SRI SRI UNIVERSITY

FACULTY OF MANAGEMENT STUDIES

MASTER OF BUSINESS ADMINISTRATION

COURSE STRUCTURE AND SYLLABI FOR MBA: 2024-26 BATCH ONWARDS

MBA (GENERAL MANAGEMENT)

COURSE CURRICULUM OF MBA (GENERAL MANAGEMENT) FROM THE ACADEMIC YEAR 2024-25 ONWARDS (FOR MBA: 2024-26 BATCH ONWARDS)

SEMESTER - 1						
Paper Code	**Paper Name**	**Category**	**Credit**	**Internal Marks**	**External Marks**	**Total Marks**
MBC 101	Organisational Behavior	Core	4	60	40	100
MBC 102	Quantitative Techniques	Core	4	60	40	100
MBC 103	Microeconomics for Managers	Core	4	60	40	100
MBC 104	Financial Reporting and Analysis	Core	4	60	40	100
MBC 105	Marketing Management	Core	4	60	40	100
MBC 106	Business Communication (Analysis of Written Communication)	Core	4	60	40	100
MBC 107	Indian Financial System	Core	4	60	40	100
MBC 108	Digital Transformation in Business	Core	4	60	40	100
UHPC 101	Happiness Connect	Skill Based	2	50	-	50
		Total 34 Credits				
SEMESTER - 2						
Paper Code	**Paper Name**	**Category**	**Credit**	**Internal Marks**	**External Marks**	**Total Marks**
MBC 201	Management Sciences	Core	4	60	40	100
MBC 202	Human Resources Management	Core	4	60	40	100
MBC 203	Macroeconomic Analysis and Policy	Core	4	60	40	100
MBC 204	Production & Operations Management	Core	4	60	40	100
MBC 205	Digital and Social Media Marketing	Core	4	60	40	100
MBC 206	Financial Management	Core	4	60	40	100
MBC 207	Research Methods in Business	Core	4	60	40	100
MBC 208	AI & ML for Business	Core	4	60	40	100
		Total 32 Credits				

SEMESTER - 3						
Paper Code	**Paper Name**	**Category**	**Credit**	**Internal Marks**	**External Marks**	**Total Marks**
MBC 301	Summer Internship Project (8 weeks duration tentatively during May to June every year)	Core	4	100	-	100
MBC 302	Strategic Management	Core	4	60	40	100
MBC 303	Project Management	Core	4	60	40	100
MBC 304	Enterprise Risk Management	Core	4	60	40	100
	Elective - 1	Elective	4	60	40	100
	Elective - 2 **Major**	Elective	4	60	40	100
	Elective - 3	Elective	4	60	40	100
	Elective – 1 **Minor**	Elective	4	60	40	100
	Elective - 2	Elective	4	60	40	100
	Total 36 Credits					

SEMESTER - 4						
Paper Code	**Paper Name**	**Category**	**Credit**	**Internal Marks**	**External Marks**	**Total Marks**
MBC 401	Dissertation & Viva-Voce	Core	4	100	-	100
MBC 402	Innovation, Creativity & Entrepreneurship	Core	4	60	40	100
MBC 403	Business Process Re-engineering	Core	4	60	40	100
MBC 404	Legal Aspect of Business	Core	4	60	40	100
	Elective - 1	Elective	4	60	40	100
	Elective - 2 **Major**	Elective	4	60	40	100
	Elective - 3	Elective	4	60	40	100
	Elective – 1 **Minor**	Elective	4	60	40	100
	Elective - 2	Elective	4	60	40	100
	Total 36 Credits					
	Grand Total 138 Credits					

Note :- Minimum 102 Credits are required for award of Degree including SIP and Capstone Project.

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

    vii) Business Economics

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 Valuation
GME 104F	Block Chain Technologies & Crypto Currencies
GME 105F	Merchant Banking & Capital Market Services
GME 106F	Working Capital Management
GME 107F	Money and Banking

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	Product & Brand Management
GME 106M	Marketing to base of Pyramid Consumers

Human Resource Management

Paper Code	Subject Name
GME 101H	Industrial Relations and Labour Legislations
GME 102H	Leading and Managing Change
GME 103H	Industrial Psychology
GME 104H	Compensation and Benefits Management
GME 105H	International HRM
GME 106H	Manpower Planning, Recruitment & Selection
GME 107H	Organisational Design and Dynamics

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	E-Business and Marketing Analytics

Good Governance & Public Policy

Paper Code	Subject Name
GME 101G	Good Governance: Understanding Eastern and Western Perspectives
GME 102G	Introduction to Public Policy
GME 103G	India and Global Governance
GME 104G	Urban Development and Administration
GME 105G	Principles of Indian Economy

Business Economics

Paper Code	Subject Name
GME 101E	Applied Econometrics for Managers
GME 102E	Financial Economics
GME 103E	Development Economics
GME 104E	International Economics

Semester-IV
Elective offered in Semester-IV

Finance Management

Paper Code	Subject Name
GME 108F	Derivatives & Risk Management
GME 109F	International Finance
GME 110F	Corporate Restructuring, Mergers and Acquisitions
GME 111F	Behavioural Finance
GME 112F	Fintech for Finance
GME 113F	Advanced Financial Reporting
GME 114F	Personal Financial Planning

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	Customer Relationship Management

Human Resource Management

Paper Code	Subject Name
GME 108H	Leadership in the Changing Context
GME 109H	Training and Development
GME 110H	Strategic HRM
GME 111H	Negotiation Skills for Managers
GME 112H	Performance Management System
GME 113H	HR Metrics
GME 114H	Team Dynamics

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	Web Analytics for Business
GME 109B	Predictive Analytics for Business
GME 110B	Data Science Using R

Good Governance & Public Policy

Paper Code	Subject Name
GME 106G	Law and Public Policy
GME 107G	Indian Economy and Public Finance
GME 108G	Nitishastra Through Panchatantra
GME 109G	Constituency Management
GME 110G	Public Health Policy and Management
GME 111G	Ethics and Research in Good Governance & Public Policy

Business Economics

Paper Code	Subject Name
GME 105E	Time Series Analysis and Forecasting Models
GME 106E	Rural Economics
GME 107E	Asian Economics and Business Environment
GME 108E	Environmental Economics

SEMESTER - I

Subject Code	Subject Name	Credits
MBC 101	**ORGANISATIONAL BEHAVIOUR**	4

Course Objectives:
- To recognize the relevance of basic concept of Organizational behaviour and its application in organizational context
- To understand the relevance of human motivation and leadership in organization scenario
- To explain the group level OB concepts
- To impart knowledge on organizational culture and organization change

Learning Outcomes:
The students would be able to:
- Explain the key concepts like personality, attitude, values, and learning and reproduce the same in organizational context.
- Illustrate the practical application of various motivation theories and leadership theories in the workplace.
- Analyze the importance of team building initiatives to resolve complex organizational problems.
- Verify 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, Personality models and theories, Personality Attributes influencing OB; Perception and Individual Decision Making - Factors Influencing Perception, Perceptual Process, Attribution Theory; Principles of Learning - Classical Conditioning, Operant Conditioning, Observational Learning, Cognitive Learning, ; Attitudes, and Values - Types of attitudes, Theories of Attitudes, Importance and Types of Values, Values across cultures, FIRO-B, Johari –Window, Ego-gram, Transactional Analysis.

Module: II – Motivation & Leadership
Motivation – Concept, Types, Theories of Motivation, Content, Process, and Contemporary theories, Implication of Motivational Theories on Human Behavior in Organizations; Leadership – Concept, Leadership Styles, Theories on Leadership: Trait Theories, Behavioral Theories, Contingency Theories & Contemporary Theories (Charismatic Leadership, Transactional Leadership, Transformational Leadership, Servant leadership).

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.

Module: IV - Organization Culture, Design & Structure
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; Organization Structure & Design: An Overview, Assessing Organizational Effectiveness, Contingency effectiveness approach, Resource based approach, and Internal process approach, An integrated effectiveness model; Structural dimensions of organizational structure: functional, divisional, and geographical designs, matrix structure, horizontal structure, modular structure and hybrid structure.

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. & Weihrich, 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.
6. Robins, P. Stephen, Organizational Theory- Structure, Design and Applications, PHI

Subject Code	Subject Name	Credits
MBC 102	**QUANTITATIVE TECHNIQUES**	**4**

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	Credits
MBC 103	**MICROECONOMICS FOR MANAGERS**	**4**

Course Objectives
This course deals with economic tools available for decision making in organizations at the micro level and aims at i) familiarizing the students with the fundamental economic principles and ii) Providing an understanding as to how these could be profitably employed for managerial decision-making.

Course Outcomes
- To understand the fundamental concepts of Microeconomics;
- To develop critical thinking on various aspects of modern business vis-à-vis microeconomic theories and concepts;
- To acquire the skill for applying these tools in managerial decision making for gainful business solutions;
- To understand different market structures and their implications for the behaviour of the firm.

Unit-1 Consumer Behaviour and Demand
Introduction to Managerial Economics; Fundamental Concepts; Significance; Micro versus Macro Economics; Marginal Analysis for Optimal Decisions Consumer Behaviour; Utility Analysis; Equi-marginal Utility; Indifference Curve; Price Consumption Curve, Income and Substitution Effects of a price change, Consumer Equilibrium, Applications and Uses of Indifference Curves

Unit-2 Demand, Supply and Market Equilibrium
Demand Decision: Meaning and Types of Demand; Determinants of Demand; Demand Function; Concept of Supply Curve and Market Equilibrium, Elasticity of Demand; Demand forecasting: Methods of Demand Forecasting; Types of Demand Forecasting. Application of Demand-Supply Analysis.

Unit-3 Production & Cost
Basic Concepts, Production Theory, Production Function, Law of Variable Proportions – Three stages, Isoquants, Profit-Maximising Behaviour of Firms, Returns to Scale; COBB Douglas Production Function; Types of Cost – Short Run and Long Run Cost Functions; Break-Even Analysis.

Unit-4 Market Structure & Pricing Decision
Pricing Decisions: Determinants of Price; Pricing under Different Market Conditions; Objectives of Pricing under Different Market Structures: Perfect Competition; Monopoly; Monopolistic Competition; Oligopoly; Equilibrium Determination and Pricing Under Different Market Structures, Measuring Market Concentration – Concentration ratios, Herfindahl Index and its applications.

Unit-5 Pricing Practices and Strategies:
Pricing Practices and Strategies: Cost-Based Pricing: Cost-plus/Make-up Pricing, Break-even Pricing, Marginal Pricing; Value-Based Pricing; Competition-Based Pricing; Demand-Based Pricing; Pricing Strategies: Price Skimming, Penetration Pricing, Differential Pricing, Promotional Pricing.

Suggested Readings
- W. J. Baumol & A.S. Blinder,Microeconomics Principles and Policy, CENGAGE Learning
- Dominick Salvatore & Siddhartha K. Rastogi, Managerial Economics: Principles and Worldwide Applications, Oxford University Press
- Yogesh Maheshwari, Managerial Economics, Prentice Hall of India
- S. Damodaran, Managerial Economics, Oxford University Press.

Subject Code	Subject Name	Credits
MBC 104	**FINANCIAL REPORTING AND ANALYSIS**	**4**

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:
Financial Accounting - Concepts and Conventions - Double Entry System, Types of accounts-Capital and Revenue Trial Balance - Preparation of Final Accounts: Profit and Loss Account, Balance Sheet & cash flow Statement, Accounting for Leasing, Depreciation, Inventory valuation
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:
Accounting Standards, IFRS Ind AS guideline Analysis of: Director's Report, Auditor's Report, Management Discussion And Analysis Report, Corporate Governance, EVA, ESG reporting, Importance of Notes to accounts (*with real life examples*)
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.

Module III :
Financial statement analysis – Vertical & Horizontal (Trend) Analysis
Ratio Analysis – Meaning, Need, Advantages and Limitations of Ratio Analysis, Classification of Ratios: Profitability Ratios, Liquidity Ratios, solvency ratio and Activity Ratios. Comparable company ratio analysis. Projections through Ratios. Dupont Analysis, Cash Flow Analysis.
Practical Exercise:
Case Studies: Listed Company

Module IV:
Fundamental of Management Accounting - Concepts -Distinction between Costing and Cost Accounting - Elements of Cost - Preparation of Cost Sheet - Types of Costs. Fixed cost, marginal Cost, Variable cost, Breakeven point, Shut down Point.

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.

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	Credits
MBC 105	**MARKETING MANAGEMENT**	**4**

Course Objectives:

Marketing is a basic and integral course in a business school and it is designed and delivered in the simulated environment of a class room in order to fulfill the following specific objectives:

1. To acclimatized students with theories, concepts and practical application of Marketing in real life business environment.
2. To build an understanding of Marketing as central and strategic function in a firm's business strategy.
3. To provide the marketing tools and concepts that help managers make more effective and profitable marketing decisions.

Learning Outcomes:

After completing this paper, the students are expected to:

1. Understand the basic marketing concepts
2. Be in a position to scan the environment and have a proper look at the competition
3. Take proper marketing decisions with the in-depth understanding of consumer behavior.
4. To understand the role of segmentation, targeting and positioning in meeting needs of the customers and creating a point of differentiation in the market
5. Familiar with the techniques and tools to create differentiation in the offerings of a firm and managing a product along its lifecycle, branding, packaging and positioning
6. Comfortable in designing pricing, distribution and promotional strategies
7. Exposed to the dynamic world of marketing including the emergence of internet and new technologies
8. Understand the business reality through real life case studies and to have a better comprehension of decision making in marketing

Module -I: Introduction to Marketing Management:

Introduction to Marketing Management, Core concepts of Marketing, Selling Vs. Marketing, Marketing Process, Marketing Mix for Product & Services, Revisiting Marketing Mix, The Marketing Plan, Modern Marketing Complexities and Paradigm Shifts, Marketing relevance of Maslow's Need Hierarchy, Want, Demand, Introduction to Services & Service Sector, Framing the Service Experience- The Servuction Model. Role of Spirituality in Service Delivery.

Module -II: Understanding Consumer Behaviour

Focusing on the Customer, Consumer Decision Making, Consumer Perception, FCB Grid, AIDA, CB Models, Stimulus Response model, Black Box Model, Customer Loyalty, CRM.

Module -III: Environment & Competition Analysis

Elements of the Marketing Environment, Economic Forces, Political Forces, Social Forces and Technological Forces, Green Marketing, Porter's five forces; Value Chain Analysis; BCG and GE Models, Generic competitive advantage (3 Strategies), Competitive Positions and Strategy

Module- IV: Module -Segmentation, Targeting and Positioning

Importance of Segmentation, Targeting and Positioning, Rationale and Bases of Segmentation, Types of Segmentation, Types of Targeting and Types of Positioning, STP strategy, Positioning Dilemma, Repositioning

Module -V: Managing Products and Services along the Product Life Cycle, New Product Management & Branding Strategies

Delivering Value to the Customer through Product Mix Introduction to product planning, policy & product mix decisions, NPD**,** Managing Products & Services in the International Markets, POP & POD**,** Branding Strategies, Steps of strategic brand management process, Strategic Brand Management Process, the role of Brands, Building Brand Equity, Measuring Brand Equity and Managing Brand Equity, CBBE model, brand equity, STP, Brand Positioning & Repositioning Strategy, Consumer Behaviour and Consumer Decision Making, Branding Services, Service Blue Printing.

Module- VI: Developing Pricing Strategies and Programs

Understanding Pricing, Consumer Psychology and Pricing, Setting the Price, Selecting the Pricing Objective, Determining Demand, Estimating Costs, Analyzing Competitors Costs, Prices and Offers, selecting a Pricing Method, Selecting the Final Price. Reaction to Price Changes, how to fight price wars?

Module- VII: Marketing Channel Decisions

The importance of Channels, Channel Development, The Role of Marketing Channels, Channel Design Decisions, Channel Management Decisions, Channel Integration, Managing Channel Conflicts, Cooperation and Competition, Traditional VS Modern Retailing, Distribution Strategy, Franchising, Managing organized retail, EBO, MBO & e-commerce platforms.

Module- VIII: Designing and Managing Integrated Marketing Communications

The role of Marketing Communications, Developing Effective Communications, deciding on the marketing Communication Mix, managing IMC, Advertising, Sales Promotion, Public Relation & Direct Marketing, Digital Marketing & Social Media Communication- Digital and Social Media Marketing, digital marketing framework, social media strategies, SEO, Content Marketing**,** Marketing in Emerging Countries with Specific Focus on India, Ansoff's Matrix, International Marketing.

Module – IX: Retail and E-Commerce

The Role of Retailing, The changing landscape of retail, traditional retail vs modern retail. Affiliate marketing, shopping malls, e-commerce and online platforms, EBO vs MBO, Franchising.

Suggested Readings:
1. Kotler, Keller & Sheth , Marketing Management (Latest) , Pearson Education.
2. Kotler, Armstrong, Agnihotri, Principles of Marketing, Pearson Education.
3. Saxena R. Marketing Management, Tata McGraw-Hill Publishing Company Ltd.
4. Kumar Arun, Meenakshi N, Marketing Management, VIKAS Publishing House.
5. Keller, Strategic Brand Management, Pearson Education
6. David A. Aaker, Christine Moorman, Strategic Market Management, Wiley.
7. Donald Lehmann, Russell Winer, Product management, McGraw Hill Education

Subject Code	Subject Name	Credits
MBC 106	**BUSINESS COMMUNICATION** **(Analysis of Written Communication)**	**4**

Course Objectives:

Short of breathing, the one activity that humans engage in the most is communication.
In a business scenario, communication not only allows us to share our thoughts but also plays a vital role in getting our work done. Hence, inarguably, effective communication is the key to business success.

- The course aims to equip learners with the important skills and knowledge required, for them to be great communicators in both business and casual situations.
- It addresses the learners' needs related to oral, written and gestural communication, presentation and inter-personal communication while also helping them overcome some of the common communication barriers or challenges using simple, practical techniques.
- Equipping the students with the techniques and skills of managerial communication to inform others, inspire them, enlist their activity and willing for cooperation in the performance of their jobs.

Learning Outcomes:

The students will be able to:
- Discuss how Communication works and why it is important
- Identify the various barriers and challenges faced in Communication
- Present and share your ideas with confidence in a professional setting
- Write effective professional documents
- Create an efficient work culture and achieve organizational excellence by bridging communication gap and providing effective feedback in business communication.
- Develop confidence in public speaking, group discussions, presentations and interviews
- Enhance their personality by identifying their perceptions, values, attitudes and manage emotions for personal, professional and social growth.

Module –I: Business/Managerial Communication Basics

Introduction and Overview of Communication: Language as a Tool of Communication, Process and Types of Communication, Principles of effective Communication (7 C's), Barriers to Communication; Business Communication, Communication channels/ flow in organization, Importance of Business Communication, Essential Communication Skills, Grapevine; Business Jargon and Business Slang: Relevance and Importance, Mastering Business Jargon.

Module – II: Oral Communication

Body Language: Understanding Different Aspects of Body Language, Dos and Don'ts; Group Discussion; Public Speaking: Problems of L2 learners of English and their remedies, Stage Fright, Importance of Public Speaking; Interview Readiness: How to Crack the Interview, Dos and Don'ts; Introducing yourself: The Art of Introductions, Written and In-person introduction; Presentation Skills: Need and relevance, Effective presentation strategies, Dos and Don'ts.

Module – III: Written Analysis and Communication

Written Business Communication Basics, Being Managerially Appropriate, Business Correspondence, Reports and Summaries, Informative and Persuasive Communication,
Business Letters: Layout, Format, Types; Circulars, Notices, Memos, Agenda and Minutes of the Meeting; Report Writing: Types, Structure, Need and Relevance; Proposals: Types, Structure, Significance, Tips; Technical Articles: Significance, Journal Articles, Conference Papers, Reviews; E-mail Etiquette: Examples of Good and Bad E-mails; Employment Communication: CV and covering letter.

Module –IV: Corporate Interpersonal Skills

Individual: Personality, Perception, Values, Attitude, Assertiveness, Goal Setting; Emotional Intelligence: Self-Awareness, Self-Management, Social Awareness, Relationship Management; Stress Management; Group Processes: Team Working; Motivation, Leadership, Strategies for Influencing Others.

Suggested Readings:
1. Business Correspondence and Report Writing – Sharma and Mohan; Tata McGraw Hill, New Delhi, 2017
2. Improve Your Writing ed. V.N. Arora and Laxmi Chandra, Oxford Univ. Press, New Delhi, 2013
3. Technical Communication – Principles and Practices by Meenakshi Raman & Sangeeta Sharma, Oxford Univ. Press New Delhi, 2007
4. Personality At Work: The Drivers & Derailers of Leadership by Ronald A. Warren, McGraw Hill, New Delhi, 2017

Subject Code	Subject Name	Credits
MBC 107	**INDIAN FINANCIAL SYSTEM**	**4**

Course Objectives:
- 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.
- have a broad understanding of monetary and fiscal policies on financial system

Module - I: Indian Financial System
Financial system – An overview of Indian financial system, how savings are invested to create wealth - understanding Indian financial Architecture – Banking & Non banking Sector, capital market, Insurance sector, pension sector and regulators.

Module - II: Financial Market
Money market – Different Instruments - Call money market, Commercial paper market, Commercial bill market, Certificate of deposit (CD), Treasury bills, Major players in Money market.
Government Securities Market –Different Instruments. Understanding of liquidity, Interest rate & inflation and financial stability
Capital market –Introduction to capital market ecosystem, Capital market reforms, SEBI & its regulatory functions. Primary market and Secondary market. Institutional framework – depository, stock exchange, clearing house and other major participants in capital market
Introduction to **foreign exchange market**

Module - III: Financial Institutions and Regulatory Body:
Indian Banking Sector –
Scheduled Commercial Banks and other banks, Key functions of banks– Deposit, loan , payment clearing, guarantee and other fee based services, An overview of retail banking, SME banking and corporate banking- Role of RBI and regulatory framework for Banks.
Other financial Institutions & Regulatory bodies - National Housing Bank (NHB), Export Import Bank of India (EXIM), RBI, SEBI, IRDA, PFRDA

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

Role of Technology -Universal payment Interface, Blockchain
Understanding of Monetary and fiscal policies and their effect on financial system - *–GDP growth rate, Money Supply, Liquidity indicators, FPI inflows and outflow, Forex Market, Inflation.*

Suggested Reading:
1. Gordon, K. & Natrajan, N., (2016) *Financial markets and institutions, Himalaya Publishing House*.
2. Kohn M., (2013) *Financial instituition 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	Credits
MBC 108	**DIGITAL TRANSFORMATION IN BUSINESS**	**4**

Course Objectives:
- Supports the business processes and operations of an organization.
- Support of decision-making by employees and managers.
- Support the strategies of an organization for competitive advantage.

Learning Outcomes:
- 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 and Decision Making in business.
- Role of Information Technology, Information Security, and Cyber Security.

Module I: Introduction to MIS
Role of computer application in business, and its relation with information technology, Systems, Data, Information and Knowledge Importance of IS in the competitive business environment. Networking, Types of Networks and Topologies IT-enabled services such as Call Centers. Application Software.
Practical: Demonstrate the Role of Information Systems and Application Software.

Module II: Decision Support Systems
Decision Support Systems: Group Decision Support Systems, Executive Information Systems, Executive Support Systems. Expert Systems and Knowledge-Based Expert Systems, office automation systems and knowledge-based systems. Structured decision making, unstructured decision making and semi-structured decision making. Predictive analysis using Excel.
Practical: Create a DSS development of business, and create a predictive analysis using Excel

Module III: Information Technology
Database Management Systems: Its purpose, views of data, database architecture relational databases, transaction management, Database Design, ER, RDBMS. Stages of SDLC, Resource utilization. Implementation, audit, operation, maintenance and modifications.
Practical: Demonstrate DBMS, create a database related to transaction management.

Module IV: Information Security:
Information Security and Control, IT Services / IT Products - Managing Global InfoInformation Systems. Three Principles of Information Security, (Confidentiality, Integrity, Availability). Information Security Policy, Information Security Threats (Unsecure System, Social Media Attacks, Malware on Endpoints, Lack of Encryption), Cyber Security.
Practical: Case study regarding information security in various business standards, Tracking of products by usingGIS.

Suggested Readings:
- Avi Silberschatz, Henry F. Korth, S. Sudarshan, Database System Concepts, Mc. Grawhill, Sixth Edition. 2016
- Rajaraman V., Introduction to Information Technology, Paperback – 2013
- Laudon & Laudon, Management Information System -Managing the Digital Firm, Pearson, 11th Edition 2013.
- Fundamentals of Information Security, Sanil Nadkarni, BPB Publisher, 2020.

Subject Code	Subject Name	Credits
UHPC 101	**HAPPINESS CONNECT**	**2**

In the modern society, to achieve work life balance, mere domain knowledge is not sufficient. In this direction, the "Happiness Connect" has a significant relevance to the students who want to achieve excellence with a peaceful mind. Youth Empowerment and Skills Workshop – YES!+, by The Art of Living Foundation is customized and conducted under Happiness Connect. This course aims to create rational problem solvers in their respective organizations but also create those who are beacons of inspiration to their peers. This course provides insights and educates the students to learn the value of self-control and self-actualized inner happiness, which results in effective learning environment.

Course Objectives:
- To instill human values, ethos and cultivate a mindset which is able to take decision with clarity.
- To nurture leaders of the next generation with a mindset to serve.
- To empower a learner from within by enabling the understanding of inner faculties.
- To instill a healthy mindset that enables a learner to cope with emotional disturbances (addictions, depression, personal problems), experience the transformation in their lives and to choose the right path & action.

Methodology: The mode of teaching will be through a combination of lectures, practical and creative processes in line with the concept of learning by doing.

Course Outcomes:
After completion of this course the students will be able to:
CO1: Demonstrate clarity of mind in the decision making process.
CO2: Demonstrate the characteristics of a leader with a mindset to serve.
CO3: Discriminate between right and wrong action.
CO4: Develop Soft Skills like: Time Management, Confidence, Adaptability, Communication etc.

Module 1: INTRODUCTION TO MIND MANGEMENT
Importance of knowing the mind, Knowledge based education vs wisdom based education, Desire and Self-control, Emotional turmoil: Causes and Cure, Listening: Wisdom to win hearts, Importance and necessity of contemplating, Change in perspective, managing the emotions that arise from the heart and the mind.

Module 2: BODY MANGEMENT-YOGA
Relation with mind and body, meaning of Yoga and the importance of healthy body and mind, Body Management Techniques: Asana, Pranayama, Kriya; Principles of yogic practice, Meaning of Asana, its types and principles, meaning of pranayama, its types and principles, Meaning of Kriya and its types and practice.

Module 3: MINDFULNESS
The mind and stress, examining our haphazard thinking, the effect of irrational versus mindful thinking, benefits of mindfulness, Is mindfulness and meditation the same? Getting in touch with your authentic self, key components of mindfulness, stress reduction, how is mindfulness different from relaxation. Practicing self-care, importance of having personal goals, challenging our tendency to avoid challenges, the stories we tell ourselves, developing resilience, an attitude of gratitude.

Module 4: INNER-CLEANSING
Understanding stress, indicating factors of the stress, uncovering the meaning attached to stressful thoughts, major sources of stress, stress control and choice, impact of lifestyle and unhealthy stress, stress and illness, stress management and health, roadblocks in managing stress, reflective skills practice, tools for stress management: Breathing exercise, Sudarshan Kriya and other yogic practices.

Module 5: THE ART OF PACKAGING YOURSELF
Development of your oratory skills, voice modulation for an engaging dialogue, body language and communication skills, the skillsets necessary for a healthy panel discussion. Promoting human values and practicing unbiased social ethics.

Module 6: FOOD AND LIFESTYLE
Basics of Ayurveda, Importance of having Sattvic Ayurvedic Food, Workplace productivity which is directly linked to Healthy Sattvic food. Modulation of ailments through food and balanced nutrition and dieting practices, integrating traditional food items with modern food habits, mental health and food types, quality and hygiene of the individual.

Weekly two hours of practical class will be facilitated by The Art of Living teachers where they would be conducting Sudarshan Kriya.

Suggested Readings:
- Ravishankar, S. S. (2021). An Intimate note to Sincere Seeker. Sri Sri Publications Trust, Bangalore.
- Ravishankar, S. S. (2014). Management Mantra (1st ed.). Sri Sri Publications Trust, Bangalore.
- Ravishankar, S. S. (2009). Mind Matters (1st ed.). Sri Sri Publications Trust, Bangalore.
- Ravishankar, S. S. (2018). The Bhagwad Geeta Chapter 1-13 (1st ed.). Westland Publications Private Limited in association with Sri Sri Publications Trust.
- Khurshed Batliwala (2018). Happiness Express. Westland Publications Private Limited.
- Howard Gardner, (2006). Multiple Intelligence, Perseus Books Group.

SEMESTER – II

Subject Code	Subject Name	Credits
MBC 201	**MANAGEMENT SCIENCE**	**4**

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 Modelling, 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. Iintroduction to Operations Research, Tata Mc Graw Hill.

Subject Code	Subject Name	Credits
MBC 202	**HUMAN RESOURCES MANAGEMENT**	4

Course Objectives:

- Define the basic concepts of HRM like recruitment, selection, training, performance appraisal, compensation, and industrial relations.
- Understand the recruitment & selection-related issues of the organization and applying the learning to resolve those issues.
- Apply the competencies in order to solve the performance appraisal and training-related issues at the organization in particular and society in general.
- Synthesize concrete solutions for various employee-employer-related matters at the organizational level.

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 resource management.
- 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, Objectives and Functions of HRM, HRM Models, Green HRM; HRIS, 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 Labour 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, 8thedition.
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	Credits
MBC 203	**MACROECONOMIC ANALYSIS AND POLICY**	**4**

Course Objectives
- To provide the students with a basic knowledge of essential macro-economic theories and policies so as to understand the national and global business environment for the purpose of decision making.
- To help in managerial decision making and in the formulation of long-term strategies in the present economic scenario

Course Outcomes
- To develop an understanding of the interrelationships among the various macroeconomic variables and the way they impact upon the working of the economy as a whole, thereby determining the course of the economy.
- To help the students in formulating long-term strategies in the current economic scenario.
- Two central questions that motivate Macroeconomics are: (i) What causes aggregate output and employment levels in an economy to fluctuate/change over time? (ii) how effective are government policies in stabilizing the economy and/or generating steady growth? This course will provide the students with a deeper understanding of both these issues in the context of the real economy and will enable them to evaluate various macroeconomic policies and their implications on the basis of coherent theoretical frameworks.

Module-I: Introduction to Macroeconomics
What is Macroeconomics? Macroeconomics Issues in an Economy. National Income Determination: Actual and potential GDP; Nominal GDP and Real GDP, GDP Deflator, Aggregate Expenditure, Net Export Function, Determination of Equilibrium Level of National Income

Module-II: Consumption Function and Theory of Multiplier
Consumption Function, Investment Function; Concepts of Marginal Propensity to Consume, Marginal Propensity to Save, Average Propensity to Consume, Average Propensity to Save, Autonomous Expenditure and Induced Expenditure; The Concepts of Multiplier, Static and Dynamic Multiplier, Reverse operation of Investment Multiplier, Application of Investment Multiplier in underdeveloped countries, Multiplier-Accelerator interaction and its implications, Business Cycles- Features and Phases.

Module-III: Aggregate Demand and Aggregate Supply Model
Aggregate Demand (AD) and Aggregate Supply (AS): AD-AS interaction and Macroeconomic Equilibrium, Shifts in AD and AS Curves and implications

Module-IV: Money, Inflation and Policy Measures
Concepts of Money in a Modern Economy; Monetary Aggregates; Quantity Theory of Money; Demand for Money, Money Supply; Determination of rate of Interest, Liquidity Preference; Multiple Credit Creation, Concept of Inflation; Demand-Pull and Cost-Push Inflation, Costs of Inflation, Unemployment, Inflation-Unemployment Trade-Off; Phillips Curve, Monetary Policy: Quantitative and Selective Credit Control Measures and Fiscal Policy, Built-in Stabilisers, Crowding Out Effect.

Module-V: IS – LM Analysis
Derivation of IS and LM Functions; Joint determination of National Income and rate of Interest.

Module-VI: Balance of Payments
Balance of Trade and Balance of Payments, Distinction between Current Account and Capital Account; Disequilibrium in Balance of Payments- Causes and Corrective Measures

Suggested Readings

- Acemoglu, D. (2009): Introduction to Modern Economic Growth, Princeton University Press. Gali, Jordi (2015): Monetary Policy, Inflation, and the Business Cycle, 2nd Edition, Princeton University Press.
- Galor, O. (2010): Discrete Dynamical Systems, Springer-Verlag.
- Minford, P. and Peel. D. (2019): Advanced Macroeconomics: A Primer, 2nd Edition,
- Edward Elgar. Romer, D. (2012): Advanced Macroeconomics, 4th edition, New York: McGraw Hill.
- Sorensen, P.B. and Whitta-Jacobsen, H.J. (2010): Introducing Advanced Macroeconomics: Growth and Business Cycles, 2nd Edition, McGraw-Hill.
- Wickens, M. (2011): Macroeconomic Theory, 2nd edition, Princeton University Press.

Subject Code	Subject Name	Credits
MBC 204	**PRODUCTION AND OPERATIONS MANAGEMENT**	**4**

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	Credits
MBC 205	**DIGITAL & SOCIAL MEDIA MARKETING**	**4**

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	Credits
MBC 206	**FINANCIAL MANAGEMENT**	**4**

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: 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, , Net Income and NoI approach etc. And MM hypothesis
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.

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.

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.

Subject Code	Subject Name	Credits
MBC 207	**RESEARCH METHODS IN BUSINESS**	**4**

Course Objectives:
- This paper aims at familiarizing the students about the logic behind various research approaches and how various research methods will guide students to conduct the research.
- To understand the review of literature, processes of designing a research plan, conducting fieldwork and processes of data analysis by interpreting research data within the framework of selected methodologies and informed by selected theoretical perspectives.

Learning Outcomes:
- Understand various research methods and logic behind the methods used in various research approaches.
- Understand review of literature, research design, the processes of conducting fieldwork and processes of data analysis and interpretation within the framework of selected methodologies, and informed by selected theoretical perspectives.

Module I : Nature and Scope of Research Methodology
Introduction to various research approaches, Research Methodology; Review of Primary and Secondary Source of Literature and Information, Rationale of the Research, Problem Formulation and Statement of Research Objectives; Cause-Relation Analysis, Values and Cost Information; Organization Structure of Research; Research Process

Module II : Research Designs
Exploratory, Descriptive, Experimental and Action Research Design; Deductive Vs Inductive methods; Stages of Research Designs, Methods of Data Collection; Qualitative methods, Quantitative methods, Observational and Survey Methods; Questionnaire Design and Attitude Measurement Techniques; Motivational Research Techniques and Administration of Surveys, writing executive summary; Research Report Writing.

Module III: Sample Design
Selection of an Appropriate Statistical Techniques; Field Work and Tabulation of Data; Use of SPSS and Other Statistical Software Packages

Module IV: Advanced Techniques for Data Analysis
ANOVA; Discriminate Analysis; Factor Analysis; Conjoint Analysis; Multi-Dimensional Scaling and Clustering Methods; Research Applications, Report writing and Reference Style

Suggested Readings:
1. Panneerselvam, R., 2004. Research Methodology, Prentice Hall of India, New Delhi, 2004.
2. Kothari CR, 2009. Research Methodology-Methods and Techniques, New Wiley Eastern Ltd., Delhi.
3. Swanborn, P. (2010). *Case study research: What, why and how?* Thousand Oaks, CA. Sage.
4. Denzin, N., & Lincoln, Y. (Eds.). (2011). Handbook of qualitative research (4th ed.). Thousand Oaks, CA: Sage.
5. "Statistics for Business and Economics", Anderson, Sweeny and Williams, Cengage Learning Publication, 2007.
6. "Business Statistics", Naval Bajpai, Pearson Publication, 2010.

Subject Code	Subject Name	Credits
MBC 208	**AI AND ML FOR BUSINESS**	**4**

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 on Business.
- Demonstrate emerging of NN for 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 Neighbours, 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.

SEMESTER - III

Subject Code	Subject Name	T	P
MBC 302	STRATEGIC MANAGEMENT	**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 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	**ENTERPRISE RISK MANAGEMENT**	**2**	**2**

Course Objective:
The subject has been introduced as "Core" paper for following objectives:
- To provide an understanding of risk business organization (also other organizations) face, their probability& impact and why "Risk management" is important to achieve organizational objectives.
- To develop the skills to assess the internal and external risk, their impact on enterprise, risk culture and role of Board and senior Management

Learning Outcome:
Students on completion of this program will learn
1. Basic concepts of risk and opportunities, how to assess the risks, their impact and how to those risks are to be managed
2. Will have an understanding of COSO Framework of Enterprise Risk Management
3. Will learn "how to assess operational risks", quantification of the same and prioritization and how those risks can be managed
4. Will have broad understanding Board and senior Management's role and Risk Culture of the organization.

Module-I Introduction to Enterprise Risk Management:
Introduction to Risk -What is Risk? Is risk negative? What is ERM? COSO Framework & ISO Definition, Culture and Leadership, Risk Governance, Types of Risk - Strategic, Operational, Financial etc.

Module-II Risk Management Framework
Risk Analysis, Risk Register, Risk Probability and Impact, Risk Evaluation, Guidance provided by COSO Framework 2017 and ISO 31000

Module-III Risk Management Strategies
Risk management organization structure, Risk Rating, Risk Appetite, designing Risk Appetite, implementing risk appetite. Risk treatment – mitigation, transfer, control and accept, Monitoring, communication and reporting.

Module-IV Risk Culture in Organization
Cultural theory of Risk, Diverse value objectives within organization Importance of common risk language, ERM Contexts – Strategic risk Management, Project Risk management, Operational Risk Management, The role of Board and Senior Management

Suggested Books:
1. Paul Hopkin, (2017), Fundamentals of Risk Management, Fourth Edition, Kogan Pages
2. Robert J. Chapman, (2011), Simple Tools and Techniques for Enterprise Risk Management, Second Edition, Wiley
3. Richard Apostolik, Christopher Donohue (2015), Foundations of Financial Risk (First Edition), Wiley

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, /Treynor/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 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 104F	BLOCK CHAIN TECHNOLOGIES & CRYPTO CURRENCIES	2	2

COURSE OBJECTIVE:
- To provide a framework for the assessment of economic, financial, and investment implications
- To make the student aware of the legal and regulatory concerns and keep abreast of the latest developments in the area

LEARNING OUTCOMES:
Upon completion of this course, the students will be able to
- Assess the strategic significance of blockchain technology and its applications
- Understand the strengths and weaknesses of the block chain technology
- Analyse the economics of cryptocurrencies and assess the financial and investment implications of crypto assets
- Describe the legal and regulatory issues associated with the crypto sector
- Demonstrate an understanding of the current trends in the crypto sector

MODULE 1: INTRODUCTION
Emergence of Blockchain technology and its rapid transformation; Blockchain possibilities – How it redefines global business landscapes; The benefits of using blockchain for a business network; opportunities and challenges

MODULE 2: DISRUPTIVE ELEMENTS OF BLOCKCHAIN TECHNOLOGY & INTRODUCTION TO CRYPTOGRAPHY:
The actors and their roles in a blockchain solution; The components in a blockchain solution transparency, smart contract, immutability, security, consensus.
Basic concept of cryptography, Public key, Private key, RSA algorithm, HASH functions

MODULE 3: ECONOMIC, FINANCIAL, AND INVESTMENT IMPLICATIONS:
The context of monetary theory - Cryptocurrencies as an asset class - The context of portfolio theory - Token economics - Barriers to pricing and valuation - Price determinants, diversification, comparison with gold - Fundamental and technical analysis - Crypto markets: Cryptocurrency exchanges, efficiency of crypto markets - Empirical findings - Decentralized Finance (DeFi) - Initial Coin Offerings (ICOs) - Non-fungible tokens (NFTs)

MODULE 4: THE REGULATORY FRAMEWORK AND GOVERNANCE :
Need for regulation - Issues in regulation - Current status of regulation in India and other countries; meaning of governance in blockchain network; business network governance; network membership governance, technology infrastructure governance.
Referring to the cases in business blockchain and cryptocurrency and understanding the future trend

TEXTBOOKS:
- Blockchain Revolution How the Technology Behind Bitcoin and Other Cryptocurrencies Is Changing the World; Tapscott, Don, Tapscott, Alex; Penguin, ISBN 9781101980149 (trade paperback)

REFERENCE BOOKS:
- Schar, F. & Berentsen, A. (2020), Bitcoin, Blockchain, and Crypto Assets: A Comprehensive Introduction, The MIT Press
- Joel Bessis (2015), Risk Management in Banking, 4th edition, Wiley Finance

E BOOKS:
Garbowski, M. (2019), Cryptocurrencies: A Primer on Digital Money, Routledge Focus on Economics and Finance, Routledge

Subject Code	Subject Name	T	P
GME 105F	MERCHANT BANKING & CAPITAL MARKET SERVICES	2	2

Course objectives:
1. To give the students an in depth knowledge on the working of Merchant Bankers, market infrastructure institutes
2. To help the student understand the Issues management process, price discovery under book building process and green shoe option
3. To gain an in depth knowledge of secondary market operation and credit rating in India
4. To gain in depth knowledge of asset management business – Mutual Funds, Portfolio management services and alternate investment funds i.e., REIT, InvIT, Hedge Funds

Learning outcomes:
1. It enables the students to get an overview on merchant banking services and role of market infrastructure institutes
2. Will learn about Issues management process, price discovery under book building process and green shoe option
3. Helps students to understand and apply trading & settlement process in secondary market and knowledge about credit rating
4. Will gain in depth knowledge of asset management services and will know about Mutual Funds, Portfolio management services and alternate investment funds i.e., REIT, InvIT, Hedge Funds

Course Syllabus
MODULE I
Introduction: An Overview of Indian Capital Market. Concept and Evolution of Merchant Banking Investment /Investment banking in India (before SEBI). Formation of SEBI & Role of SEBI. Market infrastructure institutions- Stock Exchanges, Depositories & Clearing Corporations. Other market participants –Brokers, Sub-brokers, Registrars & Transfer Agents etc. Regulatory Framework for Merchant Bankers in India – Registration, Code of Conduct, General obligations and Responsibilities

MODULE II
Investment Banking: **Issue Management**: Private placement, Qualified Institutional Placement. and Public Issue: Issue of Capital and Disclosure Requirements Regulations, 2009, as amended. Different types of public issue – IPO, Offer for Sale, Rights Issue, FPO, Indian Depository Receipts. Institutional, Retail Quota, Issue Pricing – Fixed price issue & Book Building Issue. Prospectus/Red Herring Prospectus. Underwriting & Issue Process –role of other participants. Applications Supported by Blocked Amount (ASBA) Facility. Minimum Subscription, Price discovery in Book Building issues & Allotment process, Refund and Payment of Interest. Green Shoe Option., Post issue work & obligations.

MODULE III
Other Merchant Banking Activities: - Mergers, Acquisitions & Takeovers, SEBI (Substantial Acquisition of Shares and Takeovers) Regulations, 2011, as amended. Role of Merchant Bankers in Buy back of Equity Shares, in Delisting of Shares, Role of Merchant Banker in Issue of Securities by SMEs. Securitization: concept, securitization as a funding mechanism,
Capital Market Services: **Secondary Market**-Participants, trading process and Price discovery, Clearing process. SEBI Guidelines.
Credit Ratings: Introduction, types of credit rating, advantages and disadvantages of credit ratings, Credit rating agencies and their methodology, ESG Rating.

MODULE IV
Asset Management Services
Mutual Funds – History of Mutual Fund, SEBI guidelines and MF eco system – Sponsor, Asset management Companies, RTA, Trustee. Present status of MF Industry. Different Types of MF Schemes – Equity, Debt, Hybrid, Index, ELSS, Thematic etc. and their features. Direct or through brokers. Role of Advisors. Open ended, close ended, Interval funds. Concept of Net Asset Value (NAV), Management fees etc. Return-Dividend, Growth. Models of Treynor, Sharpe, Sortino etc.
Portfolio Management Services
Alternative Investment Funds including Venture Capital & Private Equity

Purpose and features of three categories of AIFs.

Category 1: These funds invest in SMEs, start-ups, and new businesses with high growth Potential-*Angel Funds, Venture Capital Funds, Infrastructure Funds, Impact Funds*: Concept, history and evolution of VC, the venture investment process, various steps in venture financing, Private Equity- different stages of PE funding, exit strategies.

Category 2: *Private Equity Fund(PE), Debt Fund, Fund of Funds*

Category 3: *Hedge Funds, Private Investment in Private Equity (PIPE)*

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 understand 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 tandoon 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	**MONEY AND BANKING**	**2**	**2**

COURSE OBJECTIVES:
- ✓ It aims to provide the students with an introduction to understand the concept of money, theories of money supply and money demand and working of monetary policy.
- ✓ It provides an insight into the Banking system and role Reserve Bank of India.

LEARNING OUTCOMES:
At the end of the course students will
- ✓ Explain and discuss why people hold money
- ✓ Understand the working of the monetary policy
- ✓ Describe the working of commercial banks
- ✓ Understand the role and functioning of RBI

COURSE CONTENTS:

Module I
Money: Functions, kinds of money, kinds of deposits and measures of money supply; Demand for money: classical, neo classical, Keynesian, Baumol's and Tobins; Supply of money: H theory of money supply, money multiplier process, determinants of money multiplier.

Module II
Monetary Policy: Objectives, targets, Indicator, Instruments of monetary policy; monetary policy during depression; monetary policy during inflation; role of monetary policy in developing countries; current monetary policy of Reserve Bank of India

Module III
Indian Banking System: Development of Banking since independence; increase in effectiveness of Reserve Bank of India; shortcomings of Indian Banking System; Banking Sector Reforms; Commercial Banks: classification, functions, organization, structure and credit creation; progress of commercial banks and failures of commercial banks in India.

Module IV
Reserve Bank of India: establishment of RBI; Organizational structure of RBI; objectives of RBI; functions of RBI, Monetary Policy of RBI; achievements of RBI, failures of RBI.

References:
Text Books:
1. N. Jadhav, (2006). Monetary Policy, Financial Stability and Central Banking in India. Macmillan
2. P.N. Hajela. (2009). Money and Banking Theory with Indian Banking. Ane Books Pvt. Ltd.

Additional Readings:
S. Natarajan and R. Prameswaran. (2013) Indian Banking. S. Chand Publishing
Note: Latest edition of all References: should be used
Beside students should study ET, BS, FE, Mint newspapers regularly

Pedagogy: Lectures, class room discussions, team paper, presentations, and case studies

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. Havaldar 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 preposition, 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	**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 Peech 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:
1. Kevin Lane Keller, Strategic Brand Management, Pearson, 2015.
2. Jean Noel Kapferer: Strategic Brand Management, Kogan Page, 2009.
3. M.G. Parameswaran – Building Brand Value, Tata McGraw Hill, 2008.
4. Pran K Choudhary, Successful Branding, 2001, Universities Press
5. Harsh Verma, Brand Management (Excel Books, 2004).
6. David Aaker, Brand Portfolio Strategy (New York: Free Press, 2004).

Subject Code	Subject Name	T	P
GME 106M	MARKETING TO BASE OF PYRAMID CONSUMERS	2	2

Course Objectives:
- The course will seek to understand the viable models used by commercial and social enterprises to address the needs of those at the base of the socioeconomic pyramid and the key factors of success in these markets.

Learning Outcomes:
Students are expected to know or be able to do the following upon completion of the course.
- To identify the principal challenges and opportunities in serving key marketing factors that lead to business' success or failure.
- To integrate concepts of consumers across the different industry and poverty alleviation to stimulate the leadership skills.
- To integrate competitive imagination with innovation to help the student understand the BOP landscape and creation of successful BOP ventures

Module I
Introduction and scope of Mass Marketing Introduction of mass marketing Concept dimension and scope of Mass marketing Exploring the mass marketing approaches Compatibility of social and business objectives Conflicting or compatible interests of private and public sector Contextual framework of Mass marketing Role of consultants in Mass marketing Sustainable marketing and consumers behaviors

Module II
Challenges and opportunities in Mass Marketing Relationship marketing and its challenges Relationship Marketing Importance Transactional marketing Ethical and social aspects of marketing Portal five forces model and challenges for marketing concepts Personal selling and sales promotion.

Module III
Societal Concepts and Cooperative Marketing Current International tools to combat poverty Philosophies of Marketing Societal concepts of marketing Microfinance and Micro franchising Role of cooperatives in Rural marketing Holistic marketing and its impact on modern corporate world. Marketing essentials Branding essentials Personal branding.

Module IV
Environmental Analysis for marketing Global marketing environment Analyzing the marketing environment Social media and its impact on marketing environment Communicating customer values The marketing organization's macro and micro environment. Information management and marketing research Business market behaviors Micro franchising and Base of the Pyramid Micro franchise Business Models in different parts of the world

Suggested Readings:
1. Boyd, H.W.; Orville, C.W.; Larreche, Jean-Claude. (1998) Marketing Management: A Strategic Approach with a Global orientation. Irwin: New York
2. Buzzel, R.D.; Quelch, R.A.; Barlett, C.A. (1995). Global Marketing Management. Cases and Readings. 3rd ed. Addison-Wesley: Reading, Massachusetts References
3. Nabi M.K., Pandey Amit Kumar, Bansal Sanjeev (2018). Marketing Management. Ocean Publication New Delhi.

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	LEADING AND MANAGING CHANGE	**2**	**2**

Role and Purposes:
The objective of the Leading & Managing Change course is to ensure that the students learn the standardized methods and procedures for efficient and prompt handling of organizational changes, which is to be implemented in a planned way as a part of the Organizational objective. Change Management can ensure standardized methods, processes, and procedures which are used for all changes, facilitate efficient and prompt handling of all changes, and maintain the proper balance between the need for change and the potential detrimental impact of changes. On the other hand, the method also implies a leading change in a planned way for achieving the desired results. By the end of this course the students should be able to:
• Broadly assess the overall impact of a change.
• Understand the possibility of success of any change management process.
• Understand the ways to anticipate challenges and respond to these efficiently.
• Understand the risk associated with change and ways to handle them.
• Understand to manage the cost of change and increased return on investment (ROI).
And finally, understand the "best technique of leading change" assimilated through cases and experiential exercises.

Subject Learning Outcomes: *Critically analyze situations to suggest innovative future growth opportunities*
Learning Outcomes: *Critically analyze situations to suggest innovative future growth opportunities*
The Subject Learning Outcomes are:
a. To gain awareness of change processes: learn how to implement and effectively manage change.
b. Acquire a theoretical and practical understanding of the concepts and principles of change management.
c. Critically analyze situations for forward-thinking through innovation by sharpening the diagnostic skills for assessing the desired systems, values, processes, opportunities, and criticalities associated with change management.
d. To understand and evaluate the effectiveness of strategies, methods, and processes used in change management.

Subject Synopsis/ Indicative Syllabus:
   1.   The Challenge of Change. The Concept – The Need –The Environmental Forces, Reference: Our Iceberg is Melting, by John Kotter

   2. Types **of Change, Organizational Change Roles, and Requirements to become a successful Change Leader**– the Leadership in Change Management.
Text Book Chapter 1
 Readings
Case study. BOB GALVIN AND MOTOROLA, INC. , **TEXOCOM AND FALCON: TRANSLATING A VISION INTO REALITY,**

   3.   Envisioning Change - Assessing the need – Assessing the Organizations Readiness to Change.- Cultural Readiness – Employee Readiness - Aligning the Need for Change with the Business Focus and Visioning to Change.
Text Book Chapter 2,3 &4
 READING:
RE-ENERGIZING THE MATURE ORGANIZATION
Richard W. Beatty

Professor of industrial relations and human resources in the Institute of Management and Labor Relations at Rutgers University
David O. Ulrich
Professor on the faculty of the School of Business at the University of Michigan
Case study: Culture change at British Airways

    4. **Models of leading & Implementing Change.** (various models will be discussed). Some of the experience in Managing Change.

Chapter :9 & 10 of Organizational Change Theory and practice by W Warner Burke. 3rd edition, Sage Publication

    5. **: Understanding and Dealing with Emotional Responses & Attitude to Change.** Recipients of Change, - Resistance to change – Managing Road Blocks to Change.

Reference: Integrated Individual-Organizational Approach The Prosci Change Management Methodology (ADKAR Model)
Case Study: How GE Teaches Teams to Lead Change
Sessions 9,10: Managing employee resilience to change. Why Resiliencies – Assessing Resiliencies and leading change.
Readings:
Leading Change, why transformation efforts fail. By John Kotter – HBR Reprint No 95204
Sessions 11,12: Mapping Change.
Chapter: 4 of Change Management – A guide to effective implementation By Robert A. Paton , James McCalman. 3rd edition, Sage Publication

    6. **: Evidence-Based Change Management –** Understanding & Implementing Evidence-Based Change Management,

Book: Transformative HR How Great Companies use evidence-based Change for sustainable advantage by John W Boudreau, Ravin Jesuthasan & Tower Watson

Cases Studies: Royal Bank Of Canada HR Partnership
      Coca-Cola Combines Passion With Rigor
      Khazanah Nasional's Pursuit of Nation Building
     IBM's Workforce Management Initiative
     Ameriprise Financial Re invents Its HR Function
     Royal Bank of Scotland Proves People Matter.

Teaching/ Learning Methodology:
A series of readings from the course text and case studies will be offered to enable students to assimilate the concepts. They are required to read the material in order to participate actively in class discussions.

    Case studies discussed in the course will help students apply existing knowledge to a concrete organizational situation, thus enabling them to identify issues in change management and approaches most appropriate to manage change.

Throughout the course, assessment tests will be done in order to help students know and judge their ability to manage change.

    The class will be divided into a number of groups, and each group will have 6 students. Teamwork is encouraged in most of the activities, viz. cases, projects, and presentations. One aim of teamwork is to enable students to integrate the theories and concepts covered during the course with their experience in their respective organizations (since they have work experience).

Assessment Methods in Alignment with Intended Learning Outcomes:
Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes: the various methods are designed to ensure that all students taking this subject.

Reading List and References:
Text Book:
Organizational Change An action-oriented toolkit. By Tupper F. Cawsey, Gene Deszca, Cyathia Ingols. 2nd edition, Sage Publications.

Reference Books:
1. Organizational Change Theory and practice by W Warner Burke. 3rd edition, Sage Publication
2. Change Management – A guide to effective implementation By Robert A. Paton , James McCalman. 3rd edition, Sage Publication
3. Transformative HR How great Companies use evidence based change for sustainable advantage by John W Boudreau, Ravin Jesuthasan & Tower Watson
4. Managing Change Cases & Concepts by Todd D Jick, HBS - McGraw Hill
5. Managing Organizational Change – Leveraging Transformation by K Harigopal, - Sage Publication
6. Chabge Management by V. Nilakant , S Ramnarayan, - Sage Publication
7. Change Management by Richard Newton, - Pearson
8. Organizational Change Themes & Issues by Jim Grieves – Oxford
9. Organizational Change by Barbara Senior , Jocelyne Fleming (Third Edition) – Pearson
10. Managing Change by Adrian Thornhill, Phil Lews, Mike Millmore, Mark N. K. Saunders, - Pearson
11. Our Iceberg is melting, by John Kotter
12. Jewel in the Crown – how Tata of India Transformed Britain's Jaguar and land Rover by Ray Hutton

Journals:
NMIMS - Management Review, IIM-C- Decision . IIM-B- Management Review , IIM-C - Journal of Human Values, MDI - Vision , XIIM-B – Vilakshan, ICFAI - Effective - Journal of OB, Organizational Dynamics, FORE - Abhigyan , ASCI Journal of Management , Asian Journal of Management Cases, Asia Pacific Journal of HR etc.

Subject Code	Subject Name	T	P
GME 103H	INDUSTRIAL PSYCHOLOGY	**2**	**2**

Objectives:
To understand the concept of Psychology and Industrial psychology. It will focus on history, scope, importance and application of Industrial Psychology.

Learning Outcomes:
• Enable understanding the application of Psychology in industrial establishment.
• Understand the various concept and scope of industrial psychology.
• Be able to understand about the concept of emotional intelligence and how emotion matters for the managers.
• Able to learn about accident and accident proneness and causes of accidents. Concept of fatigue, causes of fatigue, elimination of fatigue. Boredom and monotony in the industry.
• Able to learn about Safety management, health and hazards associated with introduction of new technology and legal aspect of safety management.

UNIT-I
Industrial Psychology: Meaning, scope, methods of Ind. Psychology, growth and development of Industrial Psychology in India, and its application.

UNIT-II
Frustration: Meaning and concept of Frustration, Dynamics of frustration, the circularity of frustration, sources and causes of frustration, managing frustration; Defence mechanism: Meaning & concept, different approaches to understand and meaning personality, types of defence mechanism, coping with organizational Life: understanding emotion and mood- sources, Types and Functions; role of emotion and mood in organization, managing emotions in organiasation; Emotional Intelligence

UNIT-III
Accident: Meaning and concept, Growth and development of Industrial Accident in India, Accident proneness, causes of accident, prevention of accident. Fatigues study, causes of fatigue, elimination of fatigue. Boredom and monotony: meaning, characteristics, causes of boredom, methods of eliminating boredom and monotony in Industry.

UNIT-IV
Safety Management: Meaning, principles, philosophy of safety management, Health & Hazards associated with induction of new technologies, legal aspects of safety management.

Suggested Readings:
1. Industrial Psychology and its social foundation: Blum & Naylor, Harper & Raw Publication
2. Industrial Psychology: Mclormick and J.Tiffin, George Allen & Urwin Ltd, London
3. Industrial Psychology: N.R Chatterjee, Allied Book Agency, Delhi

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/Addision 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	**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
GME 107H	ORGANISATIONAL DESIGN AND DYNAMICS	2	2

Course Objectives:
The subject contributes to the achievement of the two objectives of the PGDM program's with these objectives.
The subject provides students with an understanding of the concepts of structure, strategy, culture and environment and enabling them to apply tools, concepts and frameworks to help an organization design and redesign it to sustain its competitive advantage. The subject will also help the students to develop global outlook, the analysis of local conditions and contextual variables, analytical thinking and ethical awareness.

Subject Learning Outcomes:
Demonstrate an understanding of the study of organizations within a wider societal context to understand the social and environmental implications of managing organizations.
Develop skills and knowledge to be able to apply organization theory to the real world of organizations and develop recommendations for an organization issue
Demonstrate ethics and value orientation in a business and societal context
Develop management graduates who demonstrate global thinking taking into account local considerations

Subject Synopsis/ Indicative Syllabus:
1. **Organization structure and Design**: An Overview; Perspectives on Organizations: Organizations as Open Systems, Organizational Configuration, Dimensions of Organization Design, Current challenges in Organizational Design,
   Chapter -1 Readings : Organizational Alignment: The 7 S Model (HBS Notes, November, 1987)

2. **Structural Dimensions of Organization Structure –**
   (i) Complexity – Horizontal, vertical and spatial complexity,
   (ii) Formalization – Why Formalization and formalization techniques,
   (iii) Centralization – Centralization and Decentralization

Chapter – from Gareeth R.Jones (Reference Book)
Case – The Paradoxical Twins: Acme and Omega Electronics (Text Book –pp.-225)
The External Environmental, Environmental Uncertainty, Adapting to Environmental Uncertainty, Controlling Environmental Resources.

Chapter -6 –The Impact of the Environment

3. **Strategy & Effectiveness** -
Assessing Organizational Effectiveness - Goal approach, Resource Based approach, Internal process approach, Integrated model
Chapter – 3 Text Book
Cases : Sapient Corporation (abridged) (9-406-058)
Toyota: The Accelerator Crisis (TB0243)

4. **The Alignment of Reporting Relationships**
   Global Organization Design
Types of Structure; Information Processing Perspective; Functional, Divisional, Matrix, Horizontal, Modular & Hybrid Structures
Chapter – 2 & 5 Text Book

Cases:
Appex corporation (9-491-082)
Bosch Group in India: Transition to Transnational Organization (IMB 302)

Exercise –You and Organization Structure

5. Corporate Culture and Values
Case:
The Best Inputs for Maximizing your output: Humanistic Practice at Micromatic Griding

6. Innovation and change
Chapter – 10 Text Book
Cases:
Campbell and Bailyn's Boston Office: Managing the Reorganization (2182)
Phase Zero: Introducing new services at IDEO (A) (9-605-069)
Exercise – Managing Change
7. Power, Politics and Conflict
Chapter – 7 Text Book
Readings : Six Habits of Merely Effective Negotiator (HBR April, 2001)
Cases :Thomas Green: Power, Office Politics, and Career in Crisis
Bold Flash: Cross Functional Challenges in Mobile Division
Michael Fernandes at Nicholos Piramal (9-408-001
Exercise - Know your conflict Management Style
Session 18

Organizational size, life cycle, and Decline
Case- EU Design's rise in the Apparel and Fashion Industry: Formalizing management and incentive system (HKU 880)

Chapter -12 **Text Book**

Teaching/ Learning Methodology:
A pedagogical mix of theoretical and experiential tools will be used. Interactive sessions with conceptual inputs, case analyses, in class exercises and problem assignments, based on a spectrum of industries and companies will be used to develop and reinforce the key concepts.

Assessment Methods in Alignment with Intended Learning Objective:
Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes: the various methods are designed to ensure that all students taking this subject:
Consider and analyses issues and concepts which are presented in the course.
Read and discuss the cases and readings materials related to the topic of discussion
Able to appreciate that there is no best way to design the organization and identify the appropriate design for given set of conditions

Reading List and References:
Text Book:
Organization Theory and Design- Richard L. Daft, Cengage Publication (Latest Edition)
Reference Books:
- Organizational Theory, Design, & Change – Gareth R. Jones, Pearson Edu.
- Organization Theory –Structure, Design and Applications –Stephen P. Robbins, Prentice Hall of India
- Organizational Behaviour- Andrzej Huczynski & David Buchanan, Financial Times- Prentice Hall (4th ed.)

- Understanding organizations: Organizational Theory and Practice in India - Madhukar Shukla, Prentice Hall of India.
- Organizational Behavior and Analysis - Rollin son, D., Aysen Broad field, David J. Edwards, 2nd Edition, Addison Wesley.
- Organizational Behavior- S.P. Robbins & F. Luthans, Prentice Hall (10th ed.)
- Organizational Behavior –Schermerhorn ,Hunt and Osborn, John Wiley (7th ed.)
- Organisational Theory: A Synthesis of the Research – Henry Mintzberg, 1979
- Imaginization –Gareth Morgan
- Creative Organization Theory-Gareth Morgan

Articles:
- Breaking the Functional Mind-Set in Process Organizations by Ann Majchrzak and Qianwei Wang (HBR, September/October 1996)
- Gilmore, B. (2009), **"**Decreasing Organizational Design Failure: Organizational and Leadership Boundary Spanning", *Organization Development Journal*, Vol. 27, No. 2, pp. 97-105.
- Deep Change – How Operational Innovation can Transform Your Company by Michael Hammer (HBR April, 2004)
- Implementing Change (HBS Notes April 22, 1991) 9-491-114
- Worley, C.G. and Lawler, E.E. (2006), "Designing Organizations That Are Built to Change", *Sloan Management Review*, Fall, pp. 17-25.
- Organizational Alignment: The 7 S Model (HBS Notes, November, 1987)
- Stop the Innovation Wars (HBR July-August, 2010)
- Drucker, P.F. (2002), "The Discipline of Innovation", *Harvard Business Review*, August Issue, pp. 5-10.
- Six Habits of Merely Effective Negotiator (HBR April, 2001)
- Why hierarchies Thrive (HBR March 2003)
- Challenges and Strategies of Matrix Organizations
- Breaking the Functional Mind-Set in Process Organizations by Ann Majchrzak and Qianwei Wang (HBR, September/October 1996)

Journals:
- Journal of Managerial Psychology
- Journal of Occupational and Organizational Psychology
- Journal of Organizational Behavior
- Journal of Leadership and Organizational Studies
- Journal of Marketing Science
- International Journal of Health Care Quality Assurance
- International Journal of Organizational Analysis
- Journal of Knowledge Management
- Benchmarking: An International Journal
- Journal of Applied Psychology

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 ad 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. Altekar, 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 103O	**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 104O	**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.
- Exhibite 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, Marge and update the dataset with examples. Run program using DO-WHILE, IF-THEN, DO-UNTIL, Ploting 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.

Subject Code	Subject Name	T	P
GME 104B	DATA VISUALIZATION FOR MANAGERS	**2**	**2**

Course Objectives
- To extend student's knowledge in the area of Data Science with an emphasis and utilizing associated statistical methods and software tools.
- To allow the students to obtain hands-on experience in applications of graph mining.

Course Outcomes
- Ability to apply specific statistical and regression analysis methods applicable to identify new trends and patterns, uncover relationships, create forecasts, predict likelihoods, and test predictive hypotheses.
- Ability to develop and use various quantitative and classification predictive models based on various regression and decision tree methods.

Unit I: Introduction to Data Acquisition: Application Process, Data Extraction, Data Cleaning and Annotation, Data Integration, Data Reduction, Data Transformation Visualization, Introduction, Terminology, Basic Charts and Plots, Multivariate Data Visualization, Data Visualization Techniques, Pixel, Oriented Visualization Techniques, Geometric Projection Visualization Techniques, Icon, Based Visualization Techniques, Hierarchical Visualization TechniquesVisualizing Complex Data and Relations.
Practical: Exploring data visualization techniques

Unit II: Data Visualization Tools, Rank Analysis Tools, Trend Analysis Tools, Multivariate Analysis Tools, Distribution Analysis Tools, Correlation Analysis Tools, Geographical Analysis Tools. Regression model building framework: Problem definition, Data pre-processing; Model building; Diagnostics and validation Simple Linear Regression: Coefficient of determination, Significance tests, Residual analysis, Confidence and Prediction intervals.
Practical: Multivariate, Correlation, Geographical Analysis.

Unit III: Introduction to graphs and basic terminology, Representations of a graph, types of graphs, basic algorithms for decomposing graphs into parts, connectivity of graphs, matching on graphs, Graph algorithms: Graph colouring, graphs on the surface, directed graphs, Shortest path algorithms, algorithms to discover minimum spanning tree, Flows in Networks and some important flow algorithms, Searching Graphs and Related algorithms.
Practical: Searching Graphs.

Unit IV: Motivation for Graph Mining, Applications of Graph Mining, Mining Frequent SubgraphsApplications of Graph Mining: Web mining, centrality analysis, Link analysis algorithms, graph clustering and community detection, Node classification and Link prediction, Influential spreaders, Influence maximization, Geo-social and location-based networks.
Practical: Graph Mining using different graph algorithms.

Suggested Readings
1. Diestel, R. (2010). Graph Theory, 4th ed.Springer-Verlag, Heidelberg
2. J. Han and M. Kamber, Data Mining –Concepts and Techniques, 2nd Edition, Morgan kaufmanPublishers, 2006
3. Bing Liu, Web Data Mining: Exploring Hyperlinks, Contents, and Usage Data, Springer, 2009

Subject Code	Subject Name	T	P
GME 105B	**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.

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 contemporary governance structure in Indian democracy to usher better public service delivery.
- Develop a new understanding of good governance by taking the best from the West and the East.

Unit-I: Introduction and Background
From Government to 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 and Bad Governance; Minimum Government and Maximum Governance; Good Governance: A Review of Literature; Three Pillars of Governance in Indian Democracy, Hierarchy of Legislature, Executive and Judiciary. A brief overview of Indian Constitution. Ministries in Government of India, Departments in the State Government, Organogram. Cases of Indian Constitution, Administration and Judiciary.

Unit-II: Good Governance in Theory: Western and Eastern Perspectives
Good Governance in Western and Eastern Perspectives; Plato's Ideal State; Valmiki's Rama Rajya; Bheesma and Yudhisthir Samvad (Shanti Parva); Vidura Niti; Sukra Niti; Panchatantra; Kautilya on Good Governance, Mahatma Gandhi's Self Governance; Sri Sri Ravi Shankar on Spiritual Governance and Leadership; Global and local Traditions of imparting Good Governance.

Unit-III: Good Governance in Practice: Western and Indian Cases
Citizen Engagement and Role of Participation in Governance; Transparency and Accountability, RTI; E-governance; Role of Media in Good Governance, Corporate Governance, Governing Market and NGOs, Global Governance, Good Governance and Sustainability (UNSDG), SAARC, EU; State, Market and Citizen in Good Governance; Governance in Welfare and Minimal States; Governance Indicators and Sustainable Governance

Unit-IV: Good Governance in India: Review of contemporary Schemes, Policies, Acts, and Regulations (10 selected examples may be discussed)
SuRajya and SuShan: Pro-People Governance; Citizen Friendly Administration; Redressing the Grievance of citizens; India's Soft Power, Schemes: Prime Minister Jan Dhan Yojana / Digital India/ Make in India/ Atmanirbhar Bharat/ BetiBachao-BetiPadhao / Swachh Bharat Mission/ MGNREGA/ Start Up India, SFURTI / PMKVY or DDU-GKY/ 5T and Mo Sarkar Initiative, Mission Shakti by Government of Odisha/ Any flagship scheme by any state government. (To be taught in consonance with Unit-1).

Practical Governance Skill through Workshops, Seminars, Presentation.

Governance Choupal (G-Choupal); Discussion, Debate, Scheme Analysis, Case Analysis and Case Writing; Site Visits, National/International Seminar/Workshops; 360-degree overview of any contemporary Governance issue.

Suggested Readings:
- Kuldeep Mathur (2013). 'From Government to Governance'. NBT.
- Mahabharat (Bhagawat Gita, Vidura Niti, Bheeshma Niti, Yaksha Prasna)
- Ramayana, Gita Press; Gorakhpur.
- Chanakya books of Mr Sama Sastry and Dr. Radhakrishnan Pillai
- Books of Gurudev Sri Sri Ravi Shankar (An Intimate Note to sincere seeker, Yogasutra of Patanjali; Management Mantra.
- Bharat Gyan Series
- Munshi, Surendra et al (2009) The *Intelligent Person's Guide to Good Governance*, Sage Publications.
- Lighted Window (2014). Department of Administrative Reforms and Public Grievances, Ministry of Personnel, Public Grievances and Pensions, Government of India. Bloomsbury Publishing India Pvt. Ltd.
- Zia Mody (2013). 10 Judgements that changed India. Sde Books, India.
- Universal's Landmark Judgements (2016), Tenth Edition.
- S.L.Goel (2007). Good Governance – An integral Approach. Deep & Deep Publication Private Limited, New Delhi.
- M.Laxmikant (Sixth edition); Indian Polity; Mc Graw Hill Publication, Chennai.
- Vijaya Lakshmi Mohanty (2015), 'Values and Ethics in Education', Paramount Publishers, Hyderabad.
- Sukra Niti. Sacred Book of India.

Subject Code	Subject Name	T	P
GME 102G	INTRODUCTION TO PUBLIC POLICY	2	2

Course Objectives:
- To discern the principles of public policy and realize the entire process of public policy.
- To understand and analyze the role of various institutions and agencies in policy process.

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

COURSE CONTENTS:
Unit I:
Public Policy: Concept, Nature, Scope, Significance, Types, Theories and Approaches; Evolution of Public Policy Studies – Public Policy Cycle; Models of Public Policy: Systems Model, Harold Lasswell, Herbert Simon, and Charles Lindblom; Democracy and Public Policy; Organization versus Institution: Theories, Types, Changing Role of Institutions.

Unit II:
Public Policy in India: Models and Trends; Constitutional Framework for Policy Making in India; Role of various Stakeholders & Networks in Policy Making; Process of Policy Formulation in India: Principal Phases and Influencing Factors; Challenges of Public Policy in India: Governability Crisis, Privatization, etc.

Unit III:
Policy Implementation in India: Issues and Perspective; Public Policy Delivery Agencies and Implementers: Aspects of Policy Design for Implementation, Modes of Policy Delivery and Implementers, Enforcement Modes; Problems in Public Policy Implementation: Conceptual, Political and Administrative Problems; Conditions for Successful Implementation.

Unit IV:
Policy Monitoring: Approaches and Techniques, Constraints in Policy Monitoring, Measures for Effective Policy Monitoring; Policy Evaluation: Role, Process and Criteria, Types of Evaluation, Evaluating Agencies – Problems in Policy Evaluation; Major Public Policies: Population Policy, Education Policy, Health Policy.

REFERENCES:
1. R V Vaidyanatha Ayyar, Public Policymaking in India, Pearson Education India, 2009.
2. R. K. Sapru, Public Policy: Art and Craft of Policy Analysis, PHI, 2010.
3. Prabir Kumar De, Public Policy and Systems, Pearson Education India, 2015.
4. Rajeev Malhotra, Indian Public Policy Report 2014, OUP, 2014.
5. Deborah Stone, Policy Paradox: The Art of Political Decision Making, W. W. Norton & Company, 2001.
6. Thomas A. Birkland, An Introduction to the Policy Process: Theories, Concepts, and Models of Public Policy Making, M.E. Sharpe, New York, 2005.
7. Arvind Sivaramakrishnan, Public Policy and Citizenship: Battling Managerialism in India, Sage Publications, 2011.
8. Michael Howlett and M. Ramesh, Studying Public Policy, OUP, Ontario, 2003.
9. Wolfgang H. Reinicke, Global Public Policy, Brookings Institution Press, Washington, 1998.
10. Government of India, National Action Plan on Climate Change, http://pmindia.nic.in/Pg01-52.pdf

Subject Code	Subject Name	T	P
GME 103G	INDIA AND GLOBAL GOVERNANCE	2	2

COURSE OBJECTIVES:
- To impart an understanding of quintessence of global governance and its significance in present times.
- To deliberate upon the issues and deficiencies in global governance and analyse their impact on governance in India.

Learning Outcomes:
- To equip the students come up with some suggestive measures to address the shortcomings in the global governance arena.
- To provide a glimpse of the environment in which global governance and national governance intersect and the operational problems therein.

COURSE CONTENTS:

Unit I:

Global Governance: Concept, Scope, Significance, Challenges, Opportunities and Limitations; Evolution of Global Governance with special reference to the League of Nations; Factors Leading to the Establishment of the United Nations.

Unit II:

United Nations: Structure, Organization and Functions (with special emphasis on General Assembly and Secretariat); Need for Reforms in UN; Redesigning Global Governance in 21st century; Geo-Political Environment.

Unit III:

Specialized Agencies of the UN: WHO, ILO, UNESCO and UNICEF; International Civil Service: Composition, Recruitment and Training; Rise and Fall of Regionalism: EU, ASEAN, SAARC, BRICS and Emerging Blocks.

Unit IV:

India and Global Governance; India and the UN; India and other Multilateral/Regional Institutions; India's Foreign Policy: First Phase (Nehru, Indira Gandhi, Rajiv Gandhi), Second Phase (PV Narasimha Rao, IK Gujral), Third Phase (AB Vajpayee, Manmohan Singh), Current (Narendra Modi).

REFERENCES:
1.M.Hewson and T.J. Sinclair, Approaches to Global Governance Theory, New York, State University of New York Press, 1999.
2. G.R. Bunting and M.J. Lee (eds.), The Evolution of the United Nations, Oxford, 1964.
3. V. Cable Globalization and Global Governance, London, Royal Institute of International Affairs 1999.
4. Weiss, TG (2011), Thinking About Global Governance: Why people and ideas matter.
5. Weiss and Thakur (2010), Global Governance and the UN: An Unfinished Journey.
6. Whitman, Jim (2009), The Fundamentals of Global Governance.
7. Jim (2005), The Limits of Global Governance.

Subject Code	Subject Name	T	P
GME 104G	URBAN DEVELOPMENT AND ADMINISTRATION	2	2

COURSE OBJECTIVES:
- To enable the students analyse urban sector policies and development of urban institutions, laws, rules and regulations.
- To assist them examine interagency co-ordination with particular reference to the urban local bodies.

Learning Outcomes:
- To help them understand urban governance and assess urban development policies, programmes and their implementation.

COURSE CONTENTS:
Unit I
Meaning, Scope, Significance, Features and Evolution of Urban Administration; Process of Urbanization: Challenges and Remedies; Urban Growth and Metropolitanisation Theories of Urbanisation and Urban Development Perspective; Trends and Pattern of Urbanisation.

Unit II:
Urban Administration in India - Institutional Framework and Functions; Decentralised Governance; Interagency Coordination. Executive Systems with special reference to Elected and Appointed Functionaries; The 74th Constitutional Amendment Act; Local Administration's Performance in India; Special Purpose Agencies.

Unit III:
Municipal Personnel Administration: Various Types, Recruitment and Training; Urban Development: Issues and Challenges; Urban Sector Policies and Programmes: National Urban Renewal Mission and National Urban Livelihood Mission - Problems and Challenges, Smart Cities, Clean India Mission.

Unit IV:
State-Local Relationship - Administrative and Financial; Legal and Regulatory Mechanism over Urban Administration, Inter-governmental fiscal transfers – Role and Functions of State Finance Commission; State Election Commission: Composition, Functions and Role; Contemporary Scenario of Urban Governance; Urban Governance and Good Governance; Reforms in Urban Governance.

REFERENCES:
1. Pardeep Sachdeva: Urban Local Government and Administration in India, Kitab Mahal, New Delhi, 2000.
2. Hoshiar Singh: Local Government in India, Britain, France and USA, Kitab Mahal, Allahabad, 1997.
3. Hoshiar Singh and Zia-U-Din Khan: leadership in Municipal Government, Jaipur, RBSA Publishers.
4. Hoshiar Singh: State Supervision and Control over Municipal Bodies, New Delhi: Associated Publishers.
5. S.L. Kaushik: Leadership in Urban Government in India, Allahabad: Kitab Mahal 1989.

Subject Code	Subject Name	T	P
GME 105G	PRINCIPLES OF INDIAN ECONOMY	2	2

COURSE OBJECTIVES:
● To identify the relevant economic analyses for their strengths and weaknesses in relation to the economic principles involved.
● To comprehend and assess what professional economists can contribute to the public sector.

Learning Outcomes:
• Economics is of great value to Governance and Public Policy. Understanding in Indian context brings a great understanding in Governance.
• A great idea about Indian Economics enables students to make Policy recommendations.

COURSE CONTENTS:
Unit I:
Introduction to Economics – Micro versus Macro. Consumer Behaviour: Concepts and Theories, Indifference Curve Analysis, Utility Maximization, Revealed Preference Analysis, Indirect Utility Function, Income and Substitution Effects, Policy Implications.

Unit II:
Theory of Firm — Production Theory, Production Functions, Profit Maximization, Returns to Scale, Cost Functions, Short Run versus Long Run, Factor Demands.

Unit III:
Theory of Pricing — Perfect Competition and Efficiency, Monopoly, Price Discrimination, Monopolistic Competition, Oligopoly (Classical and Collusive Oligopoly), Average Cost Pricing. Public Goods, Externalities and Welfare Analysis, Pareto Optimality Conditions, Compensation Principle and Benefit-Cost Analysis, Public Goods: Introduction and Provisions, Externalities: Positive and Negative, Concepts of National Income (GDP, GNP etc.).

Unit IV:
Monetary Policy, Fiscal Policy and Crowding Out, Policy Mix, International Linkages, Balance of Payments and Exchange Rates, Trade in Goods, Market Equilibrium and Balance of Trade, Capital Mobility and the Mundell Fleming Model.

REFERENCES:
1. Uma Kapila, Indian Economy: Performance and Policies: 2015 – 16.
2. Dutt & Sundaram, Indian Economy.
3. Greg Mankiw, Principles of Economics, 1997.
4. Alfred Marshall, Principles of Economics, 1890.

BUSINESS ECONOMICS

Subject Code	Subject Name	T	P
GME 101E	APPLIED ECONOMETRICS FOR MANAGERS	2	2

Course Objectives
- Understand the fundamental principles of econometrics and its relevance to managerial decision-making.
- Develop skills in applying econometric techniques to real-world business problems.
- Learn how to interpret and critically evaluate econometric results.
- Enhance quantitative and data analysis skills using statistical software.
- Apply econometric models to forecast, analyse market behaviour, and support business
- Decision-making.

Course Outcomes
On successful completion of this course students will be able to:
- acquire theoretical knowledge of statistics and basic econometric techniques used in the empirical analysis of economic relationships.
- undergo hands-on training in the use of software to select random samples, compute numerical counterparts of theoretical results and estimate empirical models.

Module 1: Introduction to Econometrics
Definition, scope, and importance of econometrics, Overview of regression analysis the role of econometrics in managerial Decision-making, Overview of the econometric modelling process, Types of variables, Assumptions of linear regression, Simple Linear Regression: Understanding the simple linear regression model, Interpretation of coefficients, Estimation of model parameters, Assessing model fit (R-squared, adjusted R-squared) . Hypothesis testing and confidence intervals Specification and interpretation of the simple linear regression model, Estimation and hypothesis testing, Model assumptions and diagnostics, Practical applications in business Settings.

Module 2: Multiple Linear Regression Model
Extending the simple linear regression model to multiple predictors, Introduction to multiple linear regression, formulating the multiple regression model, Estimation of model parameters, Interpretation of coefficients, inference, and interpretation. Dummy Variables and its impact in the multiple regression model, Hypothesis testing and confidence intervals Model selection techniques (stepwise regression, forward/backward selection), Diagnostics and model assumptions. Dummy variables and categorical predictors

Module3: Model Evaluation and Validation
Assessing overall model fit (F-test), Individual variable significance (t-test), Residual analysis and assumptions verification ,Outliers and influential observations , Collinearity detection and management ,Cross-validation techniques , Violations of Classical Assumptions, Detection and remedial , Measures for violations of classical assumptions, Heteroscedasticity, autocorrelation, and Multicollinearity. Variable transformation and functional form specification.

Module 4:   Statistical Software Analysis
Creation of Work file, Series and groups, Data functions, dummy variable, frequency conversion, Descriptive statistics and standardisation, VIF, Application of Eviews 12 for development of the Simple linear regression model. , correlation matrix, Application of Eviews 12 for development of the multiple linear regression model. Case studies.

Suggested Readings

- DeGroot, Morris H. and Schervish, Mark. J. (2012): Probability and Statistics, 4th edition, Addison-Wesley.
- Gujarati, D.N. and Porter, D.C. (2008): Basic Econometrics, McGraw-Hill, New York.
- Hogg, Robert V.; Makean, J and Craig, Allen T. (2014): Introduction to Mathematical Statistics, Prentice Hall, 7th edition
- Hwang, Jessica and Blitzstein, Joseph (2014): Introduction to Probability, CRC Press.
- Stock, James H. and Watson, Mark W. (2011): Introduction to Econometrics, Pearson Education Inc.
- Wooldridge, Jeffrey (2012):Introductory Econometrics: A Modern Approach, SouthWestern.

Subject Code	Subject Name	T	P
GME 102E	FINANCIAL ECONOMICS	2	2

Course Objectives
- Understand the fundamental principles of financial economics and their application in real world scenarios.
- Analyse financial markets, institutions, and instruments.
- Evaluate investment opportunities and assess risk and return.
- Understand the concept of asset pricing and valuation.
- Develop skills in financial modelling and quantitative analysis.
- Gain insight into the role of financial economics in corporate finance and investment management.

Course Outcomes
- Gain knowledge of international finance and the interconnectedness of global financial markets
- Study the structure and functions of financial institutions,
- : Develop skills to assess investment opportunities, conduct valuation of financial assets, analyze financial statements, and evaluate investment strategies.

Module1: Introduction to Financial Economics
Overview of financial economics, Definition and scope of financial economics , Role of financial markets and institutions in the economy, Overview of financial institutions and instruments.

Module 2: Macroeconomic Factors and Financial Markets
Business cycles and their impact on financial markets, Relationship between economic growth and stock market performance, Impact of GDP on interest rates and monetary policy, Impact of inflation on bond yields and fixed-income investments. Influence of inflation and interest rates on stock prices. Role of interest rates in bond valuation, Yield curves and their interpretation, Global economic conditions and their impact on financial markets, Geopolitical events and market volatility, International trade policies and their consequences in financial markets. Investment strategies based on macroeconomic analysis, , Credit ratings and sovereign risk and its impact on financial market.

Module 3: Monetary and fiscal policies and their impact on financial markets
Impact of monetary policy on interest rates, Stock market reactions to monetary policy announcements, Central bank communication and market expectations, Exchange rate regimes and policy implications, Capital flows and exchange rate management, International policy coordination and spill overs, Global financial imbalances and their impact on financial markets.

Module 4: International Financial Market Spillovers
Definition and importance of international financial market spillovers, Channels of Financial Market Spillovers; Cross-border capital flows and portfolio investments ,Trade linkages and real economic integration ,Interconnectedness of global banking and financial institutions , Spillovers in Equity Markets; Cross-border equity market linkages ,Foreign investors and their impact on domestic stock markets ,Global equity indices and common factors ,Spillovers in Bond Markets; International bond market interconnections ,Flight-to-quality and safe haven assets ,Impact of monetary policy on global bond markets.

Suggested Readings
- Financial Economics" by Zvi Bodie and Robert C. Merton
- "Investments" by William F. Sharpe, Gordon J. Alexander, and Jeffrey V. Bailey
- "Options, Futures, and Other Derivatives" by John C. Hull
- Financial Markets and Institutions" by Frederic S. Mishkin and Stanley Eakins

Subject Code	Subject Name	T	P
GME 103E	DEVELOPMENT ECONOMICS	2	2

Course Objectives

The objectives of the course is:
- To equip the students with the understanding of concepts and approaches in Economic Development and Economic Growth.
- To develop keen interest in the students about various aspects of Economic Development, as well develop their theoretical, empirical and analytical skills.

Course Outcomes

On successful completion of this course, students will be able to:
- Demonstrate familiarity with some central themes and issues of economic development.
- Demonstrate the understanding of the difference between growth and development, major growth theories, the measurement of poverty and inequality, issues relating to urbanisation and its impacts.
- Get conceptual clarity, strengthens theoretical foundations and develops critical thinking skills.

Module I: Meaning of Development and Relevant Concepts

Distinction between growth and development, human development, Human Development Index, Gender Development Index, Sen's capabilities approach, environmental sustainability and development, Market and State as agencies of development, Rostow's stages of growth.

Module II: Contemporary Models of Development and Underdevelopment

Theories of endogenous growth with special reference to Romer's model, underdevelopment as coordination failure, multiple equilibria, the big push theory and Lebenstence Theory of Critical Minimum Efforts, Technological progress and economic development; Transfer of technology to under 2 development countries; Choice of Appropriate Technology.

Module III: Poverty, Inequality and Development

Measurement of poverty – absolute and relative, Head-Count Index and Poverty Gap Indices, Multidimensional Poverty Index, Policy options for alleviation of poverty, measurement of income inequality, economic growth and income inequality.

Module IV: Population and Human Resources

Demographic transition, cause of high fertility in developing countries – the microeconomic household theory of fertility, consequences of high fertility, approaches to population policy, contribution of education and health to economic growth and development, role of health in economic development.

Module V: Urbanization and Informal Sector

Causes and effects of urbanization, Harris-Todaro model of rural-urban migration, migration and development, policies for the urban informal sector, women in the informal sector, the microfinance revolution.

Suggested Readings

- Aghion,P.; Burgess, R.; Redding, S.J. and Zilibotti F. (2008): The Unequal Effects of Liberalization: Evidence from Dismantling the License Raj in India, American Economic Review.
- Birthal, P.; Negi, D.; Khan, Md. and Agarwal, S. (2015): Is Indian agriculture becoming resilient to droughts? Evidence from rice production systems, Food Policy.
- Chaurey, R. (2015): Labor regulations and contract labor use: Evidence from Indian firms, Journal of Development Economics.
- Das, S.; Ghate, C. and Robertson, P. (2015): Remoteness, urbanization and India's unbalanced growth, World Development.
- Fishman, R.; Lall, U.; Modi, V. and Parikh, N. (2016): Can electricity pricing save India's groundwater? Evidence from a novel policy mechanism in Gujarat, Journal of the Association of Environmental and Resource Economists.
- Gaiha, R.; Jha, R. and Kulkarni, V. (2015): Affluence, Obesity and Non-communicable diseases in India, in Gaiha et al., Diets,Malnutrition and Disease, Oxford University Press.
- Gangopadhyay, S. Lensink, R. and Yadav, B. (2015): Cash or in-kind transfers? Evidence from a randomised control trial in Delhi, India, Journal of Development Studies.
- Kaushal, N. and Muchomba, F. (2015): How consumer price subsidies affect nutrition, World Development.
- Mukim, M. (2015): Coagglomeration of formal and informal industry: Evidence from India, Journal of Economic Geography.
- Sanga, P. and Shaban, A. (2017): Regional divergence and inequalities in India, Economic and Political Weekly.

Subject Code	Subject Name	T	P
GME 104E	INTERNATIONAL ECONOMICS	2	2

Course Objectives
The objectives of this course are to provide the students with thorough analytical understanding of:
- the theories of international trade, gains from trade and its distribution;
- effects of trade policy and regional trading blocs;
- BOPs and its adjustments.

Course Outcomes
On successful completion of this course, the students will be able to:
- analyse and apply the trade theories and theories of tariff; apply and analyze the different policies for BOPs adjustments of developing countries like India
- comment critically on and participate in current debates on international economic policy.

Module I: Genesis of International Trade
Introduction to the International Economics, International Trade – Significance & Gains; Trade Based on Absolute Advantage, Comparative Advantage and Opportunity Costs, Modern Trade Theories: Heckscher-Ohlin theory of trade, The Leontief paradox.

Module II: Barriers to Trade and Trade Restrictions
Tariffs: Partial and General Equilibrium analysis, Effective Rate of Protection and optimum tariff, Non-tariff trade barriers: Import Quotas, Voluntary Export restraints, Export subsidies; International Economic Gap & NIEO; International Monetary System; Global Trade; Economic Integration & Regional Groups

Module III: Economic Growth and International trade
Growth of factors of production: The Rybczynski theorem, Effect of growth on trade, Economic growth and trade in small country and in large country case, Technical Progress and International trade, trade as an engine of growth.

Module IV: Balance of Payments and its adjustments
The Balance of Payments: components of balance of payments; Equilibrium and disequilibrium, deficit and surplus in the balance of payments, Methods to correct disequilibrium in balance of payments J-curve effect

Module-V: Foreign Exchange Market
Exchange rate; Meaning and its determination, How Does the Open Macro-economy Work? Internal and External Balance with Fixed Exchange Rates Floating Exchange Rates and Internal Balance

Suggested Readings
- Antras, P. (2016): Global Production: Firms, Contracts, and Trade Structure, Princeton University Press
- Dornbusch, R.; Fischer, S. and Samuelson, P. (1977): Comparative advantage, trade,and payments in a Ricardian model with a continuum of goods, American Economic Review 67, 823-39
- Dornbusch, R.; Fischer, S. and Samuelson P. (1980): Heckscher-Ohlin trade theory with a continuum of goods, The Quarterly Journal of Economics 95, 203-224.
- Feenstra, R. (2015): Advanced International Trade: Theory and Evidence, Princeton University Press.
- Feenstra, R. (2010): Measuring the gains from trade under monopolistic competition, Canadian Journal of Economics, 1-28.

- Feenstra, R. (2016): Gains from trade under monopolistic competition, Pacific Economic Review 21.
- Felbermayr, G.; Grossmann, V. and Kohler, W. (2015): Migration, international trade, and capital formation: Cause or effect?, in R. Barry, Chiswick, P. Miller (eds.), Handbook of the Economics of International Migration, North Holland.
- Freund, C. and Ozden, C. (2008): Trade policy and loss aversion, American Economic Review 98, 1675-1691
- Gopinath, G.; Helpman, E. and Rogoff, K. (2014) (eds.): Handbook of International Economics, Vol. 4, Elsevier
- Limao, N. and Tovar, P. (2011): Policy choice: Theory and evidence from commitment via international trade agreements, Journal of International Economics 85, 186-205.

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	Credits
MBC 404	**LEGAL ASPECTS OF BUSINESS**	**4**

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

Module II – Partnership Act 1932 and Limited Liability Partnership Act 2008
Definition of partnership, partner, firm and firm name, elements of partnership, test of partnership, partnership distinguished from other forms of organization, Kinds of partnership, types of partners, relations f partners to one another, partnership property, personal profit earned by partners, rights and duties of partners after a change in the firm, relation of partners to third parties, liability to third parties, legal consequences to a partner going out or joining in, registration and dissolution of a firm.
LLP- meaning and concept, incorporation of LLP, partners and their relations, financial disclosures, conversion into LLP, winding up and dissolution.

Module III - The Companies Act 2013
The Companies Act 2013: Meaning and its features, corporate veil theory, Classes of companies under the act, on the basis of liability, on the basis of members, one person company, private company, small company, public company, on the basis of control, on the basis of access to capital, other companies, section 8 company, mode of registration/ incorporation of company, classification of capital, shares, equity shares, preference share capital, MoA, doctrine of *Ultra*

Vires, AoA, doctrine of indoor management, Prospectus, Issue of shares and bonus shares, rights issue, sweat equity, role of directors, share qualification, company meetings. Winding up of the companies.

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

Module IV- Consumer Protection Act 1986 (2019)

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.

FINANCE MANAGEMENT

Subject Code	Subject Name	T	P
GME 108F	**DERIVATIVES & RISK MANAGEMENT**	**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	**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 Financial Market and the benefits and risks

Learning Outcome:
- Students will learn the basics of the foreign exchange market, participants and how it works.
- To forecast exchange rates- how trade balances, real interest rates effect currency price
- To analysis different types of Foreign Exchange Risk and develop hedging strategies
- To explore the sources of long term as well as short term international funds (equity, Bonds, Loans) and can help designing financial strategies.
- Broad understanding of Global Liquidity and cross border fund flow and how to manage those risks.

Module I
Introduction to Foreign Exchange: Exchange Markets- Spot and Forwards and, Rates, Bid and Ask Rates, Cross Rate Quotations- Market Participants - Banks, Forex Brokers, Forex Dealers, Deal finalization & settlements.
Balance of payment- Current Account Deficit& its implication
Practical: Students have to forecast as exporter and importer what rates will be applicable

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 Flaming Model Vs Dominant Currency Paradigm.
Practical: Based on the present data and information students have to forecast 60days future spot rate

Module III
Foreign Exchange Risk & Management: Conceptual Overview - Nature of Exposure (Economic, Transaction, Translation) Hedging and Speculation. Derivatives and Exposure Management – Forward, Future & Options, Swaps - Currency & Interest Rate Swap, Forward rate Agreement. *(From risk management perspective).*
Practical: An Indian Multinational Company's forex risk and how hedging strategies are to be discussed...

Module IV
International Sources of Finance for the Firm: Understanding Global Financial and Capital market. Bond Market, Loan Syndication, Raising Equity   and listing. Understanding of SPAC.
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.

Subject Code	Subject Name	T	P
GME 110F	**CORPORATE RESTRUCTURING, MERGERS AND ACQUISITIONS**	**2**	**2**

Course Objectives:
- To impart 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	**BEHAVIOURAL FINANCE**	**2**	**2**

Course Objectives:
- To understand difference between the classical financial theory and behavioral finance.
- The course introduces cognitive biases and discusses the impact of these on financial decision-making.

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, representiveness 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	**FINTECH FOR FINANCE**	**2**	**2**

Course Objectives:
- 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	ADVANCED FINANCIAL REPORTING	2	2

Course Objective:
- Discuss the need for & nature of disclosure of transactions between related parties
- it shows how to analyse financial statements to provide insights about the financial performance & position of the organization over time & in comparison with others

Learning Outcome:
- Produce consolidated primary financial statements, incorporating accounting transactions & adjustments, in accordance with relevant international accounting standards, in an ethical manner
- Determine the impact on the preparation of consolidated financial statements of certain complex group scenarios
- Produce the disclosures for earnings per share
- Evaluate the financial performance, financial position & financial adaptability of an incorporated entity
- Analyze the application of ratio analysis

Module I: Financing capital projects:
Types and sources of long-term finance for an incorporated entity. (a) discuss the characteristics of different types of long-term debt and equity finance(b) discuss the markets for and methods of raising long-term finance. Calculation of weighted average cost of capital(WACC) for an incorporated entity. (a) calculate the cost of equity for an incorporated entity using the dividend valuation model (c) calculate the weighted average cost of capital (WACC) for an incorporated entity.

Module II: Financial Reporting:
Consolidated primary financial statements, incorporating accounting transactions and adjustments, in accordance with relevant international accounting standards, in an ethical manner.(a) produce primary financial statements for a group of entities in accordance with relevant international accounting standards(b) discuss the need for and nature of disclosure of interests in other entities (c) discuss the provisions of relevant international accounting standards in respect of the recognition and measurement of revenue, leases, financial instruments, provisions, share-based payments and deferred taxation

Module III: Integrated reporting:
Describe the role of the International Integrated Reporting council, explain integrated thinking & International<IR> Framework. Measurement and disclosure issues: Financial capital, Manufactured capital, Intellectual capital, Human capital, Social and relational capital & Natural capital.

Module IV: Analysis of Financial Performance:
Financial performance, financial position and financial adaptability of an. incorporated entity.(a) calculate ratios relevant for the assessment of an entity's profitability, financial performance, financial position and financial adaptability(b) evaluate the financial performance, financial position and financial adaptability of an entity based on the information contained in the financial statements provided.(c) advise on action that could be taken to improve an entity's financial performance and financial position. Discussion on the limitations of ratio analysis. (a) discuss the limitations of ratio analysis based on financial statements that can be caused by internal and external factors.

Suggested Readings:
1. Accounting, Warren/ Reeve/ Duchac , cengage publishing, 27th edition.
2. Financial Accounting and Analysis, HPH, Athma , 2017
3. Warren Buffett and the Interpretation of Financial Statements: The Search for the Company with a Durable Competitive Advantage, Buffett, Mary. And clark, david., Scribner, Network
4. Corporate Financial Reporting and Analysis, Ashish K Bhattacharyya, PHI Learning

Subject Code	Subject Name	T	P
GME 114F	PERSONAL FINANCIAL PLANNING	2	2

Course Objectives:
- To provide students with comprehensive business training and preparing them for careers as financial advisors and analysts.
- To incorporate analytical skills, experience and research within the students and to prepare students for professional certification as financial planner.

Learning outcome:
- To know, understand and apply the body of knowledge of the financial planning profession
- To demonstrate mastery of that knowledge and use it to solve complex financial planning problems in the context of engaging and professional client relationships

Module I
Introduction to Financial Planning: The process of financial planning, Client interactions, Time value of money applications, Personal financial statements, Cash flow and debt management, Planning to finance education

Module II
Risk Analysis & Insurance Planning: Risk management and insurance decision in personal financial planning, Various insurance policies and strategies for general insurance, Life Insurance, Motor Insurance and Medical Insurance.

Module III
Retirement Planning & Employees Benefits: Retirement need analysis techniques, Development of retirement plan, various retirement schemes such as Employees Provident Fund (EPF), Public Provident Fund (PPF), Superannuation Fund, Gratuity, Other Pension Plan and Post-retirement counseling,

Module IV
Investment & Tax Planning: Risk Return Analysis, Mutual Fund, Derivatives, Asset Allocation, Investment strategies and Portfolio construction and management. Tax computation for Individuals, Companies, Trusts and other bodies. Statutory provisions pertaining to Capital Gains and indexation, House Property, Deduction and Allowances,

Suggested Readings
1. V.K Singhanar, Students' Guide to Income Tax, Taxman, 2019.
2. Frank Reilly & Keith Brown, Investment Analysis and Portfolio Management, Cengage,10th Edition, 2018.
3. Sahu & Das, Insurance & Risk management, HPH, 2018

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 an 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.
- Ramkishen, 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, Writz, 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.

Leaning 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 store 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	CUSTOMER RELATIONSHIP MANAGEMENT	2	2

Course Objectives:
- To introduce students with the CRM concepts, CRM in marketing, analytical CRM, CRM implementation process.
- To develop an understanding among students about the global nature of CRM and the latest technologies and concepts used in the industry.

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

- To be aware of the nuances of customer relationship.
- To analyze the CRM link with the other aspects of marketing.
- To impart the basic knowledge of the Role of CRM in increasing the sales of the company.
- To make the students aware of the different CRM models in service industry.
- To make the students aware and analyze the different issues in CRM

Module I
CRM concepts: Acquiring customers, customer loyalty, and optimizing customer relationships. CRM defined: success factors, the three levels of Service/ Sales Profiling, Service Level Agreements (SLAs), creating and managing effective SLAs.

Module II
CRM in Marketing: One-to-one Relationship Marketing, Cross Selling & Up Selling, Customer Retention, Behaviour Prediction, Customer Profitability & Value Modeling, Channel Optimization, Event-based marketing. CRM and Customer Service: The Call Centre, Call Scripting, Customer Satisfaction Measurement.

Module III
Sales Force Automation - Sales Process, Activity, Contact, Lead and Knowledge Management. Field Force Automation. CRM links in e-Business: E-Commerce and Customer Relationships on the Internet, Supplier Relationship Management (SRM), Partner relationship Management (PRM).

Module IV
Analytical CRM: Managing and sharing customer data - Customer information databases, Ethics and legalities of data use. Data Warehousing and Data Mining concepts. Data analysis: Market Basket Analysis (MBA), Click stream Analysis, Personalization and Collaborative Filtering.
Managing customer relationships: conflict, complacency, Resetting the CRM strategy. Selling CRM. Internally: CRM development Team, Scoping and prioritizing, Development and delivery, Measurement.

Suggested Readings:
1. Stanley A.Brown: Customer Relationship Management, John Wiley & Sons, Canada Ltd.
2. Paul Greenberg: CRM AT THE SPEED OF LIGHT: CAPTURING AND KEEPING CUSTOMERS IN INTERNET REAL TIME
3. Jagdish N.Sheth, Atul Parvatiyar & G.Shainesh, "Customer Relationship Management", Emerging Concepts, Tools and Application", 2010, TMH.
4. Dilip Soman & Sara N-Marandi," Managing Customer Value" 1st edition, 2014, Cambridge.
5. Patrica 13. Ramaswamy, et al: HARVARD BUSINESS REVIEW ON CUSTOMER RELATIONSHIP MANAGEMENT
6. Kristin L. Anderson & Carol J Kerr: CUSTOMER RELATIONSHIP MANAGEMENT
7. Bcrnd H Schmitt : Customer Relationship Management: A REVOLUTIONARY APPROACH TO CONNECTING WITH YOUR CUSTOMERS.

HUMAN RESOURCE MANAGEMENT

Subject Code	Subject Name	T	P
GME 108H	LEADERSHIP IN THE CHANGING CONTEXT	**2**	**2**

Course Objective:
In the increasingly turbulent business scenario, it is no longer sufficient to be a good manager, one has to develop his leadership potential to motivate his people to deliver the best they can, develop organizational commitment and manage the accelerating change. This program aims at giving an understanding of the phenomena of leadership and the many ways in which one can become an effective leader.

Course Content:
Unit 1:
Basic Concepts of Leadership, Myths of Leadership, Management and leadership, Leadership related values. Followership – expectations, characteristics of a leader, Developing Leadership Skills, Leadership, delegation and empowerment.

Unit 2:
Leadership styles: Autocratic, Participative, Free-rein, Situational leadership, charismatic leadership, Transformational leadership, Ethical leadership, Strategic leadership, Study of Jack Welch's leadership style. Study of Narayan Murthy's leadership style.

Unit 3:
Leadership and Team Management: Sources of power and influence, leadership models, trust building, handling crisis, leadership in teams and decision making. Reward and recognition.

Unit 4:
Effective leadership- Perspectives on effective leadership, Contingency theories of effective leadership, Managers are not leaders, situational variance, Experimentation and risk-taking, Self-awareness and growth, leadership and change management.

Readings :- (Latest Edition)
1. Kouzes JM , Possner BZ, The leadership challenge: How to get extraordinary things done in organizations": Jossey-Bass, San Francisco, 1987.
2. Bennis WG Nanus B, " Leaders: The strategies for taking charge" Harper & Row, New York, 1985.
3. Kotter JP, "A force for Change: How leadership differs from Management" Free Press, New York, 1990.
4. Yukl Gary, " Leadership in Organisations" Pearson Education, 2003.

Subject Code	Subject Name	T	P
GME 109H	TRAINING AND DEVELOPMENT	**2**	**2**

Course Objective:
This Course aims at educating students on the importance of training needs and the issue of human resource development in organizations. The persons involved in uprating management skills pose issues of design and delivery and review of training requirements, which also stands for the objective of the given course.

Course Contents:

1. Introduction: The Changing Organizations, HR and the Training Functions, Models of Training; Systematic Model, The Transitional Model, The Learning Organization, Training as Consultancy, Understanding Learning Concepts. T & D to Lifetime Education.

2. Training Needs Analysis: The Process and Approaches of TNA, Team Work for Conducting Training Needs Analysis, TNA, and Training Process Design.

3. Training Design & Evaluation: Understanding & Developing the Objectives of Training, Facilitation of Training with Focus on Trainee (Motivation of Trainee, Reinforcement, Goalsetting), Training with Focus on Training Design (Learning Environment, Pre-training Communication etc.) Facilitation of Transfer with a Focus on Organization Intervention (Supervisor Support, Peer Support, Trainer Support, Reward Systems, Climate etc.) Training Methods, Implementation, and Evaluation of Training Programme.

4. Management Development: Approaches to Management Development, Sources of Knowledge / Skill Acquisition, Types of Management Development Programmes. EDP's / Seminars and Conferences, Symposia.

Readings: (Latest Edition)
1. Raymond Noe, A. (2005). Employees Training and Development", McGraw Hill Publication.
2. O' Connor, Browner & Delaney (2003). Training for Organizations. Thompson Learning Press.
3. Blanchard, P. N. & Thacker, W. J. (1998). Effective Training: Systems, Strategies and Practices. Prentice Hall, New Jersey.
4. Sloman, M. (2001). A Handbook for Training Strategy. Jaico Publishing House.
5. Lynton Rolf, P. & Pareek, Udai (2000). Training for Organizational Transformation. Sage Publication.

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	NEGOTIATION SKILLS FOR MANAGERS	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.
- Developskills 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
Prenegotiation 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 & apos'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	**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.Agile rewards and recognition platforms using IT enabled technologies,Understanding and anticipation of unforeseen scenarios and execution process of PMS during COVID time
Practical - Case studies of Yahoo, Infosys, their performance review system can be analysed. 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. Performance Management for global business, factors associated with expatriate performance issues related to performance appraisal.
Practical - Role Play on Performance Feedback and Review Discussion. A case study related to this above can be shared to the students.

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
GME113H	**HR METRICS**	**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 metrices
- Develop skills for improvising the process by using different metrices.
- 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, Assesing 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**	**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 108O	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 109O	**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. Bench marking. 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 110O	**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 111O	**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 112O	**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 113O	**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 114O	**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 1marts - 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: Architecutre & 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 Associateion 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	WEB ANALYTICS FOR BUSINESS	2	2

OBJECTIVES

The course enables students
- To Assess how website visitors view and interact with a site's pages and features.
- Business intelligence, which would allow using data on customer purchasing patterns, demographics, and demand trends to make effective strategic decisions.
- The students learn web scrapping, crawling concepts, technologies and legal issues associated with and get familiar with dimensionality reduction techniques in the context of web mining and web search algorithms.

OUTCOMES

The students will be able to
- Web analytics will provide students with information to create and find the right target audiences in business.
- Finding the audience will help businesses create marketing materials that leave a positive feeling to their customers.
- Web analytics provide insights and data that can be used to create a better user experience for website visitors.
- Understanding customer behaviour is also key to optimizing a website for key conversion metrics.

Unit I: - Definition, Process, Key terms: Site references, Keywords and Key phrases building block terms: Visit characterization terms, Content characterization terms, Conversion metrics, Categories: Offsite web, On-site web; Web analytics platform, Web analytics evolution, Need for web analytics, Advantages, Limitations. Data Collection: Clickstream Data: Weblogs, Web Beacons, Outcomes Data: E-commerce,
Practical: Explore Web Analytics tools and techniques.

Unit II: Qualitative Analysis: Heuristic evaluations: Conducting a heuristic evaluation, Benefits of heuristic evaluations; Site Visits: Conducting a site visit, Benefits of site visits, Surveys: Website surveys, Post-visit surveys, Creating and running a survey, Benefits of surveys. Web Analytic fundamentals: Capturing data: Weblogs, Separate data serving and data capture, Type and size of data, Innovation, Integration, Selecting optimal web analytic tool, Understanding clickstream data quality, Identifying unique page definition, Using cookies.
Practical: Website survey,

Unit III: Web Metrics: Common metrics: Hits, Page views, Visits, Unique Visitors, Unique page views, Bounce, Bounce rate, Page/visit, Average time on site, New visits, Optimization (e-commerce, non-e-commerce sites): Improving bounce rates, Optimizing AdWords campaigns, Real-time report, Audience report, Traffic source report, Custom campaigns, Content report, Google analytics, Introduction to KPI, characteristics, Need for KPI, Perspective of KPI, Uses of KPI.
Practical: Real-time Report of Web Metrics.

Unit IV: Web Analytics 2.0: Web Analytics 1.0, Limitations of web analytics 1.0, Introduction to Analytic 2.0, Competitive intelligence analysis: CI data sources, Toolbar data, Panel data, ISP data, Search engine data, Hybrid data, Website traffic analysis: Comparing long term traffic trends, Analyzing competitive site overlap and opportunities. Google Analytics: Brief introduction and working, Adwords, Benchmarking, Categories of traffic: Organic traffic, Paid traffic; Google website optimizer, Implementation technology, Limitations, Performance concerns, Privacy issues.
Practical: Google Analytics.

Suggested Readings:
- Clifton B., *Advanced Web Metrics with Google Analytics*, Wiley Publishing, (2012).
- Kaushik A., *Web Analytics 2.0 The Art of Online Accountability and Science of Customer Centricity*, Wiley Publishing (2010).
- Sterne J., *Web Metrics: Proven methods for measuring website success*, Wiley (2020).

Subject Code	Subject Name	T	P
GME 109B	PREDICTIVE ANALYTICS FOR BUSINESS	2	2

OBJECTIVES

The course enables students

- To learn, how to develop models to predict categorical and continuous outcomes, using such techniques as neural networks, decision trees, logistic regression, support vector machines and Bayesian network models.
- To know the use of the binary classifier and numeric predictor nodes to automate model selection.
- To advise on when and how to use each model. Also, learn how to combine two or more models to improve prediction.

OUTCOMES

The students will be able to

- Understand the process of formulating business objectives, data selection/collection, preparation and process to successfully design, build, evaluate and implement predictive models for various business applications.
- Compare the underlying predictive modeling techniques.
- Select appropriate predictive modeling approaches to identify cases to progress with.
- Apply predictive modeling approaches using a suitable package such as SPSS Modeler.

Unit I: - Business Forecasting and Time Series Data Introduction to Business Forecasting, Qualitative vs. Quantitative Methods Characteristics of Time Series Data, Moving Averaging Models for Trend Identification Naive Average Forecasting Moving Average Forecasting Model Smoothing Forecasting Model Applications in Business

Practical: Time Series Data Forecasting Method.

Unit II: Regression Models for Trend Projection Simple Linear Regression Forecasting Model Multiple Linear Regression Forecasting Model Applications in Business, Time Series Models for Observation Forecast, Autoregressive Forecasting (AR) Model Autoregressive Moving Average (ARMA) Model Applications in Business, Autoregressive Integrated Moving Average (ARIMA) Model Dealing with periodic fluctuation Applications in Business.

Practical: ARMA and ARIMA Model.

Unit III: Model development & techniques Data Partitioning, Model selection, Model Development Techniques, Neural Networks, Decision Trees, Logistic Regression, Discriminant Analysis, Support Vector Machine, Bayesian Networks.

Practical: Data Forecasting using Different Algorithms.

Unit IV: Model Evaluation and Deployment Introduction, Model Validation, Rule Induction Using CHAID, Automating Models for Categorical and Continuous targets, Comparing and Combining Models, Evaluation Charts for Model Comparison, MetaLevel Modeling, Deploying Model, Assessing Model Performance, Updating a Model.

Practical: Chi-squared Automatic Interaction Detector (CHAID) Method.

Suggested Readings:
- Eric Siegel, *Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die*. Wiley.
- Max Kuhn and Kjell Johnson, *Applied Predictive Modeling,* Springer.

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	LAW AND PUBLIC POLICY	2	2

COURSE OBJECTIVES:
- To create awareness about developments in legal philosophy and practice and their impact on policy making.
- To develop legal literacy mandatory for effective policy formulation and its implementation.

Learning Outcomes:
- The understanding of Public Policy and its genesis and significance from Legal perspective will be understood.
- Law is an integral part of Governance and Public Policy. A conceptual clarity among the students are expected.

COURSE CONTENTS:
Unit I:
Introduction to Law: Evolution, Definition, Nature, Sources, Scope, Jurisprudence; Significance of Law for Society and as Tool of the State; Relationship between Law and Public Policy.

Unit II:
Philosophy of Law: Natural, Positivist, Realist, Critical and Feminist Schools of Thought; Key Theorists: Thomas Aquinas, John Austin, HLA Hart, Hans Kelsen, Ronald Dworkin; Law and Public Affairs; Public Law.

Unit III:
Law and Public Policy: Key Concerns of Law and Impact on Public Policy; National Law and National Policy: Rule of Law and Good Governance; Efforts to Promote Rule of Law and Good Governance; Rule of Law: History and Debates.

Unit IV:
International Law and Global Policy; International Law: Evolution, Contemporary Status and Future Expectations; Challenges before Global Governance; Contemporary Challenges in Law.

REFERENCES:
1. Ian Hurd, International Organizations: Politics, Law, Practice, Cambridge University Press, 2010.
2. Volker Rittberger, Bernhard Zangl, and Andreas Kruck, International Organization, 2nd edition, Basingstoke: Palgrave, 2012.
3. James C. Scott, Seeing Like a State, New Haven: Yale University Press, 1998.
4. Dennis A. Rondinelli and G. Shabbir Cheema (eds), Reinventing Government in the Twenty-First Century: State Capacity in a Globalizing Society, West Hartford CT: Kumarian Press, 2003.
5. Michael Howlett and M. Ramesh, Studying Public Policy, OUP, Ontario, 2003.
6. Wolfgang H. Reinicke, Global Public Policy, Brookings Institution Press, Washington, 1998.

Subject Code	Subject Name	T	P
GME 107G	INDIAN ECONOMY AND PUBLIC FINANCE	2	2

COURSE OBJECTIVES:
● To understand the underlying concepts and practical trade-offs entailed in public finance policy alternatives.
● To engage constructively in the formulation, implementation, and evaluation of public finance policies.

Learning Outcomes:
• The students will be able to Policy decisions based on the principles taught in Economics and make the understanding robust.
• Budget analysis and taxation can be understood easily.

COURSE CONTENTS:
Unit I:
Basis of Economy and Framework of Indian Economy — History of Development and Planning: History and Development of Currency, Economic Models; Post 1991 Globalisation Strategies: Fiscal Reforms, Financial Sector Reforms and Trade Reforms, National Income: Trends and Structure, Demographic Features and Indicators of Economic Growth and Development Rural-Urban Migration and Issues Related to Urbanization; Government Failure: Poverty Debate and Inequality, Nature, Policy and Implications; Unemployment — Nature, Central and State Government's Policies, Policy Implications, Employment Trends in Organized and Unorganized Sectors; Intergovernmental Fiscal Relations and Local Government Finance.

Unit II:
Development Strategies — Agricultural: Pricing, Marketing and Financing of Primary Sector; Economic Reforms: Rationale of Economic Reforms, Liberalization, Privatization and Globalization of the Economy; Changing Structure of India's Foreign Trade; Role of Public Sector: Redefining the Role of Public Sector, Government Policy towards Public Sector, Problems Associated with Privatization, Issues regarding Deregulation: Disinvestment and Future of Economic Reforms; Federal Finance — Constitutional Provisions Relating to Fiscal and Financial Powers of the States: Fiscal Federalism and Fiscal Decentralization; Resource Transfers and Own Source Revenue; Local Government Debt Financing.

Unit III:
Economic Analysis of Indian Economy — The Economic Policy and Infrastructure Development; Energy and Transport; Social Infrastructure - Education, Health and Gender related Issues, Social Inclusion; Issues and Policies in Financing Infrastructure Development; Indian Financial System - Issues of Financial Inclusion, Financial Sector; Reforms - Review of Monetary Policy of R.B.I; Capital Market in India.

Unit IV:
Budget Analysis - Tax, Expenditure, Budgetary Deficits, Pension and Fiscal Reforms, Public Debt Management and Reforms; Fiscal Responsibility and Budget Management (FRBM) Act; Black Money and Parallel Economy in India: Definition, Estimates, Genesis, Consequences and Remedies.

REFERENCES:
1. Uma Kapila, Indian Economy: Performance and Policies: 2015 – 16.
2. Dutt & Sundaram, Indian Economy.
3. R. Vaidyanathan, India Unincorporated.

Subject Code	Subject Name	T	P
GME 108G	NITISHASTRA THROUGH PANCHATANTRA	**2**	**2**

COURSE OBJECTIVES:
- To understand the ancient Indian approaches to Organizational Management.
- To study the theory and applications of the stories and sutras of Panchatantra.
- To understand and evaluate the power of stories and the technique of their analysis.

Learning Outcomes:

LO1	**Business Ethics & Social responsiveness**
LO2	**Critical Thinking & Innovations**
LO3	**Business Analysis & Problem Solving**
LO4	**Global Exposure & Cross-Cultural Understanding**
LO5	**Business Environment & Domain Knowledge**
LO6	**Effective Communication**
LO7	**Leadership & Teamwork**
LO8	**Research Responsiveness**

Learning Outcomes and Course Content Mapping:

	LO1	LO2	LO3	LO4	LO5	LO6	LO7	LO8
CO1	Y			Y				Y
CO2	Y		Y	Y	Y	Y	Y	Y
CO3	Y	Y	Y	Y				Y
CO4	Y	Y	Y		Y	Y	Y	
CO5		Y	Y		Y	Y	Y	

COURSE CONTENTS:
Unit I:
Ancient India and Management Teaching: Origin, Concept, Philosophy; Subjects- Arthashastra, Nitishastra, Rajniti, Dandaniti; Authors, Teachers and their Treatise- Brihaspati, Shukracharya, Kalidas, Vyasa, Bhartrihari, Kautilya(Chanakya), Vishnusharma; Rulers who followed the principles- Raghu, Ram, Dashrath, Chandragupt Maurya, Harihar and Bukka, Shivaji.

Unit II:
Introduction to Kautilya's Arthashashtra: About Kautilya, Maurya Dynasty, Previous Arthashatras; Content of Kautilya's Arthashahtra- Parts, Chapters, Lessons, Sutras; Models and Frameworks: Chatushthayam – Goals and Mission, Saptang- Stakeholder Management, Panchaang: Project Management; Aanvikshiki: Decision Making.

Unit III:
Introduction to Panchatantra: The Book, Author, Origin, Popularity, Variations, Misconceptions; Content- Five Parts- Mitrabhedam, Mitrasamaprapti, Kaakoolokiyam, Labdhapranasham, Aparikshitkarakam, Stories, Characters, Sutras.

Unit IV:
Part 1-2 (Mitrabhedam and Mitrasamaprapti): Content and Stories- 5 stories from each part, including Frame story; Wealth Management- Concept of wealth, Nature, Steps. Alliance Management- Need, Identification, Utilization, Separation; Information Management- Message, Channels, Grapevine, Barriers, Impact.

Unit V:

Part 3-5 (Kaakoolokiyam, Labdhapranasham, Aparikshitkarakam): Content and Stories- 5 stories from each part; Conflict Management- Nature, Competitors, SDBD (Saam, Daan, Bhed, Dand), Shadgunya; Opportunity mapping- Spotting, Leveraging, Errors, LAGPAF; Project Planning-Examination, Analysis, Communication, Execution.

REFERENCES:
1. Panchatantram, Dr.Naveen Kumar Jha, JP Publishers/2016.
2. Panchatantra, Dr. Chandra Rajan, Penguin Classics/2006
3. Wisdom from the Tales of Panchatantra, Narayana, AMA/Oct 2013
4. Chanakya on Management, Ashok Garde, Jaico/2015
5. Kautilya Arthashashtra, Shamashastry, 2010
6. Kautilya Arthashashtra, R.P. Kangle, 2014

Subject Code	Subject Name	T	P
GME 109G	CONSTITUENCY MANAGEMENT	**2**	**2**

COURSE OBJECTIVES:
● To educate on nuances of constituency management while providing a theoretical and practical knowledge of the same.
● To develop skills of a learned prospective political leader in the students for better nation building.

COURSE CONTENTS:
Unit I:
Introduction to Constituency: Meaning, Genesis of Creation, Types (MP, MLA, Corporations, Panchayat). Concepts of Reserved Constituency and Delimitation. Constituency Development and Creating Political Base, Create Support system for Grievance Redressal, Balancing Competing Political Interests and Expectation Management in the Constituency.

Unit II:
Towards a Career in Politics: Politics as a Vocation and/or Passion, Fund Raising and Financial Aspect of Political Career, Clarity of Mind and Ideological Position, Background Study/Due Diligence on Parties before Joining, Contribution as a party worker- Analyst, Policy Cell, Social Media Cell, IT Cell, Event Management Cell, Psephology Cell; Voter Mobilization, Voter Registration, Voter Management System; Getting Position in your party: District, State, Youth Wing, Spokesperson.

Unit III:
How to get a Party Ticket: Articulation and Support of Political Ideas and Policies of a Party; Reputation Building: Political, Business and Social Leaders and Journalists; Create Events, Organize Workshops, Do Service (Seva) Projects; Networking in Political Circles and Get Recommendations from Leaders; Developing Winnability.

Unit IV:
Contesting an Election: Key Steps, Qualification and Disqualification, Model Code of Conduct and Office of Profit, Manifesto Development and Campaign Strategy, Election Expenses and Election Management, Innovation in Public Speeches and Voter Outreach.

REFERENCES:
1. What is a Constituency and how has it been created?
http://eci.nic.in/eci_main1/delimitation_faq.aspx
2. Constituency Profiling
http://infoelections.com/infoelection/index.php/constituency-profiling.html
http://cdac.in/index.aspx?id=st_egov_cms_ap
3. Software for Poll Analysis and Constituency Management
http://www.thehindu.com/todays-paper/tp-national/software-for-poll-analysis-and-to-manage-constituency/article4556466.ece

Subject Code	Subject Name	T	P
GME 110G	PUBLIC HEALTH POLICY AND MANAGEMENT	2	2

COURSE OBJECTIVES:
- To acquaint students with the basics of Public Health issues.
- To provide an understanding about Health Care Management, Health Education and Demography in India.

Learning Outcomes:
- Heath is a state subject and the understanding will enable students to understand the basic features of health care in various states of India.

COURSE CONTENTS:
Unit I:
Health Status of India – An Introduction; Health Care in India – A Brief Overview; World Health Assembly 1977; Health Indices of India.

Unit II:
Trends of Health Care in India; Health Care – Primary, Secondary and Tertiary; Major diseases in India – Malaria, TB, Leprosy, Blindness, HIV and AIDs, Bird Flu, Swine Flu and Diabetic Mellitus; Covid 19 Pandemic.

Unit III:
Health Education – Scope and Socio-Scientific Basis, Primary and Secondary Stage; Awareness and Communication Strategy for Health Education; Demographic Profile of India: Issues and Challenges.

Unit IV:
Health Programs in India and Their Shortcomings; Universal Immunization; Pulse Polio; National Aids Control Program; National Cancer Control Program; National Health Policy 2002; National Urban Health Mission; National Rural Health Mission; Ayushman Bharat, Biju Swasthya Kalyan Yojana (BSKY) by Odisha Government; AYUSH Scheme; Health Policy under Twelfth Five Year Plan; Health Care Management.

REFERENCES:
1. Walter Ricciardi and Charles Gest, OUP, Third Edition, 2013
2. K. S. Reddy and M.R. Mathur, Developing Public Health Infrastructure in India in the book by S.M Griffith et. al. Routledge Handbook of Global Public Health in Asis,2014
3. K.S. Reddy and S. Mohan, Chronic Diseases in India: Burden and Implications in A. Hett, Risk Dialogue Magazine, Switzerland, 2014
4. S. Agrawal, Active and Passive Elimination of Girl Child, Axis Books, New Delhi, 2004
5. A. Singh et.al. Maternal and Child Health in India in J. Merrick, India: Health and Human Development Aspects, Nova Science Publishers, 2014.

Subject Code	Subject Name	T	P
GME 111G	**ETHICS AND RESEARCH IN GOOD GOVERNANCE & PUBLIC POLICY**	**2**	**2**

Course Objectives
- To emphasize the importance of Ethics and Research in Good Governance.
- To ascertain that Ethics and Research has ensured good Governance in the country.
- To reemphasize the ethical values in the present-day governance systems.

Learning Outcomes
After completing the course, the student will be able to:
- Understand all the nuances of Ethics, Ethics in Governance and importance of research in governance.
- Do meaningful research, which will add an extra edge to your understanding of governance and you will be able to grasp the subject better.
- Understand root cause of a societal challenges and how you can solve the same with the help of ethics and ethical tools and techniques.

Module I: Introduction and Background
Define Ethics, Ethics versus Human Values, Models of Ethics, Ethical Dilemma, An overview of Western and Indian Ethics, Probity and Integrity in Public Life, Four Pillars describing the edifice of Good Governance and Competency Based Personnel Administration; Understanding the importance of Research in Governance, Objectives, Critical Analysis of relationship between ethics and research.

Module II: Ethics and Governance
Ethics in Governance; Global and National best practices on Modernizing Government Initiatives for better Public Service Delivery; Ancient and Contemporary case studies of Conflict Resolution and Peace keeping in community through best practices and good governance. Alternative Disputes Resolution, The Peace Initiatives of Gurudev Sri Sri Ravi Shankar.

Module III: Research in Good Governance and Public Policy
Concept of Research in Academia and Industry; Using Science and Research for better Public Policy and Public Service Delivery; Evidence-based Policy Research; Community Empowerment through Social Mobilization; 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:
1. 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
2. Erich Fromm, 'Man for Himself an inquiry into the psychology of Ethics', Fawcett World Library.
3. Human Values and Ethics in Education (2015). Dr. Vijaya Lakshmi Mohanty. Paramount Publications, Hyderabad. (Available in SSU Library).
4. Research Methodology by C.R.Kothari, New Age Publication.
5. Poor Economics: A Radical Rethinking of the Way to Fight Global Poverty (2011) by Nobel Laureate of 2019 Abhijit V. Banerjee, Esther Duflo.

BUSINESS ECONOMICS

Subject Code	Subject Name	T	P
GME 105E	TIME SERIES ANALYSIS AND FORECASTING MODELS	2	2

Course Objectives
- The objective of the Time Series Analysis and Forecasting course is to provide students with a comprehensive understanding of time series data and equip them with the necessary knowledge and skills to analyse and forecast such data.
- The course aims to introduce students to various time series forecasting techniques and models, along with practical applications in different domains.

Course Outcomes
By the end of the course, students should be able to:
- understand the characteristics and properties of time series data.
- pre-process and transform time series data for analysis and forecasting.
- perform exploratory data analysis on time series data to identify trends, seasonality,
- and other patterns.
- apply different time series forecasting techniques, including naive methods, moving
- average, exponential smoothing, ARIMA, and machine learning models.
- evaluate and compare time series forecasts using appropriate accuracy measures and cross-validation techniques.

Module 1: Introduction to Time Series Analysis
Definition and characteristics of time series data , Applications of time series analysis ,Components of time series: trend, seasonality, and noise , Techniques for visualizing time series data ,Time plots, scatter plots, and correlograms ,Identifying trends, seasonality, and outliers ,Stationarity and its importance in time series analysis ,Auto covariance and autocorrelation functions ,White noise and random walk models ,Time Series Data Visualization ,Stationarity and Time Series Models .

Module 2: Univariate Forecasting Models
Autoregressive process and its properties ,Estimation and inference for AR models , Model selection and diagnostics , Moving average process and its properties, Estimation and inference for MA models , Model selection and diagnostics,ARMA models and their properties, Estimation and inference for ARMA models ,Model selection and diagnostics

Module 3: Multivariate Forecasting Models
Granger Causality and Variance Decomposition, Granger causality test for exploring causal relationships among variables, Variance decomposition analysis: quantifying the contribution of each variable to forecast error. Vector Autoregressive (VAR) Models: Introduction to VAR models, Estimation and inference in VAR models, Lag selection and model order determination, Granger causality and impulse response analysis, Forecasting with VAR models. Introduction to Time Series Analysis and VAR Models, Overview of time series data and its characteristics, Introduction to multivariate time series analysis, Motivation and applications of VAR models in business forecasting Impulse Response Analysis and Forecasting: Impulse response analysis: understanding dynamic responses to Shocks, Forecasting with VAR models: one-step ahead and multi-step ahead forecasts, Evaluating VAR model forecasting performance

Module 4 Panel VAR Models
Introduction to panel data and its advantages, Panel VAR model estimation and interpretation, Forecasting and policy analysis with panel VAR models.

Suggested Readings

- DeGroot, Morris H. and Schervish, Mark. J. (2012): Probability and Statistics, 4th edition, Addison-Wesley.
- Gujarati, D.N. and Porter, D.C. (2008): Basic Econometrics, McGraw-Hill, New York.
- Hogg, Robert V.; Makean, J and Craig, Allen T. (2014): Introduction to Mathematical Statistics, Prentice Hall, 7th edition
- Hwang, Jessica and Blitzstein, Joseph (2014): Introduction to Probability, CRC Press.
- Stock, James H. and Watson, Mark W. (2011): Introduction to Econometrics, Pearson Education Inc.
- Wooldridge, Jeffrey (2012):Introductory Econometrics: A Modern Approach, South Western.

Subject Code	Subject Name	T	P
GME 106E	RURAL ECONOMICS	2	2

Course Objectives

The objectives of this course are to provide the students with thorough analytical understanding of the:
- basic concepts, elements, determinants and theories of rural development
- policies and strategies for rural development

Course Outcomes

On successful completion of the course, students will be able to:
- explain and analyse the concepts of rural development
- critically comment on and participate in current debates on rural development issues in India.

Module I: Concepts and Rural Economy of India

Concepts of rural development; Basic elements of rural development; Need for rural development; Dilemmas in rural development; Size and structure of rural economy of India; Characteristics of rural sector of India; Role of agricultural and non-agricultural sub-sectors in rural economy of India, Agricultural marketing- Challenges and opportunities.

Module II: Paradigms and Determinants of Rural Development

Paradigms of rural development-Theory of Modernization, Theory of Dependency, Theory of World-Systems, Theory of Globalization, Myrdal's thesis of 'spread and backwash' effects, Gandhian model of rural development; Determinants of rural development-output, natural resources, human resources, capital, technology.

Module III: Policies and Strategies for Rural Development

Freedom, control and public policy; Need for and goals of rural development policy; Hierarchy of policy goals; Progress and Problems of Small- Scale and Cottage Industries and Remedial Measures, Globalization and rural development; Sustainable development strategy for rural development; Policy instruments of rural development.

Module IV: Rural Development Programs in India

Equity-oriented programs; Growth-oriented Programs; Poverty and unemployment eradication Programs; Social welfare-oriented programs, Infrastructure Development Programs

Module V: Planning and Organizing for Rural Development

Planning for rural development- functions of planning, decentralization of planning, micro-level planning, block- and district-level planning; Organizing for rural development- government organizations, Panchayati Raj Institutions, cooperatives, voluntary organizations/NGOs, corporations; World Bank and rural development; Financing rural development- sources, issues, challenges.

Suggested Readings
- Katar Singh (2009):Rural Development Principles, Policies and Management, Sage Publication India, New Delhi.
- Vasant Desai (2015): Rural Development in India, HPH, Bombay.
- Hunter, G., Bunting, A. H. and Bottrall, A. (1978): Policy and Practice in Rural Development, English Language Book Society, London.
- Chambers, R. (1985): Rural Development: Putting the Last First, Longman, London.

Subject Code	Subject Name	T	P
GME 107E	ASIAN ECONOMICS AND BUSINESS ENVIRONMENT	2	2

Course Objectives
- Comprehensive understanding of the economic, political, cultural, and regulatory factors shaping the business environments in Asian economies.
- Opportunities and challenges of doing business in Asia and develop students analytical skills to navigate the complex economic landscape.
- Students should have a solid foundation in Asian economics and business environment, enabling them to make informed business decisions and strategies in the region.

Course Outcomes
By the end of the course, students should be able to:
- understand the diversity and key characteristics of Asian economies.
- analyze the impact of cultural, political, and historical factors on business environments in Asia.
- evaluate the economic systems and policies of Asian countries and their implications for businesses.
- assess the trade and investment opportunities and challenges in Asian markets.
- analyze macroeconomic policies and their effects on business operations in Asia.

Module1: Introduction to Asian Economies
Overview of Asian economies: diversity and similarities, Economic growth and development in Asia, Key industries and sectors driving Asian economies, Regional economic integration initiatives

Module 2: Political and Legal Environment
Political systems and governance in Asian countries, Regulatory frameworks and business laws, Corruption and transparency issues, Government policies and their impact on business

Module 3: Risk Management and Business Resilience
Political and geopolitical risks in Asia, Economic volatility and market risks, Crisis management and business continuity planning, Risk mitigation strategies for operating in Asia, Future Trends and Opportunities in Asian Economies, Emerging sectors and industries in Asia, Megatrends shaping the future of Asian economies, Impact of digitalization and artificial intelligence, Strategies for business growth and adaptation in Asia

Module 4: Trade Blocks
Association of Southeast Asian Nations (ASEAN); History, objectives, and structure of ASEAN Free Trade Area (AFTA) and its impact, ASEAN Economic Community(AEC) and its pillars, ASEAN & its role in regional and global trade dynamics, Bilateral and plurilateral FTAs in Asia, Tariff reductions, rules of origin, and market access, Impacts of FTAs on trade flows and industries. SAARC Free Trade Area (SAFTA); Evolution and objectives of SAFTA, Tariff reduction schedules and trade liberalization Non-tariff barriers and their impact on intra-regional trade, Progress and challenges in implementing SAFTA.

Suggested Readings

- Asian Business and Management: Theory, Practice and Perspectives by Michael A. Witt and Gordon Redding.
- Antras, P. (2016): Global Production: Firms, Contracts, and Trade Structure, Princeton University Press
- Dornbusch, R.; Fischer, S. and Samuelson, P. (1977): Comparative advantage, trade,and payments in a Ricardian model with a continuum of goods, American Economic Review 67, 823-39
- Dornbusch, R.; Fischer, S. and Samuelson P. (1980): Heckscher-Ohlin trade theory with a continuum of goods, The Quarterly Journal of Economics 95, 203-224.
- Feenstra, R. (2015): Advanced International Trade: Theory and Evidence, Princeton University Press.
- Feenstra, R. (2010): Measuring the gains from trade under monopolistic competition, Canadian Journal of Economics, 1-28.
- Feenstra, R. (2016): Gains from trade under monopolistic competition, Pacific Economic Review 21.
- Felbermayr, G.; Grossmann, V. and Kohler, W. (2015): Migration, international trade, and capital formation: Cause or effect?, in R. Barry, Chiswick, P. Miller (eds.), Handbook of the Economics of International Migration, North Holland.
- Freund, C. and Ozden, C. (2008): Trade policy and loss aversion, American Economic Review 98, 1675-1691
- Gopinath, G.; Helpman, E. and Rogoff, K. (2014) (eds.): Handbook of International Economics, Vol. 4, Elsevier
- Limao, N. and Tovar, P. (2011): Policy choice: Theory and evidence from commitment via international trade agreements, Journal of International Economics 85, 186-205.

Subject Code	Subject Name	T	P
GME 108E	ENVIRONMENTAL ECONOMICS	2	2

Course Objectives

The objectives of this course are to provide the students with thorough analytical understanding in the:
- application of economic theories for environmental issues; global environmental externalities and climatic change
- valuation of environmental goods; economics natural resources.

Course Outcomes

On successful completion of the course, students will be able to:
- apply economic principles for applied environmental issues
- select and apply appropriate economic techniques to solve environmental problems and measure value of environmental goods.

Module 1: The Theory of Externalities

Pareto optimality and competitive equilibrium; public goods and externalities, Public good and Public Bad, efficient provision of public goods and bads, pricing of public goods and bads; Environmental externalities-Pigouvian taxes and subsidies, property rights and externalities, Coase's bargaining solution and collective action.

Module 2: The Economics Pollution

Pollution charges and abatement costs, Marketable pollution permits, The theory of marketable permits, The advantages of marketable permits, Types of permit system, Permit trading in practice. Tradable pollution permits vs international carbon tax. Informal regulation and the new model of pollution control. Environmental institutions and grass root movements; Cooperative Solution to Common Property resources.

Module 3: Measurement of Environmental Values

The concept of total economic value: Use values; Option values and non-use values; Monetary Valuation techniques – use of market prices, The Hedonic pricing approach, The contingent valuation method, the travel cost methods; the non-monetary valuation techniques;

Module 4: Natural Resource Economics

A resource taxonomy, theories of optimal use of exhaustible and renewable resources; Environmental Kuznet Curve and its critique. Environment and development, The concept of sustainable development; strong and weak sustainability; the concept of green GDP

Module 5: Environment Regulation and Policies

Mechanism for environment regulation in India; environmental laws and their implementation; Policy instruments for controlling water and air pollution and forestry policy; People's participation in the management of common and forest lands. The institutions of joint forest management and the joint protected area management; social forestry-rationale and benefits

Suggested Readings
- Bhattacharya, R. N. (Ed): Environmental Economics: An Indian Perspective Oxford University Press, New Delhi.
- Baumol, W.J. and W.E.Oates: The Theory of Environmental Policy Cambridge University Press, Cambridge.
- Daly, H.E.: Ecological Economics and Ecology of Economics
- Hanley, N., J.F.Shogren, and B.White: Environmental Economics, Macmillan, New Delhi.

- Hartwick, J.M and N Oliwiler: The Economics of Natural Resource Use Harper and Row, New York.
- Karpagam, M: Environmental Economics: An Introduction Sterling Publishers, New Delhi.
- Kerr and Others (Eds): Natural Resource Economics: Theory and Applications for India Oxford University Press, New Delhi.
- Kolstad, C.D: Environmental Economics.
- Sengupta, R: Ecology and Economics Oxford University Press, New Delhi.
- Singh, Katar and Anil Shishodia; Environmental Economics; Theory and Applications, Sage Publications, New Delhi, 2007.
- World Bank: World Development Report, 1992: Environment and Development Oxford University Press, New Delhi