, University of Toronto Press.
5. Vercammen, J., 2011. Agricultural Marketing. Structural Models for Price Analysis, New York: Routledge.

Subject Code	Subject Name	T	P
ABE 110	MANAGEMENT AND FINANCING OF AGRO FOOD PROJECTS	2	2

Course Objectives:

- The objective of this course is to understand the financing and management of agro-food projects of the farmers and agro-industrialists, financial institutions and their role in Agri-project finance.
- Also to understand different types of credit system available in India, credit analysis, economic feasibility tests, methods and mechanics of processing loan application.

Learning Outcome:

After completing the course the student will be able to:

- Identify the knowledge of agro-food project life cycle, project feasibility and appraisal, financial policy, management and various financial institutions.
- Exhibit the application of risk management strategies during planning and management of agro-food project investment.
- Create a framework of credit scoring for farmers and process of advancement of credit for farmers/agri-entrepreneurs
- Evaluate the risk factors associated with agro-projects and how to minimize them for investment

Module I: Concept, characteristics of projects: Types of projects, project identification, and Project's life cycle. Project feasibility- market feasibility, technical feasibility, financial feasibility, and economic feasibility, social cost-benefit analysis, project risk analysis; Financial policy, sources of finance: external, internal, owned, debt, foreign financial participation; raising finance-some important issues: effect of legal form of organization, provisions of the Companies Act, control of capital issues; need for financing agri-business in India, assessment of the capacity of the borrowers to borrow and repay.

Practical:

Analyze two agri projects financed by any commercial bank.

Case:

An Analysis of Agricultural Loan Repayment Performance of Regional Rural Bank: A case study of District Sirsa, India. A Study of Agricultural Finance By Commercial Banks In India: A Case Study Of Central Bank Of India

Module II: Estimation of Technical feasibility, Economic viability and repaying capacity: Borrowers and appraisal of credit proposals; Understanding lenders and developing better working relationship and supervisory credit system. Credit inclusions – credit widening and credit deepening; Programme Evaluation and Review Technique (PERT), Project scheduling and resource allocation. Financial markets: money and capital markets; regional and all India financial institutions: commercial banks, regional rural banks, Structured Finance in VC – approach and design by NABARD, cooperatives' Agro Industries Corporation, IDBI, IFCI, ICICI, SFCs, SIDCs; LIC, Non-banking financial companies and NGOs.

Practical:

Evaluate and present one agri-credit proposal submitted by any entrepreneur to any commercial bank.

Case:

Role of State Bank of India in Agricultural Finance (With Reference to Study of Agricultural Financing of Niphad (Nashik) Branch.

Bank Finance for Agri-business: A case study in Dakhina Kannad District.

Module III: Project Approach in financing agriculture: Financial, economic and environmental appraisal of investment projects, Identification, preparation, appraisal, financing and implementation of projects, Project Appraisal techniques – Undiscounted measures. Role and Importance of Agricultural Finance, Lending Instruments under assets collateralization, Financial Institutions and credit flow to rural/priority sector, Agri business financing system in India: aims and objectives of financing of agri-business, framework of financial decision making, changing role of finance manager, long term finance and short term financing for agri business- methods of appraising working capital requirements.

Practical:

Create a framework used by any one bank for Agri project appraisal.

Case:

Dhruva – Investing in natural resource management for livelihood promotion in south Gujarat

Lijjat – A women's enterprise with a difference

Module IV: Risks in financing agriculture: Risk management strategies and coping mechanism; Precautions and procedural formalities of financing: pre, progress and post financing requirements, RBI guidelines Crop Insurance programmes: review of different crop insurance schemes, yield loss and weather based insurance and their applications. Agricultural lending – Direct and Indirect Financing, Financing through Co-operatives, NABARD and Commercial Banks and RRBs. District Credit Plan and lending to agriculture/priority sector. Micro Financing and Role of MFI's - NGO's, and SHG's. Problems, prospects and challenges in financing of agri-business in India.

Practical:

Take the case of one agri-project financed by any commercial banks and evaluate the risk management strategies adopted by that bank.

Case:

Credit Risk Management Practices Used by Banks in Agricultural Finance: A Case Study of Pakistan.

Suggested Books:

1. Agricultural Finance in India: The Role of NABARD, Book by K. Prabhakar Rajkumar, 2014.
2. Agricultural Finance: From Crops to Land, Water and Infrastructure, Book by Hélyette Geman
FAO publication: ICT uses for inclusive agriculture value chain, 2013.
3. J. Acharya, From microfinance to livelihood finance AKRSP (India), European Commission and Ford Foundation, 2007.

Subject Code	Subject Name	T	P
ABE 111	POST HARVEST MANAGEMENT	2	2

Course Objectives:

- To understand the post-harvest stages through which the commodity passes from harvest till consumption.
- To understand the system and value addition at different stages after harvest of any agri-produce.

Learning Outcome:

- Enhance understanding and apply the concepts of current practices and new avenues for management of post-harvest losses in India.
- Students will apply the concept of post-harvest management to improve the quality and shelf life of perishable crops
- Students will apply the knowledge of post harvest techniques to improve the market value of agro-commodities
- Apply the concept of postharvest management technologies, various methods of seed and food grain storage and its impact upon employment and income, especially for the farmers 'communities.

Module I

Introduction: Why post-harvest management and food processing? World production and horticulture & agriculture in India; Research techniques in postharvest techniques at different agro-climatic zones; Understanding post-harvest operations of different commodities; spoilage agents; Module Economic value of Harvest and Post-harvest losses of agricultural products; Cereals and grain; Fruits and vegetables; Livestock, Fisheries etc.; plantation crops and spices.

Module II

Postharvest handling system: Post-harvest psychology and technology of perishable products; Postharvest handling system of cereals; Postharvest handling system of pulses; Postharvest handling system of ornamental plants; Postharvest handling system of seeds; Postharvest handling system of plantation crops and spices; Postharvest handling system of livestock producers; post-harvest technology; Management of horticultural crops – establishing an orchard, basic cultural practices, regulation of flowering, fruiting and thinning, protection against insect, pest, weeds: pre and post-harvest management for quality and shelf life. Market structure and export potential of fruits.

Module III

System and design of postharvest equipment and storage structure: Produce package system; Insects' pest of agricultural products; Pathology of agricultural products; Refrigeration and air-condition; Drying and packaging; Problems in marketing of fruits, pulses and grains, and government policy; quality standards for domestic and international trade. Quality loss of stored grain and methods of prevention and control, Insects, Moulds, Termites, Rodents, Birds.

Module IV

Value Addition at different stages of Post Harvest: Value addition at Harvesting, Drying, Threshing, Grading, Sorting, Cleaning, Packaging, Transporting and Retailing

Suggested Readings

1. SK Nanda, RK Viswakarma, HVL Bathla, Anil Ray, P Chandra 2012. Harvest and Post-harvest Losses of Major crops and livestock produce in India. ICAR research project report published by ICAR.
2. S. N. Jha, R K Viswakarma, Tauqueer Ahmad, Anil Ray, Anil K. 2015. Dixit Assessment of Quantitative Harvest and Post-Harvest of Major crops and Commodities in India. Ministry of Food Processing Industries ICAR Ludhiana.
3. http://www.agripathshala.com/p/blog-page_7.html
4. Sanjaya K Dash and MD Khalid Khan 2012. Post-Harvest Management of Fruits and Vegetables.
5. Umasankar Pal and Sanjaya K Dash 2012. Post Harvest Technology of Food Grains. OUAT, Bhubaneswar.
6. Deepak Kumar and Prasanta Kalita Christopher J. Smith, (Academic Editor) (2017). Reducing Postharvest Losses during Storage of Grain Crops to Strengthen Food Security in Developing Countries. Jan; 6(1): Published online 2017 Jan 15. doi: 10.3390/foods6010008 <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5296677/>

Subject Code	Subject Name	T	P
ABE 112	AGRICULTURAL ENTREPRENEURSHIP	2	2

Course Objectives:

- To describe the importance and role of the entrepreneur in Indian economy and explain the process of entrepreneurship in general and within the agricultural sector
- To employ the basic skills of opportunity recognition and assessment, form and manage entrepreneurial teams, effectively present a business proposal, prepare and present a feasibility analysis for a new agri business and demonstrate a working knowledge of basic business skills

Learning Outcome:

- The students will apply the knowledge of design thinking in conceiving agri and allied ideas in a judicious way
- The students will develop advanced knowledge on how to assess agri-business opportunities and an in-depth understanding of what typically characterize successes and failures
- The students will develop advanced knowledge about key processes necessary to bring new products and services to market and key challenges facing the entrepreneur at different stages of the entrepreneurial voyage:
- They will be able to assess the commercial viability of new technologies, business opportunities in agri and allied sector

Module I

Introduction, Idea Generation and Idea Evaluation: Explain the D.I.S.R.U.P.T. model for Agri and allied venture idea generation, what is mind mapping and how to generate ideas through mind map, learn the rules for effective brainstorming, use brainstorming in a group to generate ideas, Understand the difference between ideas and opportunities, Evaluate the importance of a number of ideas relative to one another and shortlist the two best ideas using the Decision Matrix Analysis and Paired Comparison Analysis, Evaluate and select the best Agri-business idea using the 5Q Framework,

Module 2

Cofounder Identification, Entrepreneurial Outlook/Lean Startup: Understand each of the five entrepreneurial styles in the model and how they differ from each other, Identify your potential entrepreneurship style based on personality traits, strengths, and weaknesses, understand how different entrepreneurship styles work and how people with different styles work together.

Module 3

Customer Discovery, Value Proposition Design and Prototyping: Understand how to segment and target the market, process of consumption mapping in case of Agri ventures, psychological biases of the customer, outcome-driven innovation for an agri-startup, find the product/service niche, customer profiling, Define the Customer Segment – Customer Jobs, Pains, and Gains, Create a Value Proposition for the Customer Segment and assess if it is a good fit for your agro venture, analyze competition and refine the Value Proposition to find uncontested market space using the Blue Ocean Strategy, Design the MVP, Create a Learning Card to capture learning/insights from the experiment and the decisions/actions.

Module 4:

Business Model Canvas and Business Plan: What is a Business Model, how the various blocks of the Business Model Canvas are interconnected with each other, how to create a Business Model Canvas for an agri-startup, Fill up all the nine blocks of the Business Model Canvas based on your current understanding, Use the first cut of the filled Business Model Canvas to present the Business Model, Understand the components of a detailed agri-business plan and how to create a winning Business Plan for a successful agro-venture

Suggested Readings

1. Farmers as Entrepreneurs: Developing Competitive Skills Gerard McElwee, Lincoln Business School, University of Lincoln, Brayford Pool, Lincoln LN6 7TS, UK, 2011.
2. Small Business Management in the 21st Century by David Cadden, Sandra Lueder, The Saylor Foundation, 2014.
3. Making the Business Case by Michael C. Volker, Publisher: Bookboon, 2012.
4. Creating an Entrepreneurial Mindset, by Roger Cowdrey, Publisher: Book Boon, 2013.

ENTREPRENEURSHIP MANAGEMENT

Subject Code	Subject Name	T	P
EME 106	AGRICULTURAL ENTREPRENEURSHIP, CHALLENGES AND OPPORTUNITIES	2	2

Course Objectives:

- To understand the importance of Agri-entrepreneurship for Indian economy and to analyse the challenges and opportunities for Agri entrepreneurs
- To employ the basic skills of opportunity recognition and assessment, form and manage entrepreneurial teams, effectively present a business proposal, prepare and present a feasibility analysis for a new agri business and demonstrate a working knowledge of basic business skills

Learning Outcome:

- Apply the concept of identification of right agri - business ideas through design thinking and brainstorming
- Apply the concept of lean startup, built-measure-learn (BML) to minimize the challenges for agri-enterprise
- Apply the concept of entrepreneurship marketing to achieve competitive edge in the market
- Understand the challenges faced by agri-startups from investor point of view and develop a winning business plan to overcome the same

Module I

Introduction and Challenges in identifying scalable Agri-Ideas: Challenges in Agri-idea conceptualization and pilot testing, D.I.S.R.U.P.T. model for Agri and allied venture idea generation, what is mind mapping and how to generate ideas through mind map, learn the rules for effective brainstorming, use brainstorming in a group to generate ideas, Understand the difference between ideas and opportunities, Evaluate the importance of a number of ideas relative to one another and shortlist the two best ideas using the Decision Matrix Analysis and Paired Comparison Analysis, Evaluate and select the best Agri-business idea using the 5Q Framework,

Module 2

Opportunities and Lean Agri-Startup: Startup India initiative, Govt. policies and support system, Technology adoption opportunities, farmer behavior towards startup service, what is lean startup and how to develop a low cost low risk agri venture.

Module 3

Customer Discovery, Value Proposition Design and Prototyping: Understand how to segment and target the market, process of consumption mapping in case of Agri ventures, psychological biases of the customer, outcome-driven innovation for an agri-startup, find the product/service niche, customer profiling, Define the Customer Segment – Customer Jobs, Pains, and Gains, Create a Value Proposition for the Customer Segment and assess if it is a good fit for your agro venture, analyze competition and refine the Value Proposition to find uncontested market space using the Blue Ocean Strategy, Design the MVP, Create a Learning Card to capture learning/insights from the experiment and the decisions/actions.

Module 4:

Business Model Canvas and Business Plan: What is a Business Model, how the various blocks of the Business Model Canvas are interconnected with each other, how to create a Business Model Canvas for an agri-startup, Fill up all the nine blocks of the Business Model Canvas based on your current understanding, Use the first cut of the filled Business Model Canvas to present the Business Model, Understand the components of a detailed agri-business plan and how to create a winning Business Plan for a successful agro-venture

Suggested Readings

1. Small Business Management in the 21st Century by David Cadden, Sandra Lueder, The Saylor Foundation, 2014.
2. Making the Business Case by Michael C. Volker, Publisher: Bookboon, 2012.
3. Creating an Entrepreneurial Mindset, by Roger Cowdrey, Publisher: BookBoon, 2013.

Subject Code	Subject Name	T	P
EME 107	INNOVATION TECHNOLOGY MANAGEMENT	2	2

Course Objective:

1. To examine different aspects of technological innovation: exploring, executing, leveraging and renewing innovation.
2. To provide a deep grounding in the field of technological innovation entrepreneurs whose goal is to play a leading role in innovation-driven firms.

Learning Outcome:

1. A familiarity with current topics in strategic innovation management, such as innovation networks, idea brokering, open innovation;
2. A familiarity with innovation processes and structures such as R&D team and incentive design, R&D portfolio management, idea generation processes, the pros and cons of various R&D organizational structures, and the challenges of innovation in large and small firms;
3. An understanding of the strategies most effective for exploiting innovations;
4. Skills to identify, evaluate, and resolve a variety of issues relating to poor innovative performance in large firms as well as entrepreneurial firms.

Module 1

Exploring innovations — the processes used to explore innovations along the technology, market and strategy dimensions as the innovation moves from idea to market.

Module 2

Executing innovations — the structures and incentives organizations must put into place to effectively allow talented individuals (from different functions) to execute innovation processes.

Module 3

Exploiting innovations — the strategies that a firm must consider to most effectively exploit the value of their innovation, including innovation platforms that incorporate multiple product options, portfolios and standards.

Module 4

Renewing innovations — the processes, structures and strategies for exploring, executing and exploiting innovations that established firms can use to renew their innovation foundations in the face of potentially disruptive innovations.

Suggested Readings:

1. Technology Entrepreneurship: Taking Innovation to the Marketplace by Thomas N. Duening (Author), Robert A. Hisrich (Author), Michael A. Lechter (Author).
2. Managing Innovation through Technology, by Joe Tidd (Author), John Bessant (Author), Keith Pavitt (Author).
3. Strategic Technology Innovation Management by Joe Tidd (Author), John R. Bessant (Author).
4. Moore's Law: The Life of Gordon Moore, Silicon Valley's Quiet Revolutionary, by Arnold Thackray, David Brock and Rachel Jones.

Subject Code	Subject Name	T	P
EME 108	LEGAL & REGULATORY PROCESS OF ENTREPRENEURSHIP	2	2

Course Objectives:

- The objective of this course is to enable students from a variety of backgrounds to understand legal aspects of entrepreneurship.
- The knowledge they gain will enable them to seek appropriate legal advice and identify the areas that they need to address when engaged in entrepreneurial activity.

Learning Outcomes:

- Understand legal aspect of startups in this changing context of liberalization and globalization of the Indian economy.
- Broad understanding of Commercial Law and how it will impact on the activities and plans of entrepreneurial activity. The student should be able to identify the specific legal issue that an entrepreneur needs to understand at various stages of venture development

Module I

Introduction to Entrepreneurship; Professional Responsibility Basics in Advising Start-Up Clients, From Employee to Entrepreneur, New companies act, Organizing the New Venture: Partnership, LLC or Corporation, Employment Law

Module II

Overview of patents, trademarks copyrights and trade secrets, Protecting Intellectual Property IP and Contracts, monetization and licensing of intellectual property and certain key obligations and potential liabilities often encountered at the start-up phase, Partnerships: General Characteristics and Formation

Module III

Legal Framework of Obtaining Funds for the Venture, Equity Financing, Debt financing, the key attributes that angels and VC's require to finance ventures with an eye towards learning to speak their language, Sale of the Business, Asset Sales, IPO – Initial Public Offering as Exit, exploration of market terms and conditions for venture and angel rounds, term sheets and liquidation models

Module IV

Introduction to Law and Ethics; Ethical Theory, International Law, Bankruptcy; Security interests. Courts & Jurisdiction, Dispute Resolution, Criminal Law, Operational Contracts (for Doing Business), Risk Management,

Suggested Readings:

1. Akhileshwar Pathak, Legal Aspects of Business, McGraw Hill Education, 2013.
2. Kucchal M.C. & Kucchal Vivek: Business Legislation for Management, Vikas Publishing House (P) Ltd.(2018).
3. Dr. Kapoor G.K. & Dhamija Sanjay: Company Law and Practice-A comprehensive textbook on Companies Act 2013, latest edition, Taxmann.(2018).
4. Singh Avtar: Principle of Mercantile Law, Eastern Book Company (2016).

Subject Code	Subject Name	T	P
EME 109	SOCIAL ENTREPRENEURSHIP	2	2

Course Objective:

- To identify the distinctive characteristics and attributes of social enterprise and social entrepreneurs
- To evaluate relevant theory associated with social enterprises and social entrepreneurs in India and international context and to motivate and guide students to explore social issues and start a social enterprise to address the issue

Learning Outcomes:

After completion of the paper, students should:

- analyze different forms of social enterprise organisations
- evaluate key considerations in resourcing social entrepreneurship
- analyse the challenges in growing a social enterprise and scaling social impact
- evaluate the framework of social return on Investment and impact investment principles

Module 1:

Introduction and Importance of Social Entrepreneurship: Definition of social entrepreneurship, Importance of social entrepreneurship, characteristics of social entrepreneurs, functions of a social entrepreneur, difference between social and business entrepreneurship, social entrepreneurship vs. charity, difference between social entrepreneurship and activism, relationship between social entrepreneurship and democracy

Case:

1. A Case Study of the Mann Deshi Mahila Sahakari Bank (MDMSB): A Model of Financial Capability through Social Entrepreneurship
2. Social Entrepreneurship: Serving the 'Niche' Business

Practical Activity: Compare the business model of a social enterprise and a commercial enterprise

Module II:

Landscape and Challenges to Social Entrepreneurship: Emerging landscape of social entrepreneurship in India, understanding the social entrepreneurial landscape in India, organizations working to support social enterprises, financial constraints for social entrepreneurs, social entrepreneurship finance, human resource challenges in social entrepreneurship

Case:

1. Right To Sight: A Management Case Study On Aravind Eye Hospitals
2. Social Entrepreneurship: Case Study in Unilever Food Solutions' Trusted Hands Food Safety Online Training Program

Practical Activity: Analyse the investment pattern of a social enterprise and the financial constraints faced by them

Module III:

Legal and Governance Aspects of Social Entrepreneurship: Registration process of a social enterprise, different types of legal entities for social enterprises, strength and weakness analysis of each type of

legal entity, governance and its importance for social entrepreneurship, good governance in social entrepreneurship

Case:

1. Microfinance - Case of study Grameen bank
2. Ariadna and the International Education Center for Youth

Practical Activity: Analyse and evaluate different types of legal entities for social enterprises

Module IV:

Social Return on Investment and Impact Investment: Social investment and social return on investment, Social Return on Investment (SROI) & its importance for calculating the Social Return on Investment, impact investors and their role, criteria of impact/social investors for funding support, impacts of social entrepreneurs on society, impact, output and outcome for Social entrepreneurship, business plan and business model canvas for social enterprises

Case:

1. DesiCrew Solutions Pvt. Ltd.'s Reverse Migration Model: Going Rural with Socially Relevant BPO
2. BabaJob.com, The Indian Social Networking Start-up: Differentiating with the Bottom of the Pyramid
3. StreetShine, UK's Social Enterprise: Making the Business to make a Difference

Practical Activity: Evaluate the SROI for one CSR project implemented by any corporate in Odisha

Suggested Reading:

1. Haber, Jason. (2016) The Business of Good: Social Entrepreneurship and the New Bottom Line, Google books.
2. MacMillan, Ian C and Thompson, James D.(2013) Social Entrepreneur's Playbook: Pressure Test, Plan, Launch and Scale Your Social Enterprise, PHI Publication.
3. Bornstein, David and Davis, Susan. (2014) Social Entrepreneurship: What Everyone Needs to Know, TMC Publication.
4. Lewis, Jonathan. (2016) The Unfinished Social Entrepreneur.

Subject Code	Subject Name	T	P
EME 110	VENTURE VALUATION & ACCOUNTING	2	2

Course Objective:

After reading this chapter you should be able to:

- Recognize that studying entrepreneurial finance leads to better investment and financing decisions
- Understand why maximizing value for the entrepreneur is central to the study of entrepreneurial finance
- Describe the process of new venture formation from inception to harvesting
- Understand the value of tying financing to milestones that mark a venture's progress

Learning Outcome:

After completion of the paper, students should:

- Carry out valuation of assets and businesses using the most common valuation methods, discounted dividend valuation, free cash flow valuation and market-based valuation
- Prepare correctly the financial statements with respect to topics for which fair value accounting is required
- to prepare a valuation report of a startup business
- apply the business valuation in specific engagement settings including taxation and financial reporting

Module-I The Entrepreneurial Environment:

Introduction to Finance for Entrepreneurs': Fundamentals, process, opportunities exist but not without risks. Sources of entrepreneurial opportunities, Emerging economies and global changes, Principle of entrepreneurial finance, Risk and expected reward go hand in hand, Accounting is a language of business, cash is the currency, New venture financing, Venture's objective is to increase value, venture character and reputation can be assets or liabilities, Role of entrepreneurial finance, successful venture life cycle.

Practical: students' needs to prepare a venture working capital cycle.

Module- II Organizing, operating and planning the venture:

Organizing and financing a new venture: Forms of business, Tax and other considerations, Intellectual property, protection of intangible assets, Kinds of IP. Seed, start up and first round financing sources; Financial Bootstrapping, Business Angel funding. Preparing and using financial statements; NOPAT breakeven. Evaluating operating and financial performance: users, using financial ratio, cash burn rate and liquidity ratio, measuring cash burn and build amount and rates, beyond burn, interpreting cash related trends, leverage ratio, industry comparable ratio analysis. Financial planning throughout the venture's life cycle, surviving the short run, short term cash planning, projected monthly financial statements, types and costs of financial capital, risk –return relationship. Legal aspect of venture financing.

Practical: students will pick up 2 financial statements of venture and calculate the different ratio from corporate objective point of view, EBITDA, FCF etc.

Module-III Creating and recognizing venture Value:

Projecting financial statements, valuing early stage venture, venture capital valuation Model: cash flow based equity valuations, fundamental of venture valuation method using PV & FV.

Practical: students will prepare a projected financial statement.

Module- IV Structuring Financing for the growing venture:

Professional venture capital: Features, professional venture investing cycle, determine fund objectives and policies, organizing new fund, Arranging Harvest or liquidation, Other financial alternatives, Harvesting the business venture investment, financially troubled ventures: turnaround opportunities.

Practical: Students will analyze the arranging harvest or liquidation of a venture.

Suggested Book:

1. Leach & Melicher, (2016), Entrepreneurial Finance, Cengage Publishing, fifth edition, Delhi
2. Aswath, Damodaran. (2012) Valuation, Wiley & sons.
3. Mohanty, Pitabas. (2015) Business Valuation (Text & Cases), Taxman Publication.
4. McKinsey (Tim Koller, Marc Goedhart etc), (2015). Valuation: Measuring and Managing Value of Companies (University Edition), Wiley Finance.