MBA CURRICULUM & SYLLABI

Department of Management Studies

Effective from AY: 2024-25



NATIONAL INSTITUTE OF TECHNOLOGY WARANGAL

WARANGAL, TELANGANA

Table of Contents

VISION AND MISSION OF THE INSTITUTE 3
VISION AND MISSION OF THE DEPARTMENT 3
PROGRAM EDUCATIONAL OBJECTIVES 4
PROGRAM OUTCOMES 5
CURRICULUM 6
THE OVERALL CREDIT STRUCTURE 10
SYLLABI 12
MINOR: MANAGEMENT 140

Vision and Mission of the Institute
National Institute of Technology Warangal

VISION

Towards a Global Knowledge Hub, striving continuously in pursuit of excellence in Education, Research, Entrepreneurship and Technological services to the society

MISSION

- Imparting total quality education to develop innovative, entrepreneurial and ethical future professionals fit for a globally competitive environment.
- Allowing stakeholders to share our reservoir of experience in education and knowledge for mutual enrichment in the field of technical education.
- Fostering product-oriented research for establishing a self-sustaining and wealth creating centre to serve the societal needs.

Vision and Mission of the Department
Management Studies

VISION

To carve aspiring leaders through excellence in Education, Research, Innovation and Societal service.

MISSION

- Imparting management education synchronized with the needs of industry.
- Strengthening leadership qualities.
- Enhancing the analytical and problem-solving abilities to serve societal needs.

Program: Master of Business Administration

Program Educational Objectives

PEO-1	To encourage research, innovation and entrepreneurial mind set
PEO-2	To groom graduates with requisite practical knowledge, abilities along with interpersonal skills to make them employable

Program Articulation Matrix

PEO / Mission Statements	PEO-1	PEO-2
Imparting management education synchronized with the needs of the industry	2	3
Strengthening leadership qualities	1	3
Enhancing the analytical and problem-solving abilities to serve the societal needs	2	3

1 - Slightly; 2 - Moderately; 3 - Substantially

Program: Master of Business Administration

Program Outcomes

PO-1	Apply the knowledge of management theory and practices to solve **business problems**
PO-2	Demonstrate analytical, creative, innovative and integrative thinking abilities to **enable effective decision making**
PO-3	Communicate effectively in technology mediated environment with **business community and society at large**
PO-4	Exemplify interpersonal skills, teamwork and leadership abilities to face the **challenges in dynamic business environment**
PO-5	Utilize research knowledge, latest methodologies and technical abilities to **improve business outcomes**
PO-6	Exhibit lifelong learning and professional ethics with integrity for **sustainable business practices.**

CURRICULUM
Master of Business Administration

1st Semester

S.No.	Code	Course Title	L-T-P	Credits
1	MA36063	Decision Methods for Management	3-0-0	3
2	MS16001	Management and Organizational Behaviour	3-0-0	3
3	MS16003	Financial Reporting and Analysis	3-0-0	3
4	MS16005	Managerial Economics	3-0-0	3
5	MS16007	Marketing Management	3-0-0	3
6	MS16009	Management Information Systems	3-0-0	3
7	MS16011	Business Research Lab	0-1-2	2
8	MS16013	Professional Etiquette and Writing	0-1-2	2
1	MS16015	Fractal Course -I	1-0-0	0.5
2	MS16017	Positive Wellbeing	1-0-0	0
			Total Credits	22.5

2nd Semester

S.No.	Code	Course Title	L-T-P	Credits
1	MS16002	Human Resource Management	3-0-0	3
2	MS16004	Financial Management	3-0-0	3
3	MS16006	Strategic Management	3-0-0	3
4	MS16008	Operations Management	3-0-0	3
5	MS16010	Business Analytics	2-0-2	3
6	MS16012	Social Impact Lab	0-1-2	2
7	MS16014	Simulation Lab	0-1-2	2
8	MS16016	Behavioural Lab	0-1-2	2
1	MS16018	Fractal Course - II	1-0-0	0.5
2	MS16020	Corporate Grooming	1-0-0	0
			Total Credits	21.5

3rd Semester

S.No.	Code	Course Title	L-T-P	Credits
1	MS17001	Legal Aspects of Business	**2-0-0**	**2**
2	MS17003	Entrepreneurship	**2-0-0**	**2**
3	MS17005	Business, Government and Society	**2-0-0**	**2**
4	MSXXXXX	Professional Elective-I	**3-0-0**	**3**
5	MSXXXXX	Professional Elective-II	**3-0-0**	**3**
6	MSXXXXX	Professional Elective-III	**3-0-0**	**3**
7	MSXXXXX	Professional Business Elective-I	**3-0-0**	**3**
1	MS17093	Comprehensive Viva-Voce	**0-0-0**	**2**
2	MS17091	Summer Internship and Industry Exposure	**0-0-0**	**2**
			Total Credits	**22**

4th Semester

S.No.	Code	Course Title	L-T-P	Credits
1	MSXXXXX	Professional Elective-V	**3-0-0**	**3**
2	MSXXXXX	Professional Elective-VI	**3-0-0**	**3**
3	MSXXXXX	Professional Elective-VII	**3-0-0**	**3**
4	MSXXXXX	Professional Business Elective - II	**3-0-0**	**3**
5	MS17098	Project	**0-0-0**	**4**
			Total Credits	**16**

Professional Elective Courses:

(Professional Elective – I) Business Electives		
S.No.	**Code**	**Course Title**
1	MS27021	Strategic Leadership and Managing contemporary organizations
2	MS27023	Innovation Management
3	MS27025	Multi-criteria Decision Analysis
4	MS27027	Total Quality Management
5	MS27022	Global Business Management
6	MS27024	Leveraging Web 2.0 – Social media, Online Advertising and Web Analytics
7	MS27026	Technology Management
8	MS27028	Business Resilience

(Professional Elective-II) Finance & Investment		
S.No.	**Code**	**Course Title**
1	MS37021	Investment Analysis and Portfolio Management
2	MS37023	Financial Risk Management
3	MS37025	Managing Financial Services and Institutions
4	MS37027	Sustainable Finance
5	MS37022	Financial Derivatives
6	MS37024	Corporate Restructuring
7	MS37026	Behavioral Finance
8	MS37028	Corporate Tax Planning and Taxation

(Professional Elective-III) Human Resource Management		
S.No.	**Code**	**Course Title**
1	MS47021	Industrial Relations and Labour Laws
2	MS47023	Training and Development
3	MS47025	Performance Management
4	MS47027	Talent Management
5	MS47022	Human Resource Analytics
6	MS40724	Global HRM and Cross-Cultural Management
7	MS47026	Rewards Management
8	MS47028	Organizational Change and Development

(Professional Elective-IV) Information Technology and Analytics		
S.No.	**Code**	**Course Title**
1	MS57021	Current and Emerging Issues in IT Management
2	MS57023	Enterprise Resource Planning
3	MS57025	Artificial Intelligence for Business
4	MS57027	Time Series Forecasting
5	MS57022	Enterprise Transformation in the Digital World
6	MS57024	Machine Learning
7	MS57026	Big Data and Ecosystems
8	MS57028	Agile Project Management

(Professional Elective-V) Marketing		
S.No.	**Code**	**Course Title**
1	MS67021	Consumer Behavior
2	MS67023	Marketing Research & Analytics
3	MS67025	Sales and Distribution Management
4	MS67027	Business-to-Business Marketing
5	MS67022	Services Marketing
6	MS67024	Digital Marketing
7	MS67026	Integrated Marketing Communications
8	MS67028	Product Management

(Professional Elective-VI) Operations		
S.No.	**Code**	**Course Title**
1	MS77021	Supply Chain Management
2	MS77023	Business Process Reengineering
3	MS77025	Project Management
4	MS77027	Operations Strategy
5	MS77022	Strategic Sourcing
6	MS77024	International Business Logistics
7	MS77026	Theory of Constraints
8	MS77028	Service Operations Management

The Overall Credit Structure

Course Category	**Credits**
Program Core	50
Professional Elective	24
Summer Internship / Research Experience	2
Comprehensive Viva-Voce	2
Project	4
Total Graded Credit Requirement	**82**

Minor in Management:

Code	Course Title	L-T-P	Credits
MS1M01	Principles of Marketing	3-0-0	3
MS1M02	Human Capital Management	3-0-0	3
MS1M03	Financial Markets and Investment Analysis	3-0-0	3
MS1M04	Operations Management	3-0-0	3
MS1M05	Innovation Management	3-0-0	3
		Total	15

SYLLABI

Master of Business Administration

1st Semester

MA36063 **3-0-0 (3)**

Decision Methods for Management

Pre-Requisites: **None**

Course Outcomes:

CO-1	Understand the role of operations research in solving business problems.
CO-2	Develop transportation and assignment problems using suitable methods for business problems.
CO-3	Understand the concepts of Integer programming and apply to suitable business problems.
CO-4	Understand game theory strategies and solve problems in game theory.
CO-5	Understand the importance of sensitivity analysis in improving decision making.

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	3	-	-	-	3	3
CO-2	1	-	3	-	-	-
CO-3	2	3	-	-	2	-
CO-4	1	-	-	-		-
CO-5	1	-	3	-	-	-

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Linear programming: Linear Programming problems, Formulating linear programming problems, Graphical solution, Simplex method, Artificial Variables – Big M – Method, Special cases in simplex method, Duality of LP its interpretation, Post Optimality/Sensitivity Analysis, Applications of LP.

Transportation & Assignment: Mathematical formulation of transportation problem **–** Solving balance transportation problem (North west corner rule, Minimum cost method and Vogel's approximations method), Basic feasible solution to a transportation problem, and solving transportation problem, Assignment problem, solution by Hungarian method.

Integer Programming: Zero-one problem and its solution, Branch and bound algorithm, Cutting - Plane algorithm, Travelling salesman problem and solution.

Dynamic Programming: Applications of D.P. (Capital Budgeting, Production Planning), Solving Linear Programming Problem)

Game Theory: Introduction to game theory, two-person zero sum games - Pure strategies - games with saddle points - rules to determine saddle points - mixed strategies - Game without saddle points - the rules of dominance - Methods of solution for games without saddle points—algebraic methods, graphical methods., Use of OR software

Learning Resources:

Text Books:

1. Taha H.A., Operation Research: An Introduction, Pearson Publishers, 2019, 10th Edition

2. Srinivasan G., Operations Research: Principles and Applications, Prentice-Hall, 2024, 3rd Edition

Reference Books:

1. Glyn Davis and Branco Pecar, Business statistics using Excel, Oxford University Press, 2014, 2nd Edition
2. Neil J. Salkind, EXCEL statistics, A quick guide, Sage Publications, 2015, 3rd Edition
3. James J. Cochran David R. Anderson, Dennis J. Sweeney, Thomas A. Williams, Jeffrey D. Camm, Statistics for Business and Economics, Cengage Learning Publisher, 2023, 14th Edition
4. Hillier, Fredrick S and Gerald J. Lieberman, Operations Research, McGraw Hill, 2021, 11th Edition

Other Suggested Readings:

1. https://nptel.ac.in/courses/110/107/110107114/
2. http://www.capitaline.com/

MS16001 **3-0-0 (3)**

Management and Organizational Behaviour

Pre-Requisites: **None**

Course Outcomes:

CO-1	Apply the knowledge of the functions of management for better decision making
CO-2	Demonstrate the applicability of the concepts of organizational behaviour to understand the behaviour of people in the organization
CO-3	Demonstrate people skills essential for managerial success
CO-4	Analyse the complexities associated with management of the individual and group behaviour in the organization
CO-5	Improve individual, group, and organizational behavior to attain individual, group, and organizational goals.

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	3	2	-	3	-	2
CO-2	3	2	-	3	1	1
CO-3	3	2	-	3	-	2
CO-4	2	1	-	3	-	1
CO-5	3	1	-	2	1	1

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Introduction: Organization and management theory, Schools of Management thought, Production efficiency: the Classical Approach, Human Behavior Approach and Contemporary management theory; Managerial functions: Planning, organizing, directing, coordinating and controlling; Organizational Design and Organizational Structure; Role of a manager – skills of a manager.

Individual Behaviour: An overview, Contributing disciplines to the OB field, Challenges and opportunities for OB, Theoretical frameworks; Individual behaviour - Perception: Perceptual process, Perceptual distortion, Attribution theory, Cognitive dissonance theory, Management and behavioral applications of perception; Attitudes- Types of attitudes, Attitude measurement; Personality - Personality determinants, The Big Five model, Major personality attributes influencing OB; Learning- Theories of learning; Values - Types of values; Emotions & Emotional intelligence;

Group Behaviour: Motivation-Theories of motivation: Early and contemporary views, Applications of motivation; Leadership: Styles, Theories of leadership; Group Dynamics- Groups vs Teams, Types of groups, Stages of group development, Group cohesiveness, Group decision making, Team building & team effectiveness; Conflicts -Functional versus. Dysfunctional conflict, Classification of conflicts, Conflict management; Stress at workplace- Work stressors, Prevention, and management of stress

Organizational Dynamics: Organizational Culture - Concept, characteristics, elements of culture, creating and sustaining organizational culture; Organizational change - Concept, nature, forces for change, resistance to change, managing resistance to change, Kurt Lewin theory of change;

Organizational power and politics - Concept, sources of power, distinction between power, authority and influence, Approaches to power.

Learning Resources:

Text Books:

1. Weirich & Koontz, Essentials of Management, TMH, 2020, 11th Edition
2. Stephen P. Robbins, Timothy A. Judge & Seema Sanghi, Organizational Behavior, Pearson Education, 2023, 19th Edition

Reference Books:

1. James A. F. Stoner, R. Edward Freeman, Amitabh DeoKodwani Daniel R. Gilbert, Management, Pearson, 2018, 6th Edition
2. Luthans, F, Organizational Behaviour, McGraw Hill, 2018, 12th Edition
3. Newstrom, J., McGrawHill, Organizational Behaviour: Human Behaviour at Work, 2017, 12th edition

Other Suggested Readings:

1. https://www.classcentral.com/course/swayam-organizational-behaviour-17720
2. https://ocw.mit.edu/courses/sloan-school-of-management/15-668-people-and-organizations
3. https://www.mooc-list.com/organizational behaviour

MS16003 **3-0-0 (3)**

Financial Reporting and Analysis

Pre-Requisites: **None**

Course Outcomes:

CO-1	Acquaint students with the basic concepts of financial accounting and cost accounting.
CO-2	Understand different tools of financial accounting and cost accounting which would be helpful for financial decision making.
CO-3	Prepare the balance sheet to summarize the profit or loss of the business.
CO-4	Inference cost control by preparing cost sheet and quotations
CO-5	Examine variance in inventory.

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	3	-	-	-	-	-
CO-2	-	2	-	-	-	-
CO-3	3	3	1	-	-	-
CO-4	3	3	-	1	-	-
CO-5	3	3	-	-	-	-

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Financial Accounting-Introduction: Meaning of Financial Accounting, Objectives and Functions of Financial Accounting, Generally accepted accounting principles, Double Entry Systems, Capital and Revenue Expenditure and Receipts, Basic Terms Used in Accounting, Accounting Concepts and Conventions. Regulatory framework of financial reporting in India. International Financial Reporting Standards, Ind-AS

Financial Accounting - steps: Journalizing Transactions, Ledger Posting and, Preparation of Final Accounts - Trading, Profit and Loss Account and Balance Sheet with Adjustment Entries.

Depreciation: Concept of Depreciation, Objectives and Causes of Depreciation, Methods of Calculating Depreciation – Straight Line Method and Diminishing Balance Method, Sinking fund investment method, Part of machinery sold

Company: Introduction, Meaning, Nature and Characteristics of Company, Registered or Incorporated Company, Accounting for Share – Meaning of a Share, Types of Shares, Issue of Shares, Forfeiture of Shares, Right Issue, Issue of Bonus Shares, Redemption of Preference Shares, Underwriting Commissions and Brokerage on Shares

Company Accounts: Preparation of profit and loss account and balance sheet of corporate entities; Accounting for Amalgamation – Concept, Amalgamation, Types of Amalgamation, Accounting Treatment - Accounting Treatment in books of Transferor Company and Accounting Treatment in books of Transferee Company.

Cost Accounting: Meaning and definition; Need for Cost Accounting; advantages and limitations; Cost Accounting and financial Accounting; Cost concepts and Cost objects; methods of costing; Techniques of Costing (with emphasis on Uniform Costing); Cost centre and Cost unit; Preparation of Cost Sheet.

Corporate Financial Reporting: Corporate Financial Reporting - Issues and problems with special reference to published financial statements IAS, IFRS- Overview – Developments – Value added, EVA, MVA & SVA, Human Resources Reporting

Learning Resources:

Text Books:

1. Maheshwari S N and Maheshwari S K, An Introduction to Accountancy, Vikas Publishing House, 2018, 10th Edition
2. Ramachandran N and Kakani, Ram Kumar, Financial Accounting for Management, Tata McGraw Hill, 2020, 3rd Edition

Reference Books:

1. Reimers, Jane L, Financial Accounting, Pearson Education, 2007, 1st Edition
2. Narayanaswamy R., Financial Accounting – A Managerial Perspective, Prentice Hall of India, 2019, 7th Edition

MS16005 **3-0-0 (3)**

Managerial Economics

Pre-Requisites: **None**

Course Outcomes:

CO-1	Understand the concepts of Managerial Economics.
CO-2	Analyze the supply demand, equilibrium concepts and cost function concepts.
CO-3	Differentiate types of markets and its competition analysis.
CO-4	Analyze the National Income, consumption and investment concepts and measurements
CO-5	Analyze the Economic Policies and their impact on businesses.

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	2	2	1	1	3	1
CO-2	2	2	3	1	2	1
CO-3	2	2	1	1	2	1
CO-4	2	2	1	1	1	1
CO-5	2	2	3	1	1	1

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Introduction to Managerial Economics: Nature of Micro and Macroeconomics. Theory of Demand- Demand functions, Income & Substitution effects.

Production and Cost: Return to scale, Cost curves, Break-Even Analysis. Theory of Firm- Profit Maximization.

Theory of distribution: Functional Vs Personal distribution. Micro and Macro theories, Marginal productivity, Marginal Revenue Product. Market Structure- Competition, monopoly, oligopoly, non-price competition.

National Income: Determination, Aggregate demand function, aggregate demand curve, Concept of investment multiplier, multiplier analysis.

Business cycles: Phases, features and theories, Inflation- meaning, demand pull inflation, cost push inflation, Fisher effect.

Monetary and Fiscal Policies: Exchange rate, International Trade- Concepts and current scenario.

Learning Resources:

Text Books:

1. D N Dwivedi, Managerial Economics, Vikas Publishing House Private Limited, 2015.
2. D N Dwivedi, Macro Economics Theory and Policy, TMH Publisher, New Delhi, 2018.

Reference Books:

1. Geetika, Piyali Ghosh and Purba Roy Choudhury, Managerial economics, McGraw Hill, 2017.
2. Paul G Keat, Philip K Y Young, and Sreejata Banerjee, Managerial economics, Pearson, 2017.
3. Thomas and Maurice, Managerial Economics: Concept and Applications, McGraw Hill, 2009.
4. H.L. Ahuja, Macro Economics Theory and Policy, S Chand Publications, 2018.
5. M.C. Vaish, Economics Theory, Vikas Publishers Pvt. Ltd., 2018.

MS16007 **3-0-0 (3)**

Marketing Management

Pre-Requisites: **None**

Course Outcomes:

CO-1	Define the concepts of selling and marketing orientation, Building customer satisfaction and value, Importance of CRM and TQM
CO-2	Analyse micro and macro environmental factors, Concepts of strategic business units
CO-3	Understand the Customer Insights, Demand forecasting and Demand Measurement, Outline the components of Marketing Information Systems
CO-4	Understand the concept of segmentation, target market selection and positioning
CO-5	Analyse the various pricing decisions and understand the importance of marketing communication and its tools like advertising, sales promotion, publicity and public relations

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	2	1	1	2	1	1
CO-2	2	2	1	2	1	1
CO-3	2	2	1	2	1	1
CO-4	2	3	1	2	1	1
CO-5	2	1	1	2	1	1

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Introduction to Marketing: Nature and Scope of Marketing, Major concepts and tools of marketing Orientation of organization towards marketplace, selling orientation and its importance, selling process, Marketing in the present era, Marketing in India, Building customer satisfaction and value, Importance of CRM and TQM**.**

Analysing the Market Environment: Market oriented strategic planning. Corporate Mission and Vision. Concepts of strategic business units, BCG matrix and GE model, SWOT Analysis. Analysing needs and trends in Macro and Micro environment components.

Customer Insights: Marketing information systems, Importance of Marketing Research and Decision Support Systems. Demand forecasting and Demand Measurement, understanding consumers markets: Consumer markets & buyer behaviour- Stages of buying decision process.

Market segmentation: Bases for segmentation, Evaluation and selection of Target Markets. Differentiation of Products and Services. Positioning of the products. New Product development process**,** product Life cycle, product and Branding Strategy, products and brand decision, brand equity, Branding challenges, packaging and labeling,

Pricing: Strategies and programmes. Factors influencing Pricing decisions, marketing promotion: Advertising, Sales promotion, Public Relations and Direct Marketing, Designing and managing services, Nature of services, marketing of services, service quality.

Learning Resources:

Text Books:

1. Philip Kotler, Marketing Management, Pearson, 2022, 16th Edition
2. Ramaswami and Namakumari, Marketing Management: Indian Context Global Perspective, Sage Publishing, 2018, 6th Edition

Reference Books:

1. Philip Kotler, Marketing Management: A South Asian Perspective, Pearson, 2020, 14th Edition
2. Michael Etzel, Bruce J Walker, William Stanton, Ajay Pandit, Marketing Management, McGraw Hill Education, 2017, 14th Edition
3. Rajan Saxena, Marketing Management, McGraw Hill Education, 2017, 5th Edition

MS16009 **3-0-0 (3)**

Management Information Systems

Pre-Requisites: **None**

Course Outcomes:

CO-1	Describe the principles of a management information system
CO-2	Demonstrate an understanding of current global information system issues
CO-3	Evaluate the role of information systems in helping people working individually and in groups make decisions more effectively
CO-4	Translate the role of information systems in organizations, the strategic management processes, with the implications for the management
CO-5	Demonstrate an understanding of the foundations of e-commerce and supply chain systems

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	2	1	1	2	1	1
CO-2	2	2	1	2	1	1
CO-3	2	2	1	2	1	1
CO-4	2	3	1	2	1	1
CO-5	2	1	1	2	1	1

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

MIS in Digital Firms: Information systems transforming business, MIS concept - Definition –Role of the MIS - Impact of the MIS-MIS and the user - Management as a control system – MIS a support to management - Development process of the MIS, Business cases, Information systems in global business

System Analysis: Introduction to systems analysis & design; Stakeholder analysis & management; Modelling business systems; communication of requirements; Changing Scenario - problem identification - Tools and techniques - details of SDLC approach System Design Tools: System Analysis and design tools - Structure Concepts - E-R and Data Flow Diagrams - Implementing - Online Systems.

Database Management: Database Technology and CASE tools a - Relational model - Data base Creation - SQL Commands - Normalization - Case studies.

Technology of information system: Data process- Transaction and application process- Information system process; Unified communication and network; Security challenges in E-enterprises; Security threats and vulnerability-Controlling security threat and vulnerability.

Information system applications: MIS applications, DSS – GDSS - DSS applications in E enterprise - Knowledge Management System and Knowledge Based Expert System - Enterprise Model System and E-Business, E- Commerce, E-communication, Business Process Reengineering.

Project Management: Selection - Evaluation of design issues - project and Resource Planning - Design and Development Testing and Documentation.

Learning Resources:

Text Books:

1. Senn, J. A, Analysis and design of information systems, Tata McGraw-Hill, 2014, 2nd Edition
2. Kenneth C. Laudon and Jane P. Laudon, Management Information Systems, Pearson publications, 2020, 16th Edition

Reference Books:

1. D. Paul, D. Yeates, & J. Cadle, Business analysis, British Computer Society, 2014, 3rd Edition
2. Klaus Pohl, Requirements Engineering: Fundamentals, Principles, and Techniques, Springer Publishing Company, Incorporated, 2010,1st Edition

MS16011 **0-1-2 (2)**

Business Research Lab

Pre-Requisites: **Basic Understanding of Spreadsheet Modeling**

Course Outcomes:

CO-1	Understand the process of research for business decision making
CO-2	Understand concepts of research design, sample design
CO-3	Design a questionnaire to collect primary data
CO-4	Apply statistical techniques using SPSS to data
CO-5	Develop statistical inference analysis from the data using SPSS

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	3	3	1	1	1	1
CO-2	3	3	1	1	1	1
CO-3	3	3	1	1	1	1
CO-4	3	3	2	1	3	1
CO-5	3	3	2	1	3	1

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Business Research: Concept and importance of research, Types of research, Research process

Measurement concepts and sampling: Measurement and scaling concepts, Sample design, different types of sample design, Determination of sample size, selection of simple and complex random sampling design

Data Collection: Methods of data collection, Primary data collection, Questionnaire or Schedule development and collection of primary data.

Descriptive Statistics: Data Representation and coding, Frequency Analysis, Cross Tabulations, Construction of Histogram, Box plot, Dot Plot in SPSS.

Inferential Statistics: Framing of Hypothesis, Parametric Tests: Z test, T-Test, Independent and Pairwise samples, Analysis of Variance (ANOVA), one way and 2-way classification and Post hoc comparisions.

Non-Parametric Tests: Chi-square test, Mann-Whitey, Kruskal-Wallis, Wilcoxon signed rank test, Friedman Test.

Correlation and Regression Analysis: Correlation, Rank correlation, Simple regression analysis and interpreting output, multiple regression models, interpreting the results in SPSS, Multiple and Multivariate Regression analysis in SPSS

Learning Resources:

Text Books:

1. William G. Zikmund et al, Barry J Babin, Jon C. Carr, Atanu Adikari, Mitch Griffen, Business Research Methods: A South-Asian Perspective, Cengage Learning, 2016, 8th Edition
2. Roger Bougie , Uma Sekaran , Mala Srivastava, Research Methods of Business: A Skill-Building Approach, 2021,8th Edition.

Reference Books:

1. Tulsian. P.C and Bharat Jhunjhnuwala, Business Statistics, S. Chand & Company Pvt.Ltd, 2024.

MS16013 **0-1-2 (2)**

Professional Etiquette and Writing

Pre-Requisites: **None**

Course Outcomes:

CO-1	Understand the importance of professional etiquette in various workplace scenarios
CO-2	Develop effective communication skills for professional interactions
CO-3	Master the art of writing clear, concise, and professional business documents
CO-4	Learn to adapt communication style to different audiences and contexts
CO-5	Enhance email etiquette and etiquette for virtual communication platforms
CO-6	Drafting resumes, cover letters, and other job application materials

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	1	-	2	2	-	3
CO-2	1	-	3	2	-	3
CO-3	1	-	3	-	-	3
CO-4	-	1	3	2	-	3
CO-5	-	-	3	-	-	2

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Introduction to Professional Etiquette: Principles of professional etiquette, Etiquette in different professional settings (office, meetings, networking events; Communication Fundamentals - Importance of effective communication in business, Overview of communication models, Role of technology in business communication, Verbal and non-verbal communication skills, Active listening techniques, Assertive communication in professional settings, enhancing soft skills.

Interpersonal Communication Skills: Developing interpersonal skills, Team Communication - Collaborating effectively in teams; Planning and attending business meetings- Conducting meetings and facilitating group discussions, Presentation skills and etiquette; Intercultural Communication- Understanding cultural differences in communication, Communicating respectfully and effectively in diverse workplace environments.

Business Writing: Understanding the purpose and audience, Structure and organization of business documents, Writing clear and concise sentences; Email Etiquette-Best practices for writing professional emails, Managing email communication effectively; Writing for Different Audiences - Adapting communication style to various stakeholders (clients, colleagues, supervisors), Tailoring messages for different communication channels (email, memos, reports); Writing for Impact- Using persuasive language in business communication, Conveying ideas convincingly.

Etiquette in Virtual Communication: Digital decorum, Professionalism in virtual meetings, Netiquette for online communication platforms, Managing distractions and maintaining professionalism while working remotely; Job Application Materials- Crafting effective resumes and

cover letters; Strategies for highlighting skills and experiences, Interview etiquette and follow-up communication.

Learning Resources:

Text Books:

1. Mary Ellen Guffey and Dana Loewy, Business Communication: Process and Product, Cengage, 2021, 11th Edition
2. Barbara Pachter, The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success, McGrawhill, 2013

Reference Books:

1. Raymond Lesikar, Business Communication, McGraw Hill, 2017, 13th Edition
2. Peter Post, Anna Post, Lizzie Post, Daniel Post Senning, The Etiquette Advantage in Business, William Morrow Publishers, 2014, 3rd Edition.

Other Suggested Readings:

1. https://wgssi.mit.edu/sites/default/files/documents/Email%20Etiquette.pdf
2. https://emilypost.com/online-course-business-etiquette-essentials
3. https://www.classcentral.com/tag/etiquette
4. https://www.businesstrainingworks.com/resources-directory/professionalism-and-business-etiquette-resources/

MS16015 **1-0-0 (0.5)**

Fractal Course I

Pre-Requisites: None

Course Outcomes:

CO-1	Acquire an in-depth understanding of the specific topic covered in the course, which could range from a particular technology, method, or recent advancement in Management Studies
CO-2	Develop hands-on skills relevant to the course topic, such as using specific tools, software, or techniques.
CO-3	Apply learned concepts to solve focused and practical engineering problems related to the course content
CO-4	Understand the interdisciplinary aspects and applications of the course to solve real-world industrial problems.

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	3	3	3	-	-	-
CO-2	-	-	-	2	2	3
CO-3	-	-	3	2	2	-
CO-4	-	-	-	-	-	-

1 - Slightly; 2 - Moderately; 3 - Substantially

Syllabus:

This one-week course aims to bridge the gap between academic learning and industry application / latest research developments, providing students with a comprehensive understanding of the management studies field and enhancing their readiness for professional careers.

a. **Structure:** Lectures delivered by an expert from the management studies Industry / R&D Organization / Academic Institution (SPARK Collaborators / Foreign Subject Experts in GIAN program / Adjunct Professors from Foreign Universities @ NITW).

b. **Content:** Topics covering current practices, case studies, technological advancements, and future trends.

c. **Interactive Sessions:** Q&A sessions, discussions, and case study analyses to foster interaction between students and the subject expert.

d. **Assessment:** the mode of assessment (Participation, a short reflective report / a presentation summarizing key takeaways from the lectures / Objective or descriptive type exam, etc.) will be decided by the subject expert

Learning Resources:

1. Course material and any learning resources suggested by the experts

MS16017 **1-0-0 (Audit)**

Positive Wellbeing

Pre-Requisites: **None**

Course Outcomes:

CO-1	Demonstrate mindful living
CO-2	Understand practices and methods to achieve well being
CO-3	Ability to handle the strain from global, social atmosphere
CO-4	Ability to exhibit resilience and coherence

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	-	3	3	2	-	3
CO-2	-	2	3	1	2	3
CO-3	3	1	1	1	1	3
CO-4	2	2	2	2	2	3
CO-5	-	3	3	2	-	3

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Introduction: understanding the importance of self, being mindful and inculcating positive thinking

Introduction and importance of Mental wellness/ fitness/ health: Practice methods: Understanding DOSE for mental wellness; Meditation, Personal discipline, Expressing gratitude, how to look at solution rather than problems. Activating the sub-conscious.

Physical Health: Definition, Importance, Benefits, Practice methods: Physical activity routines

Maintaining overall synchrony: Importance of maintaining balance, how to synchronise the physical and mental wellness routines. Understanding the importance to maintain the proportions of mental, physical, social well-being.

Learning Resources:

Reference Books:

The power of your subconscious mind, Joseph Murphy, Amazing Reads, 2015

2nd Semester

MS16002 **3-0-0 (3)**

Human Resource Management

Pre-Requisites: **Organizational Behaviour**

Course Outcomes:

CO-1	Understand the concepts and factors contributing to human resource management
CO-2	Outline the functions of human resource management in decision making
CO-3	Analyze the contributions of people practices at industrial and strategic level of human resource management
CO-4	Apply the digital solutions of human resource management in decision making
CO-5	Apply the principles of human resource management in solving problems in organizations

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	3	3	1	1	1	1
CO-2	3	3	1	1	1	1
CO-3	3	3	1	1	1	1
CO-4	3	3	2	1	3	1
CO-5	3	3	2	1	3	1

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Human Resource Management: Concept, nature, scope, strategic HR in changing environment; Human resource planning - determining the demand for workforce, predicting the future supply; Job analysis and Job design

Functions of HRM: Recruitment and selection, Recruitment sources, e-recruitment, steps in selection process, placement, orientation; Training and Development- Need and Importance of Training, Methods and Evaluation of Training; Career Management-Career Development and planning; Performance Appraisal- Purpose, Methods, Performance Management, Competency Management; Compensation- Components of compensation, Factors influencing compensation; Transfers, promotions, handling separations, downsizing.

Industrial Relations: Nature, Importance, Trade Unions in a liberalized era, Collective bargaining, Workers participation movement, Managing employee safety and health; Challenges of HR in a globalized economy.

Contemporary trends in HRM: Diversity Management, Labour Codes, Employee Engagement, HR auditing, HR accounting, Human Resource Information System, HR analytics, Digital HRM, Green HRM

Learning Resources:

Text Books:

1. Dessler, G., and Varkkey,B, Human Resource Management, Pearson Education, India, 2024, 17th Edition

2. Raymond A. Noe, Barry Gerhart, Fundamentals of Human Resource Management, Mc Graw Hill 2021, 9th Edition

Reference Books:

1. David A. Decenzo and Stephens P. Robins, Human Resource Management, John Wiley & Sons, 2017, 11th Edition
2. Human Resource Management, Bohlander George W, Snell Scott A, Veena Vohra, Cengage Learning, 2018, India Edition

Other Suggested Readings:

1. https://nptel.ac.in/courses/110105069
2. www.shrm.com
3. www.hrkatha.com
4. www.nationalhrd.com
5. www.nipm.com
6. www.hrmindia.com

MS16004 **3-0-0 (3)**

Financial Management

Pre-Requisites: **None**

Course Outcomes:

CO-1	Acquaint students with the evolution and importance of Financial Management in financial decision making
CO-2	Evaluate different proposals in the light of return expected by the investors
CO-3	Demonstrate the capital structure and its effect on earnings per share of a firm
CO-4	Understand the impact of dividend decision on valuation of a firm
CO-5	Analyze the financial data with the help of financial tools

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	3	2	2	3	2	1
CO-2	3	3	2	2	2	1
CO-3	2	2	2	2	2	1
CO-4	2	3	2	2	2	1
CO-5	2	2	3	3	2	1

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Introduction: Definition and Scope of Financial Management, Financial Manager's role, Financial Goal - Profit Maximization vs. Wealth Maximization. The Time Value of Money: Future Value of a single cash flow, Present value of a single cash flow, Future value of an annuity, present value of an annuity.

Capital Budgeting Decisions: Meaning and nature, Process of capital budgeting, Techniques of Evaluation - Traditional Techniques - Payback Period, Accounting Rate of Return, Discounted Cash Flow Techniques - Net Present Value Technique, Profitability Index Method, Internal Rate of Return.

Capital Structure Decisions: Concept of Cost of Capital - Cost of Long-Term Debts and Bonds, Cost of Preference Share Capital, Cost of Equity Share Capital, Weighted Average Cost of Capital, Capital Structure Theories: Net Income Approach, Net operating income approach and MM hypothesis, EBIT - EPS Analysis. Leverages: Operating Leverage, Financial Leverage, Combined Leverage. Introduction to Working Capital Management, Operating Cycle, Factors Affecting Working Capital Requirements, Working Capital Estimation and Calculation.

Dividend Policy Decisions: Concept and Significance of Dividend, Relevance of Dividend Policy - Walter's Model, Gordon's Model, Irrelevance of Dividend Policy - Modigliani and Miller Theory, Forms of Dividends - Cash Dividend, Bonus Shares, Share Split, Reverse Split, Buyback of Shares, Practical Considerations in Dividend Policy.

Financial Statements and Analysis: Ratio Analysis - Objectives, Uses and Limitations, Classification of Ratios - Liquidity Ratios, Activity Ratios, Leverage Ratios and Profitability Ratios-

Statement of Change in Financial Position – Cash Flow Statement, Sources and Uses of Funds, Preparation of Cash Flow statement, Uses and Limitations.

Valuation of Securities: Concept of Valuation, Required Rate of Return, Basic Valuation Model, Valuation of Bonds and Debentures, Valuation of Preference Shares, Valuation of Equity Shares.

Learning Resources:

Text Books:

1. Pandey, I. M, Financial Management, Vikas Publishing House Pvt. Ltd., 2021.
2. R K,Sharma and Sasi K Gupta, Financial Management, Kalyani publishers, 2020.

Reference Books:

1. Chandra, P, Financial Management Theory and Practice, McGraw Hill, 2022.
2. Rustagi, R. P, Financial Management - Theory, Concepts, and Problems, Taxmann Publications Pvt. Ltd., New Delhi, 2024.
3. Khan, M. Y. and Jain, P. K, Financial Management: Text, Problems and Cases, McGraw Hill, 2018.

Other Suggested Readings:

1. https://www.financialexpress.com
2. https://economictimes.indiatimes.com
3. http://www.capitaline.com/
4. http://dbie.rbi.org.in

MS16006 **3-0-0 (3)**

Strategic Management

Pre-Requisites: **None**

Course Outcomes:

CO-1	Analyze the methods that assist organizations in examining the external and internal environments.
CO-2	Examine the methods that can assist organizations in achieving competitive advantage.
CO-3	Explain the various portfolio strategies that organizations use for their growth.
CO-4	Explain the differentiation strategies for success in organization.
CO-5	Apply the corporate strategies that organizations use to expand their market share.

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	3	3	-	-	3	3
CO-2	2	3	-	-	2	3
CO-3	3	2	-	-	3	2
CO-4	2	3	-	-	3	2
CO-5	2	2	-	-	2	2

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Introduction to Strategic Management - Concepts, nature of strategic management, Dimensions, Strategic management process, company mission and vision, Board of Directors – Roles, Responsibility, structure and composition, Role of top management, Corporate social responsibility.

External environment - Remote environment, Economic, social, political, technological, and ecological factors. Industry environment, Five-force model, Operating environment, Global Environment, Competitive strategies for firms in foreign markets.

Internal Analysis – SWOT Analysis, Value Chain Analysis, Resource-based view of the firm, comparison with past performance, bench marketing, and success factor in the industry.

Strategy Formulation - Long-term objectives, Evaluating and choosing business strategies, Overall cost leadership, Differentiation, Focus, Speed for competitive advantage, Portfolio strategies, B.C.G, G.E, and Arthur D. Little model, Three circle analysis.

Grand strategies - Market concentration, Market Development, Product Development, Integration, Innovation, Concentric Diversification, Conglomerate Diversification, Turnaround, Liquidation, Bankrupt, Joint ventures, Strategic Alliances.

Strategy Implementation - Short-term objectives, Functional Tactics that implement business strategies, Outsourcing functional activities, Compensation plans, Organizational structure and Leadership

Strategic evaluation and control - Strategic and operational control techniques, Balanced scorecard approach, Role of organizational systems in evaluation

Learning Resources:

Text Books:

1. John Pearce, Richard Robinson and Amita Mital, Strategic management, McGraw Hill Education, 2019, 14th Edition
2. Richard Lynch, Strategic Management, Sage publications, 2021, 9th Edition

Reference Books:

1. Thompson & Strickland, Crafting and Executing Strategy,Tata McGraw Hill, 22nd edition 2021.
2. David, F., & David, F. R. Florence, Strategic Management - A competitive advantage approach, concepts and cases, Pearson–Prentice Hall, 2016, 16th Edition

Other Suggested Readings:

1. www.yourarticlelibrary.com/strategic-management/strategic-management/99700

MS16008 **3-0-0 (3)**

Operations Management

Pre-Requisites: **None**

Course Outcomes:

CO-1	Expose the student to the role of competitive priorities in achieving overall business objective.
CO-2	Familiarize about current trends and challenges of operations at strategic and Operational level.
CO-3	Develop different demand forecasting methods in a business environment.
CO-4	Develop capacity planning approaches at firm level to minimize the cost and meet the demand
CO-5	Apply various scheduling and sequencing methods in the shop floor.

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	3	-	-	-	3	3
CO-2	-	-	3	-	-	-
CO-3	2	3	-	-	2	-
CO-4	-	3	-	-	-	-
CO-5	-	-	3	-	-	-

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Introduction to Operations Management: Productivity, Work-study. Objectives of operations Management – Functions of Operations Management - Priorities & Challenges of Operations Management to meet the competitive priorities of cost, quality, flexibility and speed. Operations strategy, Digital Evolution of Operations

Plant location and Layout: Factors affecting location decisions and techniques - Plant layout concepts; - Types of layouts and their characteristics; performance measures for layout design.

Forecasting: Use of forecasting in operation planning - Techniques of Forecasting Accuracy of forecasts.

Inventory Management: Functions and Types of Inventories – Inventory costs - Economic order quantity calculations - Modification of E.O.Q under quantity Discounts. Inventory Control Systems (P & Q Systems), Pareto analysis.

Introduction to Planning and Control: Aggregate Planning and Strategies, Materials Requirement planning (MRP).

Sequencing and scheduling: Problems in Sequencing and Scheduling just-in-time and lean systems, shop floor control practices, Kanban.

Introduction to Material Handling: Principles and Practices

Learning Resources:

Text Books:

1. Lee J. Krajewski and Larry P. Ritzman, Operations Management: Processes and supply chain, Pearson Education, 2018, 2nd Edition.
2. Heizer J and Render B, Production and Operations Management: Strategies and Tactics, Prentice-Hall, 2017,12th Edition.

Reference Books:

1. Mahadevan B, Operations Management – Theory & Practice, Pearson Education, 2015, 3rd Edition.
2. Norman Gaither and Greg Fraizer, Operations Management, Cengage Publishers, 2015, 9th Edition.
3. Chase R B, Shankar R and Jacobs F R Operations and Supply chain Management, McGraw Hill, 2023, 17th Edition.

MS16010 **2-0-2 (3)**

Business Analytics

Pre-Requisites: **Business Research Lab**

Course Outcomes:

CO-1	Expose the student to the role of Business Analytics in achieving overall business objective and gaining competitive advantage.
CO-2	Analyze the unstructured business problems.
CO-3	Interpret the results to appropriate management decision.
CO-4	Design visualization models for the data to support business decision making.
CO-5	Create reports with the suitable approaches of business analytics in decision making.

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	3	1	2	2	3	1
CO-2	2	1	3	2	2	1
CO-3	2	3	1	2	2	1
CO-4	2	3	2	2	2	1
CO-5	2	1	3	2	2	1

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Introduction: Decision Making, Business Analytics defined, types of analytics, Business analytics in practice – applications, solving a problem - steps

Data: Data acquisition, challenges, Data Processing - Outliers and Missing value treatment, Data sampling

Data Visualization: Overview – The art and science of visualizing, Story boarding, Graphs and advanced charts, creating a dashboard, Examples and case studies from Excel and other BI tools

Modelling: Machine learning, Unsupervised and supervised algorithms, partitioning the data, supervised: Classification and regression models, Unsupervised: Association rules and clustering

Validation: Validating the model, Model deployment, applications, handson and case studies using R

Learning Resources:

Text Books:

1. Camn, Cochran, Fry, Ohlmann, Anderson, Sweeny, Williams, Essentials of Business Analytics, Cengage publications, 2015, 2nd Edition
2. Gert H.N. Laursen & Thorlund, Business Analytics for Managers: Taking Business Intelligence Beyond Reporting, John Wiley, 2017, 2nd Edition

Reference Books:

1. Cole Knaflic, Storytelling with Data: A Data Visualization Guide for Business Professionals, Wiley, 2015, 1st Edition
2. Foster Provost & Tom Fawcett, Data Science for Business: What You Need to Know About Data Mining and Data-Analytic Thinking, O'Reilly, 2013, 1st Edition
3. Dean Abbott, Applied Predictive Analytics: Principles and Techniques for the Professional Data Analyst, Wiley, 2014, 1st Edition

Other Suggested Readings:

1. www.datasciencecentral.com
2. www.kaggle.com

MS16012 **0-1-2 (2)**

Social Impact Lab

Pre-Requisites: **None**

Course Outcomes:

CO-1	Understand the impact of technology on society
CO-2	Get Sensitized to need of the hour and act accordingly
CO-3	Take team initiatives to develop technology to support the needy
CO-4	Understand using technology as a circular flow for a sustainable environment
CO-5	Develop as thought leader to generate wealth from waste

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	2	2	2	1	2	1
CO-2	2	2	2	2	2	1
CO-3	2	2	2	3	2	1
CO-4	2	3	2	3	2	2
CO-5	2	3	2	3	2	2

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Introducing Social Impact: Motivational Lectures and discussions from social entrepreneurs

Social Impact through experiments: **I**ntroducing them to Juggard technologies.

Developing an understanding of social value: Performing team projects, for sustainability.

Learning Resources:

Reference Books:

1. Radjou, Jaideeep Prabhu, and Simone Ahuja, Juggad Innovation: A frugal and flexible Approach to Innovation for the 21st Century, Navi, Random House India, 2012

Other Suggested Readings:

1. TEDEX talks
2. https://www.thebetterindia.com/

MS16014 **0-1-2 (2)**

Simulation Lab

Pre-Requisites: **Fundamentals of Functional Areas**

Course Outcomes:

CO-1	Acquire knowledge about optimal strategies and potential challenges in effectively managing a firm to generate profit.
CO-2	Analyze the pricing of products and utilize information about the product life cycle to create promotional strategies and budgets.
CO-3	Integrate production schedules with marketing predictions, facility capabilities, and plans for capacity and automation.
CO-4	Infer the Simulation model results and improve in decision making process.
CO-5	Estimate risk associated with decision Making in business.

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	3	-	-	-	3	3
CO-2	-	-	3	-	-	-
CO-3	2	3	-	-	2	-
CO-4	-	-	-	-	-	-
CO-5	-	-	3	-	-	-

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Introduction to Simulation

Overview of the Capstone Simulation Program. Establishment of student groups Engaging in meetings, assuming student responsibilities within teams, and successfully finishing practice rounds. Completing competition rounds.

Learning Resources:

Reference Books:

1. CAPSIM, Team Members Handbook, 2014
2. Winston, Simulation Modeling Using @Risk, Duxbury Press, 2000

MS16016 **0-1-2 (2)**

Behavioural Lab

Pre-Requisites: **Organizational Behaviour**

Course Outcomes:

CO-1	Analyze theoretical & practical dimensions of behaviour of people in the organizations
CO-2	Compare various behaviour patterns observed in organizations.
CO-3	Apply insights into the functional dimensions of behavioural processes.
CO-4	Measure the behavioural patterns by simulations and exercises
CO-5	Choose appropriate behavioural strategies for managing people effectively

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	2	1	-	3	1	3
CO-2	2	1	-	2	1	3
CO-3	2	1	-	2	1	3
CO-4	1	1	-	2	1	2
CO-5	1	2	-	3	1	2

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Introduction: Types of behaviours, Behaviour patterns, Team work, Group dynamics, Simulated interpersonal interactions.

Peer feedback sessions, Conflict resolution simulations, Leadership exercises, Cross cultural communication activities.

Simulation exercises on Behaviours (Observe, Describe, Participate, Listen, Judge, think, Act and React)

Exercises on Perception, Personality, Decision Making and Emotional intelligence

Learning Resources:

Reference Books:

1. Joseph Grifth, Cognitive Behavioral Therapy Workbook: Psychology-based Techniques for Depression and Anxiety Treatments, Charlie Creative Lab, 2020.
2. Stephen P. Robbins, Timothy A. Judge & Seema Sanghi, Organizational Behavior, Pearson Education, 2023, 19th Edition
3. Luthans, F, Organizational Behaviour, McGraw Hill, 2018, 12th Edition
4. Newstrom, J., McGrawHill, Organizational Behaviour: Human Behaviour at Work, 2017, 12th Edition

MS16018 **1-0-0 (0.5)**

Fractal Course II

Pre-Requisites: None

Course Outcomes:

CO-1	Acquire an in-depth understanding of the specific topic covered in the course, which could range from a particular technology, method, or recent advancement in Management Studies
CO-2	Develop hands-on skills relevant to the course topic, such as using specific tools, software, or techniques.
CO-3	Apply learned concepts to solve focused and practical engineering problems related to the course content
CO-4	Understand the interdisciplinary aspects and applications of the course to solve real-world industrial problems.

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	3	3	3	-	-	-
CO-2	-	-	-	2	2	3
CO-3	-	-	3	2	2	-
CO-4	-	-	-	-	-	-

1 - Slightly; 2 - Moderately; 3 - Substantially

Syllabus:

This one-week course aims to bridge the gap between academic learning and industry application / latest research developments, providing students with a comprehensive understanding of the management studies field and enhancing their readiness for professional careers.

a. **Structure:** Lectures delivered by an expert from the management studies Industry / R&D Organization / Academic Institution (SPARK Collaborators / Foreign Subject Experts in GIAN program / Adjunct Professors from Foreign Universities @ NITW).

b. **Content:** Topics covering current practices, case studies, technological advancements, and future trends.

c. **Interactive Sessions:** Q&A sessions, discussions, and case study analyses to foster interaction between students and the subject expert.

d. **Assessment:** the mode of assessment (Participation, a short reflective report / a presentation summarizing key takeaways from the lectures / Objective or descriptive type exam, etc.) will be decided by the subject expert

Learning Resources:

1. Course material and any learning resources suggested by the experts

MS16020 **1-0-0 (Audit)**

Corporate Grooming

Pre-Requisites: **None**

Course Outcomes:

CO-1	Understand different personalities
CO-2	Apply various personality assessment and development methods
CO-3	Shape up one's own personality to expand their horizon
CO-4	Demonstrate the best personality while they move into the aspired roles

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	-	3	3	2	-	3
CO-2	-	2	3	1	2	3
CO-3	1	-	2	1	-	3
CO-4	2	3	2	2	2	3
CO-5	-	3	3	3	-	3

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Fundamentals and Pillars of Business Etiquette: Professional grooming, Case Studies

Skills: Positive Attitude, Self-confidence, Time Management

Activities: Reading books and presenting their summary

Learning Resources:

Reference Books:

1. Sravesh, Corporate Grooming and Etiquette, Rupa Pub, 2010
2. Cyrus M Gonda, Master of Business Etiquette, Embasy books, 2016

3rd Semester

MS17001 **2-0-0 (2)**

Legal Aspects of Business

Pre-Requisites: **None**

Course Outcomes:

CO-1	Understand the rights and duties under various legal acts.
CO-2	Understand consequences of applicability of various laws on business situations.
CO-3	Develop critical thinking using law cases
CO-4	Inculcate in the students an awareness of legal framework within which the business function.
CO-5	Create awareness of the legal framework within which the business functions

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	3	2	2	1	2	2
CO-2	3	3	2	2	1	2
CO-3	2	2	1	1	2	2
CO-4	2	3	1	1	2	2
CO-5	2	2	1	1	2	2

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

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 contract; 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.

The Companies Act 2013: Meaning and types, Incorporation, Memorandum & Articles of association, Prospectus, Issue of shares and bonus shares, rights issue, sweat equity, role of directors, share qualification, company meetings. The Limited Liability Partnership Act 2008: Meaning and nature of limited partnership, formation, partners & their relations, extent and limitation of liability.

Consumer Protection Act 1986: Objectives and machinery for consumer protection, defects and deficiency removal, rights of consumers. The Right to Information Act 2005: Salient features and coverage of the act, definition of terms information, right, record, public authority; obligations of public authorities, requesting information and functions of PIO. Information Technology Act 2000: The rationale behind the act, Digital signature and Electronic signature, Electronic Governance

Learning Resources:

Text Books:

1. Kucchal M. C., Business Law/Mercantile Law, Vikas Publishing House (P) Ltd, 2023, 8th Edition
2. Singh Avtar, Principle of Mercantile Law, Eastern Book Company, 2012

Reference Books:

1. Kapoor Gulshan, Business Law, New Age International Pvt. Ltd Publishers, 2018, 19th Edition

MS17003 **2-0-0 (2)**

Entrepreneurship

Pre-Requisites: None

Course Outcomes:

CO-1	Understand the culture of entrepreneurship
CO-2	Discuss the characteristics and behaviour associated with possessing an entrepreneurial mindset
CO-3	Design strategies for pursuing, exploiting and further developing new opportunities
CO-4	Comprehend business planning concept as a whole
CO-5	Explore entrepreneurial leadership and management style

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	3	2	2	3	1	3
CO-2	3	3	2	3	1	3
CO-3	3	3	2	3	2	1
CO-4	3	2	1	3	1	2
CO-5	3	3	2	3	1	2

1 - Slightly; 2 - Moderately; 3 - Substantially

Syllabus:

Introduction: Entrepreneurship, the entrepreneurial process and its importance, types of entrepreneurs, the entrepreneurial mindset

Creating opportunities: creativity and Innovation, design thinking, generating new ideas, from idea generation to opportunity recognition, screening opportunities

Evaluating opportunities: Building business models, entrepreneurial planning, revenue models

Resourcing opportunities: Financing, Venture capital Fund, team building, marketing, and pitching, developing networks, Legal aspects.

Challenges and Case learning: Learning from failure, Challenges in entrepreneurship, Social entrepreneurship, Family business, Case histories of entrepreneurs and leaders

Learning Resources:

Text Books:

1. Hirish, D. Robert and P. Peters Michael, Entrepreneurship, McGraw Hill, 2020, 11th Edition
2. Donald F. Kuratko, Entrepreneurship: Theory, Process, Practice, Cengage Learning Publishing, 2019, 11th Edition

Reference Books:

1. Peter F. Drucker, Innovation and Entrepreneurship, Harper Collins Publishers, 2006
2. Michael E. Porter, Competitive Advantage: Creating and Sustaining Superior Performance, Free Press, New York, NY, 1985

Other Suggested Readings:

1. https://www.forbes.com/entrepreneurs
2. https://www.entrepreneur.com

MS17005 **2-0-0 (2)**

Business, Government & Society

Pre-Requisites: **None**

Course Outcomes:

CO-1	Understand the concept of Business and Government.
CO-2	Illustrate the rights and privileges of shareholders
CO-3	Apply the principles of governance in betterment of society
CO-4	Examine the practices in corporate governance and business
CO-5	Formulate an idea for good governance and corporate social responsibility

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	3	2	2	1	2	2
CO-2	3	3	2	2	1	2
CO-3	2	2	1	1	2	2
CO-4	2	3	1	1	2	2
CO-5	2	2	1	1	2	2

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Introduction: The Business, Society and Government, Rights and privileges of shareholders, Investor's problems and protection, other stakeholders, Board of directors, Board composition and organizational issues, Board diversity, board subcommittees for corporate governance, role, duties and responsibilities of auditors.

Executive Compensation: Role of remuneration committee; Facilitators, role and regulators – Business ethics, corporate social responsibility, Issues and problems, The Interrelationship of Business, Society and Government

Ethical and Crisis Management: The Business, Society and Government Ethical Interrelationship Stakeholder Environment, Ethical Public Affairs, Issues, and Crisis Management, Corporate Social Responsibility, Citizenship, and Diversity,

Business and Society: Community, Consumerism, and the Media, Strategies of Societal and Business Interest Groups, Government Lawmaking and Political Strategies, Law Enforcing and Regulatory Strategies, Law Interpreting, Antitrust, and Judiciary Strategies.

Learning Resources:

Text Books:

1. Steiner, Business Government and Society, A Managerial Perspective, McGraw Hill, 2017, 13th Edition

2. Robert N. Lussier, Herbert Sherman, Business, Society and Government Essentials, Taylor & Francis, 2022, 3rd Edition

Reference Books:

1. A C Fernando, Strategy and Applied Ethics, Corporate Governance: Principles, Policies & Practices, Pearson, 2011 & 2nd Edition
2. H Kent Baker, Ronald Anderson, Corporate Governance: A synthesis of theory, research, and practice, Wiley, 2010

MS17093 **0-0-0 (2)**

Comprehensive Viva-Voce

Pre-Requisites: **Knowledge of Various Management Courses**

Course Outcomes:

CO-1	Comprehend the knowledge gained in the course work
CO-2	Demonstrate the ability in problem solving
CO-3	Apply the management concepts in real time business situations.

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	3	2	3	3	3	2
CO-2	3	2	2	2	2	2
CO-3	2	2	1	1	2	2

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

In Comprehensive viva-voce, each student will be evaluated for their overall comprehension of the course work and laboratory training that they have undergone. The students will be expected to answer questions orally, write down simple equations, draw plots, schematics, etc. as questioned by the panel. Assessment will be done by the panel based on the student response.

MS17091 **0-0-0 (2)**

Summer Internship and Industry Exposure

Pre-Requisites: **Fundamentals of first two semesters**

Course Outcomes:

CO-1	Apply learning to real-world problems and gain practical experience
CO-2	Plan, manage and execute the work with ethical consideration
CO-3	Review the social and environmental impact of the work
CO-4	Communicate the learnings through report and presentation

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	3	2	3	3	3	2
CO-2	3	2	2	2	2	2
CO-3	2	2	1	1	2	2
CO-4	2	2	1	2	2	2

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Description:

Students should work as an intern for a minimum period of 8 weeks in an organization. They should understand company background, financials, strategy, acquisitions done in the past, competitors, SWOT analysis of the company, department, and products/services offered etc. and gain an insight of the industry as well. Interns should perform the work assigned by the company. Students are required to get hands on experience on various concepts of management and should be able to learn and link it to their theoretical learning. They have to summarize the work performed and learning from the internship both in writing and orally.

Evaluation Criteria:

The student will be evaluated by the panel based on the below criteria. Weightage for each criterion will be determined by the panel and will be informed to the students.

Criteria	Description	Weightages
I	Relevance of the area of work	
II	Performance of the Task	
III	Crucial learnings from the work	
IV	Report Preparation	
V	Presentation and Response to questions	

Evaluation Criteria-CO Mapping

CO / Criteria	CO1	CO2	CO3	CO4
I	X			
II		X		
III			X	
IV				X
V				X

4th Semester

MS17098 **0-0-0 (4)**

Project

Pre-Requisites: **None**

Course Outcomes:

CO-1	Identify a domain specific and contemporary topic
CO-2	Review literature to identify gaps and define objectives & scope of the work.
CO-3	Use appropriate qualitative and/or quantitative tools to analyse data
CO-4	Analyze the results to draw valid conclusions

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	3	3	1	1	3	1
CO-2	1	1	2	1	2	1
CO-3	2	2	1	1	3	1
CO-4	1	-	-	1	-	3

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Description:

Students are expected to choose real-world contemporary problem and apply the knowledge and skills learned, to solve the problem. The department constituted panel will decide the suitability and worthiness of the project

The method of evaluation should be as per the guidelines stipulated for the MBA Project evaluation. The students are required to submit a report showing that plagiarism is within 20%. The MBA Project work will be evaluated for 100 marks, with the following weightages:

Component	Weightage
Periodic evaluation by Guide	40 marks
Mid-term review	20 marks
End Semester viva-voce examination	40 marks
Total	100 marks

The midterm review and the end semester viva-voce examination will be conducted by a committee constituted by the Head of the Department. If the performance of a student is not satisfactory, he/ she can be awarded ‘F’ grade. Such a student will be given a maximum time of three months to improve his/her performance. If the performance of such a student is not satisfactory even after the extended time period, he/ she will have to repeat the project work in the next academic year.

Evaluation Criteria:

The student will be evaluated by the panel based on the below criteria. Weightage for each criterion will be determined by the panel and will be informed to the students.

Criteria	Description	Weightages
I	Selection of Topic	
II	Literature Survey	
III	Objectives and Methodology	
IV	Performance of the Task and clarity on the work	
V	Report Preparation	
VI	Presentation and Response to questions	

Evaluation Criteria-CO Mapping

CO / Criteria	CO1	CO2	CO3	CO4
I	X			
II		X		
III		X		
IV			X	
V				X
VI				X

Professional Electives

MS27021 **3-0-0 (3)**

Strategic Leadership and Managing Contemporary Organizations

Pre-Requisites: **Organizational Behaviour**

Course Outcomes:

CO-1	Build the connect between the elements of strategic leadership: vision, strategy, culture, leadership
CO-2	Understand the contemporary organizations for dealing with challenges in relation to various facets of organization
CO-3	Assess leadership skills of individual or individuals in organization using case studies of effective leadership
CO-4	Apply values and ethics for being a true leader
CO-5	Demonstrate effective leadership skills through role play and experiential classroom learning activities

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	2	3	-	1	-	1
CO-2	3	1	-	1	-	1
CO-3	3	2	1	2	1	1
CO-4	1	-	-	-	-	3
CO-5	2	3	1	3	1	2

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Introduction: Functions of strategic leadership, Visioning, Strategic design, Organizational culture and leading change, Strategic frames.

Managing contemporary organizations: Managing and dealing with challenges in relation to various facets of organization - innovation, Decision-making, Structure and Change, Learning, Motivation, Politics, Performance, Ethics, Culture.

Visionary and transformational leadership: Values and Ethical Leadership; Art of inspiring others, Improve professional skills through leadership skills (personality traits, empathy, diversity and inclusion), Leadership and networking.

Building a high-performance culture: Leading the millennial constituency; Rehumanize leadership, Leveraging resources; and Growing the enterprise.

Learning Resources:

Text Books:

1. John Adair, Effective Strategic Leadership: The Complete Guide to Strategic Management, Kogan Publishers, 2015, 2nd Edition
2. John Adair, Strategic Leadership: How to Think and Plan Strategically and Provide Direction, Kogan Publishers, 2010, 1st Edition

Reference Books:

1. Peter Drucker, Five Most Important Questions: Enduring Wisdom for Today's Leaders, Wiley publishers, 2015, 1st Edition
2. John Maxwell, The 21 Irrefutable Laws of Leadership, HarperCollins Leadership Publishers, 2007.
3. Humphrey, Effective leadership: Theory, cases, and applications, R.H. London: Sage, 2014.

Other Suggested Readings:

1. https://nptel.ac.in/courses/110106151
2. https://nptel.ac.in/courses/122105021
3. www.shrm.com
4. www.hrkatha.com
5. www.nationalhrd.com
6. www.nipm.com
7. www.istdindia.org

MS27023 **3-0-0 (3)**

Innovation Management

Pre-Requisites: **None**

Course Outcomes:

CO-1	Understand the role of innovation and its macroeconomic view.
CO-2	Analyze the various dimensions of innovation.
CO-3	Analyze the various ways of adopting innovations
CO-4	Explain the diffusion of innovation by considering various opinions and impacts
CO-5	Analyze open innovation

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	2	2	1	2	3	1
CO-2	2	2	3	2	1	1
CO-3	2	3	1	2	2	1
CO-4	1	2	1	2	1	1
CO-5	1	2	3	2	1	1

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Introduction to innovation – What is innovation? Schumpeter's distinction between invention and innovation. Macroeconomic view of innovation – Process (innovation; core), Offering (Product/Service performance, Service systems, customer service), Delivery (Channel, Brand, customer experience), Finance (Biz model, value network); Assumptions and barriers to innovation.

Dimensions of Innovation – Product, Process, Position, and Paradigm; Innovation typology

Diffusion of innovation - considering the forming and framing of public opinion and the societal impacts using scientific and interactive methods are necessary, and possible with technology assessment.

Open Innovation (OI) – Outside-In; inside-out. Firm centric OI; Management of OI networks; Role of users and communities in OI.

Learning Resources:

Text Books:

1. Tan, S. F., Managing Innovation: Technology, Consumer and Sustainability Perspective, and the Challenges. In Leveraging Consumer Behavior and Psychology in the Digital Economy, IGI Global, 2020
2. Gurtner, S., Spanjol, J., & Griffin, A. Leveraging Constraints for Innovation: New Product Development Essentials from the PDMA. John Wiley & Sons, 2018

Reference Books:

1. Chesbrough, H., Vanhaverbeke, W., & West, J. (Eds.). New frontiers in open innovation. Oup Oxford, 2014

MS27025 **3-0-0 (3)**

Multi-Criteria Decision Analysis

Pre-Requisites: **None**

Course Outcomes:

CO-1	Understand the role of Multi-Criteria Decision Making (MCDM) in business.
CO-2	Apply the MCDM methods to various business problems.
CO-3	Understand the group decision making process to gain the competitive advantage
CO-4	Apply the fuzzy logic applications in MCDM decision making process.
CO-5	Understand the goal of multi objective method and its application.

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	3	-	-	-	3	3
CO-2	-	-	3	-	-	-
CO-3	2	3	-	-	2	-
CO-4	-	3	-	-	-	-
CO-5	-	-	3	-	-	-

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Introduction to Multi-Criteria Decision Making – Various MCDA methods- Simple Additive Weighting method, Analytic Hierarchy Process, Analytic Network Process. PROMETHEE, ELECTRE, TOPSIS - VIKOR, ORESTE, DEMATEL and MACBEATH. Application of fuzzy logics in MCDA. MCDM application areas – Case studies on the application of MCDM techniques to business cases.

Decision Making- Group Decision making, Goal Programming – Balanced Scorecard Approach

Learning Resources:

Text Books:

1. Alessio Ishizaka and Philippe Nemery, Multi-criteria Decision Analysis: Methods and Software, Wiley, 2013.
2. Belton, V., Stewart, T.J., Multiple Criteria Decision Analysis: An Integrated Approach, Springer, 2002

Reference Books:

1. Triantaphyllou, E., Multi-Criteria Decision-Making Methods: A Comparative Study, Springer, 2010.
2. Ekel P, Witold Pedrycz Joel Pereira, Multicriteria Decision-Making Under Conditions of Uncertainty: A Fuzzy Set Perspective, Wiley, 2019.

MS27027 **3-0-0 (3)**

Total Quality Management

Pre-Requisites: **None**

Course Outcomes:

CO-1	Understand the role of total quality management in achieving the overall business objective.
CO-2	Evaluate the various project selection approaches to achieve the business objective.
CO-3	Apply the quality management concepts and tools in in achieving the quality.
CO-4	Understand the various quality certifications for obtaining the businesses.
CO-5	Understand the process and product quality measurement methods.

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	3	-	-	-	3	3
CO-2	-	-	3	-	-	-
CO-3	2	3	-	-	2	-
CO-4	-	3	-	-	-	-
CO-5	-	-	3	-	-	-

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Introduction to Quality Management Evolution of the word 'Quality' - from conformance to customer satisfaction, Quality costs, TQM- A Management Philosophy, Axioms of TQM. Implementing the Deming philosophy, Taguchi's quality philosophy, Quality loss function and average quality loss

Quality Design: Factors affecting variation and principle of robust design, overall quality system. Juran's quality trilogy, Imai's Kaizen concept, Kaizen and innovation.

Quality Tools: Tools for Supporting the Quality Improvement Process: Brainstorming, Bar chart, Run chart, Scatter diagram, Pareto analysis, Cause and effect analysis, etc., Quality Function Deployment (QFD).

Quality Information System: ISO9000 series, IS14000 series, Deming's award, Malcolm Balbridge award.

Learning Resources:

Text Books:

1. Besterfield Dale H., Besterfield Carol, Besterfield Glen H., Besterfield Mary, Urdhwareshe Hemant, Total Quality Management, Pearson Education, 2015, 5th Edition.
2. Poornima M. Charantimath., Total Quality Management, Pearson Publications, 2011,4th Edition.

Reference Books:

1. KanishkaBedi., Quality Management, Oxford University Press, 2006.
2. Evans J R and Lindsay W M, The Management and Control of quality, Thomson South-Western, 2012.

MS27022 **3-0-0 (3)**

Global Business Management

Pre-Requisites: **None**

Course Outcomes:

CO-1	Understand the concepts of International trade.
CO-2	Analyze the benefits of economic integration.
CO-3	Analyze the concepts of Foreign Direct Investment and its impact on businesses.
CO-4	Understand the concept of Negotiations and Diplomacy
CO-5	Analyze the Concepts of agreements in international trade.

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	3	-	-	-	3	3
CO-2	-	-	3	-	-	-
CO-3	2	3	-	-	2	-
CO-4	-	3	-	-	-	-
CO-5	-	-	3	-	-	-

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

International Business: An Overview, Significance of International Business, Free Trade vs. Protectionism, Emerging Trends in International Trade, Political economy of trade, International Trade Theory.

Globalization- Macroeconomic and political analysis: Influence of cross-cultural, political, technological, and social issues in global business management; International Business Negotiations and Diplomacy.

Economic Integration and Cooperative Agreements; Foreign Direct Investments; Regional Economic Integration, International financial markets, Foreign exchange markets

Strategy and Operations: Managing International Operations, Hiring and Managing Employees, Developing and Marketing Products, Selecting and Managing Entry Modes, Analyzing International Opportunities, International Strategy and Organization, Multi-domestic, and transnational strategies.

Learning Resources:

Text Books:

1. John D Daniels, Lee H Radebaugh, International Business: Environments and Operations, Person Education, 2018
2. Hodgetts, Luthans, Doh, International Management, McGraw Hill, 2018

MS27024 **3-0-0 (3)**

Leveraging 2.0 - Social Media, Online Advertising and Web Analytics

Pre-Requisites: **Marketing Management**

Course Outcomes:

CO-1	Use and deploy web/social/mobile analytics platforms
CO-2	Understand what is web intelligence
CO-3	Deploy web intelligence to improve the outcomes of your marketing or business plan

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	3	3	1	1	1	1
CO-2	3	3	1	1	2	1
CO-3	3	3	1	2	1	1

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Introduction: Social Media, Online Advertising, How Web Analytics Works – Basic Concepts

Segmentation: Basic Segmentation, Intermediate Metrics, Custom Metrics, Calculated Metrics

Data Collection and Reports: How Web Analytics collects Web Data and other types of data, also basic dashboards Determining What Kind of Reports to Deliver

Measuring: Web Analytics Ecosystem and Deploying it in Industry - what to measure, How Segmentation is created in Web Analytics and what they track, Web Analytics Visualizes Data, Acquisition and Conversions

Web Analytics Tracks Mobile Visitors, other Web Analytics Reports and Visualizations, Cohort Analysis and User Explorer, Geo-Social Data, Web Analytics Case Studies

Learning Resources:

Text Books:

1. Chuck Hemann, Ken Burbary, Digital Marketing Analytics: Making Sense of Consumer Data in a Digital World, Pearson, 2018, 2nd Edition
2. Avinash Kaushik , Web Analytics: An Hour a Day, Wiley, 2007

MS27026 **3-0-0 (3)**

Technology Management

Pre-Requisites: **None**

Course Outcomes:

CO-1	Analyze the role of evolutionary economics, sociology, and institutionalism in diffusion of innovations
CO-2	Examine the various phases involved in technology acquisition.
CO-3	Analyze the frameworks that explain the technology transitions.
CO-4	Explain the risks associated with various governmental policies
CO-5	Explain the diffusion of new-to-world innovations.

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	3	2	-	-	3	3
CO-2	2	3	-	-	3	2
CO-3	3	2	-	-	2	2
CO-4	2	2	-	-	2	2
CO-5	2	2	-	-	2	2

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Technology Life-cycle: Innovation; Evolutionary economics; Technology life-cycle

Technology acquisition: Identifying, nurturing, mentoring, and sourcing.

Technology transitions: Frameworks that involve evolutionary economics, sociology, and institutionalism and explain technology transitions. Multi-level perspective and technology innovation systems.

Managing Technological Risk: Government policies and its effects on technological risks; Government intervention; Typology for government policy and innovation.

Diffusion and New-to-the-World (NTW): Knowledge diffusion and Innovation policy and social networks; Big-data.

Learning Resources:

Text Books:

1. Fred Philips, Market Oriented Technology Management, Springer, 2015
2. Christian N. Madu, Management of New Technologies for Global Competitiveness, Jaico Publishing House, 2015

Reference Books:

1. Betz, F, Managing technological innovation: competitive advantage from change, John Wiley & Sons, 2011

2. Porter, A. L., Cunningham, S. W., Banks, J., Roper, A. T., Mason, T. W., & Rossini, F. A, Forecasting and management of technology, John Wiley & Sons, 2016

MS27028 **3-0-0 (3)**

Business Resilience

Pre-Requisites: **Strategic Management**

Course Outcomes:

CO-1	Understand the volatility in the business
CO-2	Strategize to implement business resilience
CO-3	Understand framework for business resilience
CO-4	Implement effective framework

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	3	2	2	1	3	3
CO-2	1	1	3	1	2	2
CO-3	2	3	2	1	2	2
CO-4	1	3	2	3	3	2

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Introduction: The underpinning principles of Business Resilience

Frameworks: The Business Resilience Framework Domains and Elements

Strategies and Tools: The PURE strategies to implement Business Resilience, The Business Resilience tools, their benefits and limitations, The roles and responsibilities within the Business Resilience Framework.

Learning Resources:

Text Books:

1. David Roberts, Islam Choudhury, Serhiy Kovela, Sheila Roberts, Jawwad Tanvir, Business Resilience - A Practical Guide to Sustained Progress Delivered at Pace, Kogan Page, 2022
2. Yossi Sheffi, The Power of Resilience: How the Best Companies Manage the Unexpected, MIT Press, 2017

Reference Books:

1. Mark Kemp, Business Resilience, Routledge, 2022, 1st Edition

MS37021 **3-0-0 (3)**

Investment Analysis and Portfolio Management

Pre-Requisites: **Financial Management**

Course Outcomes:

CO-1	Understand the basic concepts and principles of investment analysis and portfolio management
CO-2	Impart the skills required for selecting and constructing an efficient portfolio.
CO-3	Appraise the portfolio performance and thereby revising the portfolio for efficient investment decisions
CO-4	Provide theoretical underpinning of the subject with the implications in the real world

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	3	-	-	-	-	-
CO-2	-	3	-	-	-	-
CO-3	-	3	-	-	-	-
CO-4	-	-	-	-	-	-

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Introduction to Financial Planning: Financial goals, Time value of money, steps in financial planning, personal finance/loans, education loan, car loan & home loan schemes. Introduction to savings, benefits of savings, management of spending & financial discipline, Net banking and UPI, digital wallets, Objectives and Characteristics of Investments, Investment vs. Speculation, Investment vs. Gambling, Types of Investors, Investment Avenues

Investment planning: Process and objectives of investment, Concept and measurement of return & risk for various assets class, Measurement of portfolio risk and return. Diversification & Portfolio formation. Gold Bond; Real estate; Investment in Greenfield and brownfield Projects; Investment in fixed income instruments financial derivatives & Commodity market in India. Mutual fund schemes including SIP: International investment avenues

Investment Analysis: Concepts of Fundamental Analysis and Technical Analysis, Dow Theory, Tools of Technical Analysis, Important Chart Formations or Price Patterns and Technical Indicators, Criticisms of Technical Analysis**.**

Portfolio selection: Efficient market hypothesis, Random Walk Theory, The Efficient Market Hypothesis Capital Asset Pricing Model (CAPM), Arbitrage pricing theory, Beta computations in excel, Risk return and opportunity cost of capital, Market portfolio, Measuring portfolio risk, Anomalies in CAPM, Sources of market wide risk

Stock indices: Price weighted index, Equally weighted index, Value weighted index; Bombay Stock Exchange, Standard & Poor's, Computation of Sensex and related computations, Event study method, Measures of portfolio performance, Mutual fund ratings, Contingent claim securities, Replicating portfolios, Interest rate derivatives.

Portfolio Revision: Meaning and Need of Portfolio Revision, Constraints in Portfolio Revision; Portfolio Evaluation – Evaluation of Portfolio Performance, Sharpe's Performance Index, Treynor's Performance Index and Jensen's Performance Index.

Learning Resources:

Text Books:

1. Bhalla V K, Investment management – Security analysis and portfolio management, S.Chand & Company Pvt Ltd, New Delhi, 2013, 19th Edition
2. Chandra Prasanna, Investment Analysis and Portfolio Management, Tata McGraw Hill, New Delhi 2017, 5th Edition

Reference Books:

1. Donald Fischer, Ronald Jordan and Ashwini Pradhan, Security Analysis & Portfolio Management", Pearson Education, New Delhi, 2018, 7th Edition.

MS37023 **3-0-0 (3)**

Financial Risk Management

Pre-Requisites: **Nil**

Course Outcomes:

CO-1	Acquaint students with the different operations involved in managing Risk and make them understand the pricing, financing and risk diversification strategies of the firms.
CO-2	Understanding the foundations of risk management and delves into quantitative analysis and financial markets.
CO-3	Elaborate the insurance process and its significance in the economy.
CO-4	Analyse and distinguish between various types of insurance available.

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	3	2	2	2	2	1
CO-2	3	3	2	2	2	1
CO-3	2	2	2	2	2	1
CO-4	2	2	2	2	2	1

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Risk management: Fundamentals and Terminology, Foundations of Risk Management, Defining the Risk and Risk Management.

Valuation of Risk: Financial markets and products, Valuations and Risk Models.

Types of Risks: Market Risk, Credit Risk, Operational Risk and Resiliency, Treasury and Liquidity risk management, Risk Management and Investment Management.

Insurance: Companies, Insurance Occupations; The Insurance Market - The Economic Problem, Insurance Regulation, Insurance Contracts, Basic Property and Liability Insurance Contracts, Homeowners Insurance, The Personal Auto Policy.

Insurance Policies- Life Insurance Policies – Annuities, Medical Expense and Disability Income Insurance, Standard Life Insurance Contract Provisions and Options. Commercial Property Insurance, General Liability Insurance, Special Liability Insurance, Bonding, Crime Insurance, Reinsurance, Employee Benefits, Social Security, Unemployment and Workers' Compensation Insurance.

Advanced Topics in Risk Management

Learning Resources:

Text Books:

1. R.K.Arora, Financial Risk Management, Wiley Publications, 2021.
2. Harrington, S. and Niehaus, G. Risk Management and Insurance, McGraw Hill, 2017.

Reference Books:

1. Indian Institute of Banking and Finance, Risk Management, Macmillan education, First edition.
2. Dorfman, M. S. and Cather, D. A, Introduction to Risk Management and Insurance, Pearson Prentice Hall, New Jersey, 2012.
3. Rejda, G. E. and McNamara, M, Principles of Risk Management and Insurance, Pearson Education Limited, New York, 2017.
4. Mishra, M. N. and Mishra, S. B, Insurance Principles and Practice, S Chand (G/L) & Company Ltd, New Delhi, 2016.

Other Suggested Readings:

1. https://www.clearrisk.com
2. https://rms.com
3. https://rmmagazine.com
4. https://blog.feedspot.com
5. https://constructionexec.com

MS37025 **3-0-0 (3)**

Managing Financial Services and Institutions

Pre-Requisites: **Nil**

Course Outcomes:

CO-1	Acquaint students with the basic concept of the Indian Financial System and its components such as Financial Institutions, Markets, Instruments, and Financial Services.
CO-2	Create familiarity of operations of the Money market and Capital Market mechanism.
CO-3	Impart on the student's knowledge of the financial institutions, their functions and role they play in the economy of India.
CO-4	Understand various financial services and their significance in the operations of markets as well as economy.

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	3	3	2	3	2	1
CO-2	3	3	2	2	2	1
CO-3	3	3	2	2	2	1
CO-4	3	3	2	2	2	1

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Indian Financial System: Overview of Indian Financial System, Components of Indian Financial System – Financial Institutions, Markets, Instruments and Financial Services, Functions of a Financial System, Reforms in Financial System-Recent developments.

Financial Institutions: Meaning and Role of Financial Institutions, Regulatory and non-regulatory institutions-Banking and nonbanking institutions – Development financial institutions. Meaning and Role of Financial Institutions, Development Financial Institutions in India – Industries Development Bank of India (IDBI), Small Industries Development Bank of India (SIDBI), Industrial Finance Corporation of India (IFCI), Export-Import Bank of India (EXIM) etc.

Financial Markets and Financial Instruments: Functions of Money Market, Benefits of Efficient Money Markets, The Indian Money Market. Functions of Capital Market, History of Indian Capital Market, Capital Market Scams, Reforms in Capital Market, The Primary Market and The Secondary Market. Financial Instruments in respective markets.

Financial Services: Meaning and Definition of Financial Services, Importance, Various Financial Services – Investment Banking, Merchant Banking, Bill discounting- Venture Capital Financing, Factoring and Forfaiting Services- Leasing and Hire Purchasing.

Non- Fund based Financial Services: Non- Fund based Financial Services- Credit cards- Insurance- Pension- Microfinance Depositories and Custodians, Credit Rating, Mutual Funds, Securitization, Stock exchanges and their functioning.

Learning Resources:

Text Books:

1. Pathak, B, The Indian Financial System: Markets, Institutions and Services, Pearson Education, Delhi, 2018.
2. Gomez, C, Financial Markets, Institutions and Financial Services, Prentice Hall India Learning Private Limited, New Delhi, 2008.

Reference Books:

1. Bhole, L. M. and Mahakud, J, Financial Institutions and Markets: Structure, Growth and Innovations, McGraw Hil, 2018.
2. Khan, M. Y, Indian Financial System, McGraw Hill, 2018.

Other Suggested Readings:

1. https://www.financialexpress.com
2. https://economictimes.indiatimes.com
3. http://www.capitaline.com/
4. http://dbie.rbi.org.in
5. http://finmin.nic.in/
6. http://dbie.rbi.org.in
7. http://mospi.nic.in/
8. http://rbi.org.in

MS37027 **3-0-0 (3)**

Sustainable Finance

Pre-Requisites: **Financial Management**

Course Outcomes:

CO-1	Apply the key sustainable finance concepts to real world sustainability-related issues in finance
CO-2	Analyze the impact of recent policy and regulatory changes on sustainable finance
CO-3	Assess corporate sustainable risks and the impacts of risk on stakeholders
CO-4	Examine how sustainability issues affect management decisions by corporate managers and investment decisions by professional investors

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	1	3	2	-	3	3
CO-2	-	2	2	-	3	2
CO-3	-	3	3	-	2	2
CO-4	-	3	3	-	3	2

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Introduction: Economics of transitioning to a lower carbon future – costs, past trends, emerging opportunities stranded assets; Opportunities and challenges in financing green assets – the role of markets, regulations, and technology.

Pricing carbon: Using carbon finance and carbon markets; Emerging emissions trading schemes across the world. Risk assessment due to climate change – sub-regionally and sectorally, Climate risk disclosure for mitigation and adaptation; Risk mitigation in financing green projects and companies, including examples of how risks were mitigated.

Green bonds: An introduction and updates on latest developments; The involvement of stock exchanges – how stock exchanges can grow green finance and the development of “green finance hubs”, banking and sustainable asset management.

Insurance and climate vulnerability: Climate risks mitigation through the insurance sector; International developments in UNFCCC negotiations on climate finance.

Learning Resources:

Text Books:

1. Dirk Schoenmaker & Willem Schramade, Principles of Sustainable Finance, Oxford University Press, 2018
2. Sophie Purdom (Editor), Cary Krosinsky (Editor), Sustainable Investing: Revolutions in theory and practice, Routledge, 2016

Reference Books:

1. Sustainable Finance Fundamentals by Carlos Vargas, Routledge, 2024, 1st Edition

2. Alan S. Gutterman, Sustainable Finance and Impact Investing Released, Business Expert Press, 2021

MS37022 **3-0-0 (3)**

Financial Derivatives

Pre-Requisites: **Financial Management**

Course Outcomes:

CO-1	Acquaint students with the basic knowledge of commodity and financial derivatives and make them understand how to use different derivative contracts in order to reduce market risk
CO-2	Enable young managers with knowledge of emerging commodities and derivatives trading practices in India
CO-3	Shed light on the regulatory framework of these markets.
CO-4	Clarify the difference between the commodities from security market in the Indian economy.
CO-5	Elaborate the mechanism of various derivatives and would be able to invest in them with ease.

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	3	2	3	1	2	2
CO-2	3	2	3	2	1	3
CO-3	3	2	1	3	1	2
CO-4	3	2	2	3	2	2
CO-5	2	3	1	2	3	2

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Introduction to derivatives: Defining derivatives and derivative markets, Spot v/s Derivatives markets International and Indian derivatives market, Derivative exchanges, Trading system and types of traders Trading process, online trading, Clearing and settlement system, Regulatory framework of derivatives market in India

Forward Contracts: Meaning, purpose, advantages and problems, Pricing of commodity forward contracts (Theory and numerical). Interest rate forwards (Theory and numerical)

Future Contracts: Meaning, difference between forward and future contracts, Specifications of future contracts, Closing the position (Theory and numerical). Margins and marking-to-market (Theory and numerical). Cost of Carry Models (Theory and numerical). Price quotes, settlement price, open interest, Types of orders Hedging, Speculation and Arbitrage using Futures: Basis risk. Factors affecting basis risk Single stock futures and Stock Index Futures (Theory and numerical). Commodity futures (Theory and numerical)

Fundamentals of Options: Options issued by corporations Meaning of options contract, options terminologies, Moneyness in options (ITM, ATM, OTM) (Theory and numerical). Factors affecting Options premium Exchange traded options Call and Put options. (Theory and numerical). Options Trading Strategies: Uncovered, Covered Spread Combination Put-Call Parity: (Theory and numerical). Risk free security Put-call relationship Binomial Options Pricing Model: (Theory and numerical). Binomial Options Pricing model for call and put options, Single period and two-period binomial options pricing model

Black-Scholes Options Pricing model: (Theory and numerical). Stock price behaviour Assumptions in Black-Scholes model Black-Scholes model for pricing call and put options Greeks in Options (only theory): Risks in options trading Characteristics of options hedging Greeks in options hedging: delta, gamma, theta, vega, rho.

SWAPS (Only theory): Swaps: meaning, types, terminologies, Forward swaps, Swaptions Equity swaps Commodity swaps

Learning Resources:

Text Books:

1. John C. Hull, Fundamentals of Futures and Options Market Pearson, 2016, 8th Edition
2. R. Madhumathi, M. Ranganatham, Derivatives & Risk Management Pearson, 2018, 2nd Edition

Reference Books:

1. D. M. Chance and R. Brooks, An Introduction to Derivatives and Risk Management, South-western Cengage Learning, 2013, 9th Edition
2. Gupta S L, Financial Derivatives: Theory, Concepts and Problems, PHI learning, New Delhi, 2017, 2nd Edition

MS37024 **3-0-0 (3)**

Corporate Restructuring

Pre-Requisites: **Financial Management**

Course Outcomes:

CO-1	Acquaint students with the basic knowledge of mergers and acquisitions of companies and to analyse the reasons for mergers, acquisitions and corporate restructuring.
CO-2	To analyse the financial aspects of mergers.
CO-3	To understand the process of merger integration
CO-4	To discuss the anti-takeover strategies.

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	3	2	2	3	2	1
CO-2	3	3	2	2	2	1
CO-3	2	2	2	2	2	1
CO-4	2	3	2	2	2	1

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Introduction: Classification of mergers–Types of acquisitions - Merger Motives- Theories of Mergers-Mergers and industry lifecycle- Value drivers in mergers and acquisitions - Reasons for failure of M&A-Synergy-Types of synergy- Tools for analysis – SWOT, BCG matrix, GE matrix, Porter's five forces model.

Corporate Restructuring: reasons for restructuring, types of corporate restructuring–selloff, spin-off, divestitures, demerger, Equity Carve-out -Leveraged Buy-Outs (LBO), Management Buy-Out (MBO), Master Limited Partnership (MLP), Limited Liability Partnership (LLP) Joint Ventures and Strategic Alliances.

Merger Process: Five-stage model–Due diligence– need, people involved in due diligence process – steps in due diligence, Types of due diligence including HR due diligence, attributes of effective due diligence team, reasons for failure of due diligence, HR aspects of M &A– Post merger issues – tools for integration – post merger growth strategies.

Determination of exchange ratio: Methods of determining the exchange ratio based on EPS, Market Price per share and Book value per share-calculation of maximum exchange ratio desired by acquiring firm and minimum exchange ratio desired by target firm-Post merger EPS and P/E-Measurement of True cost (Theory and Problems).

Financial evaluation of mergers: Merger as a capital budgeting decision-Discounted cash flow approach-Estimation of Free cash flows-Computation of value of the firm with and without synergy (Theory and Problems).

Takeovers & Takeover Defenses: Forms of takeovers - Takeover defenses: bankmail, greenmail, crown jewel, poison pill, grey knight, shark repellant, white knight, pacman defense, Benefits and disadvantages of takeovers, SEBI Takeover code. Legal issues in M & A - Competition Act- 2002-

Competition Commission of India (CCI), relevant sections of Companies Act, 1956, Buyback of shares.

Learning Resources:

Text Books:

1. Rajinder S. Aurora, Kavita Shetty and Sharad R.Kale, Mergers and Acquisitions, Oxford University Press, 2011.
2. Rabi Narayan Kar and Minakshi, Taxmann's Mergers Acquisitions & Corporate Restructuring, Strategies & Practices, Taxmann, 2017.

Reference Books:

1. J. Fred Weston, Kwang S. Chung, Susan E. Hoag, Mergers, Restructuring and Corporate Control, PHI, 2015.
2. Sheeba Kapil and Kanwal N. Kapil, Mergers, Acquisitions Wiley, 2015.

Other Suggested Readings:

1. http://www.capitaline.com/
2. https://www.financialexpress.com
3. https://economictimes.indiatimes.com
4. http://dbie.rbi.org.in

MS37026 **3-0-0 (3)**

Behavioral Finance

Pre-Requisites: **Financial Management**

Course Outcomes:

CO-1	Analyse the systematic and persistent behavioural factors that may have an impact on the behavior of investors.
CO-2	Understand the limitations of rational models of investment decision making
CO-3	Impart students on a knowledge of alternate framework for understanding price discovering in the market
CO-4	Develop an understanding of how various biases and heuristics influence the irrational decision making in humans.
CO-5	Educate the students to overcome the involuntary irrational decision making to make better investment decisions.

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	3	3	2	1	2	3
CO-2	3	2	1	2	3	2
CO-3	3	2	1	2	1	2
CO-4	2	2	3	3	3	3
CO-5	3	3	1	2	2	2

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Introduction: Introduction, Objective, Concept of Behavioural Finance, Nature of Behavioural Finance, Scope of Behavioural Finance, Objectives of Behavioural Finance, Application of Behavioural Finance, Traditional Finance and Behavioural Finance

Behavioural Biases: Biases that Influence Investment Decisions, Approaches to Decision-Making in Behavioural, Finance, Conventional Finance, Prospect theory and Market Efficiency, Behavioral Science Foundations, Heuristics and biases, Overconfidence.

Implications of Heuristics: Biases for Financial Decision-Making, Implications of Overconfidence for Financial Decision-Making, Individual investors and the Force of Emotion.

Social Forces: Selfishness or Altruism, Behavioral Explanations for Anomalies, Rational Managers and Irrational Investors, Behavioral Investing, Neuro finance and the Trader's Brain.

Learning Resources:

Text Books:

1. Shleifer, A., Inefficient Markets: An Introduction to Behavioral Finance, Oxford University Press, New York, 2000.
2. Shefrin, H., Behavioral Corporate Finance, McGraw-Hill Higher Education, New York, 2010

MS37028 **3-0-0 (3)**

Corporate Tax Planning and Taxation

Pre-Requisites: **Financial Reporting and Financial Management**

Course Outcomes:

CO-1	Provide knowledge of various taxes, mainly direct taxes and taxation and their implication for the business
CO-2	Understand the concepts of Exempt incomes, Income from individual and corporations.
CO-3	Analyse deductions and assessment of Income.
CO-4	Impart on the student's knowledge of the International Taxation, Double taxation avoidance agreements.

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	1	2	1	2	2	1
CO-2	2	2	2	1	2	1
CO-3	2	2	1	2	2	1
CO-4	1	1	2	1	1	1

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Basic concepts: Sources of tax laws, act and rules, administrative instructions issued by CBDT, annual Finance acts, Income Tax definitions, concept of income, heads of income.

Residential status and tax liability: Scope of total income, concept of permanent establishment, business connection in India, taxability of BPO units. Exempt incomes.

Income from salary: Scope, allowances and perquisites, deductions from salary, Income from house property, coverage and deductions, Income from business and profession, express allowances and disallowances, tax incentives on R &D expenses, depreciation allowance, method of accounting.

Income from capital gains: Concept of capital asset and transfer, short term and long-term capital assets, exemptions, Income from other sources.

Set off and carry forward of losses: Tax planning, Deductions under chapter VI A, incentives to infrastructure sector, hotels etc, Taxation of companies, MAT, calculation of book profits, credit for MAT.

Assessment: Assessment of Income including reassessment, appeals, rectification and revisions, ITAT, reference to High court and Supreme Court, Tax deductions at source, International taxation, transfer pricing, double taxation avoidance agreements.

Learning Resources:

Text Books:

1. Singhania, V.K.and Singhania, K, Direct Taxes Law and Practice, Taxmann publications, 2010

2. Ahuja, G,and Gupta, R, “Direct Taxes Ready Reckoner (with tax planning), Bharat Law House, 2009, 10th Edition

Reference Books:

1. Mehrotra, H.C., Practical problems in Income Tax, Sahitya Bhawan Publications, 2009.
2. Income Tax Act, Pocket Edition, Taxmann Publications.

MS47021 **3-0-0 (3)**

Industrial Relations & Labour Laws

Pre-Requisites: **Human Resource Management**

Course Outcomes:

CO-1	Acquire skills to handle employment relations
CO-2	Equip with abilities to deal with the issues arising out of trade unionism, industrial work stoppages, the rights and duties of employers and workers that figure in the area of employment relations
CO-3	Develop a critical understanding of the institutions of labour legislations, administrations and judiciary in the sphere of trade unions, industrial standing orders and industrial Disputes.
CO-4	Develop comprehensive command over all the aspects labour law from the perspective of a practising manager in an industrial context
CO-5	Create an ability to handle industrial relations in bringing the productive employee relations

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	3	2	1	2	1	1
CO-2	1	2	-	1	1	1
CO-3	2	2	2	3	2	1
CO-4	2	2	3	3	-	1
CO-5	2	2	-	2	1	1

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Industrial Relations (IR): Introduction, Structure & framework of IR, Factors influencing IR in India

Industrial Disputes & Discipline: Disputes & Scope, Nature & Causes of Disputes, Settlements of Disputes, Grievance Handling Machinery, Industrial Discipline, Disciplinary methods for Employees,

Collective Bargaining: Rationale & Importance, Types of Bargaining, Issues on Bargaining, Union Management Relations: Workers Participation in India, Trade Unions Nature & Tactics, Union Legislations & Issues, Cases of Unionism.

Introduction to Labour Laws: The Employees' Compensation Act, 1923 (The Employees' Compensation (Amendment) Act 2017), The Payment of Wages Act 1936 (The Payment of Wages (Amendment) Act 2017), The Industrial Employment (Standing Orders) Act 1946 (Notification dated 07.10.2016 (Amendment to Schedule)), The Industrial Disputes Act, 1947, The Minimum Wages Act, 1948, The Employees' State Insurance Act, 1948, The Factories Act, 1948, The Payment of Bonus Act, 1965, (The Payment of Bonus (Amendment) Act 2015)

New Labour Codes: Bare Acts of Code on Social Security, 2020, Industrial Relations Code, 2020, Code on Wages Act, 2019 and Occupational Safety, Health and Working Conditions Code, 2020

Learning Resources:

Text Books:

1. Piyali Ghosh, Industrial Relations and Labour Laws, McGraw Hill, 2017
2. PK Padhi, Labour Laws, PHI, 2017

Reference Books:

1. PRN Sinha, Industrial Relations, Trade Unions, and Labour Legislation, Pearson Education, 2017
2. SN Mishra, Labour and Industrial Laws, Central Law Agency, 2016

MS47023 **3-0-0 (3)**

Training and Development

Pre-Requisites: **Human Resource Management**

Course Outcomes:

CO-1	Apply the knowledge of process of training and development of individuals in modern organizations
CO-2	Identify training needs of various categories of employees
CO-3	Design training programme for effective transfer of learning
CO-4	Create conducive learning environment
CO-5	Evaluate the effectiveness of training & development programs

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	3	2	1	2	1	1
CO-2	1	2	-	1	1	1
CO-3	2	2	2	3	2	1
CO-4	2	2	3	3	-	1
CO-5	2	2	-	2	1	1

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Introduction: Training- Concept, Need and Importance of training in modern organizations, Aligning training with strategy; Training process- Training Needs Assessment (TNA), Components of training needs analysis, Sources of data for training needs analysis, TNA model, Framework for conducting TNA.

Design & Implementation of Training Programme: Principles of training design, Training design template; Learning - Motivation and performance, Creating a learning environment, Facilitation of learning, The Learning cycle, Aligning training design with learning process; Implementation of training programme- Training delivery competencies, Training methods.

Learning Management System and Training Evaluation: E Learning, Electronic training and its components, Transfer of training; Training evaluation - Different Evaluation Models, Donald Kirkpatrick's Evaluation Model, Types of evaluation designs.

Key Areas of Organizational Training and Development: Orientation training, Diversity training, Sexual harassment training, Team training, Cross cultural training, other training programs and issues; Employee and Management Development - Employee Development, Management Development,

Recent Trends in Training and Development: The future of training and development, Enhancing the credibility of the training function, Best training practices of companies.

Learning Resources:

Text Books:

1. Blanchard,P., Thacker, J.W., and Ram, V., Effective Training: Systems, Strategies, Pearson, 2019, 6th Edition.
2. Raymond A. Noe & Amitabh Deo Kodwani, Employee Training and Development, McGraw Hill Publications, 2023, 9th Edition.

Reference Books:

1. Lynton & Udai Pareek, Training for Development, Sage Publications, 2011, 3rd Edition.
2. Steven A. Beebe, & Timothy P. Mottet, Training and Development, Pearson, 2019, 2nd Edition

Other Suggested Readings:

1. https://ocw.mit.edu/search/?q=Training+and+Development
2. https://onlinecourses.nptel.ac.in/noc22_hs63
3. https://www.goskills.com/Resources/best-resources-employee-training
4. https://elearningindustry.com/top-elearning-resources-help-learn-anything-today-10

MS47025 **3-0-0 (3)**

Performance Management

Pre-Requisites: **Human Resource Management**

Course Outcomes:

CO-1	Understand performance management process
CO-2	Develop key skills involved in effective performance management
CO-3	Design performance management system
CO-4	Conduct performance review discussions and provide feedback
CO-5	Apply different approaches and techniques of performance management

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	1	1	-	1	1	1
CO-2	1	2	-	2	1	1
CO-3	2	3	-	2	2	2
CO-4	2	3	-	2	1	2
CO-5	2	3	-	2	1	1

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Introduction: Performance: Dimensions of performance, Performance appraisal - Methods of performance appraisal, Reasons for the failure of the appraisal process; Performance appraisal & Performance management, Contributions of performance management systems,

Process of Performance Management: Developing and implementing a performance management system, Dangers of poorly implemented PM systems; Reward systems, Aims and role of PM systems, Characteristics of an ideal PM system, Integration with other HR functions. Linking performance management to the strategic plan.

Approaches to Performance Measurement: Measuring behavior and results, Issues in performance management; Gathering performance information, Appraisal forms, Performance review discussion and Applications of PM - Performance analysis, Performance review discussion, Performance feedback and counselling, Using performance management systems data for HR decisions and performance improvements, Competency-based performance, Performance-based career planning, Team performance management.

Performance Management Techniques and Skills: Competency mapping as a performance management tool, Balanced scorecard and its applications, The HR Scorecard – Concept and importance, Mentoring system, 360^0 feedback, Assessment centers; Performance management and employee development, Performance management skills.

Performance Management Practices and Issues: Performance management practices of different companies - Select case studies of Indian organizations; Performance management in different countries; Linking performance with reward systems and legal issues, Use of AI in performance management, contemporary issues in performance management.

Learning Resources:

Text Books:

1. Herman, Aguinis, Performance Management, Pearson, 2024, 5th Edition
2. Rao, T.V., Performance Management: Towards Organizational Excellence, Sage Publishers 2017, 2nd Edition

Reference Books:

1. Bhattacharyya, Performance Management Systems and Strategy, Pearson, 2016, 1st Edition.
2. Deepak Kumar Bhattacharya, Performance Management Systems and Strategies, Pearson Education, 2011.

Other Suggested Readings:

1. https://onlinecourses.nptel.ac.in/noc20_hs17/preview
2, https://www.my-mooc.com/en/mooc/managing-employee-performance/
3. https://www.classcentral.com/course/managing-employee-performance-5528

MS47027 **3-0-0 (3)**

Talent Management

Pre-Requisites: **Human Resource Management**

Course Outcomes:

CO-1	Understand the complete cycle of talent management
CO-2	Examine good talent management practices
CO-3	Build an effective talent management strategy for the organization
CO-4	Develop competency model
CO-5	Conduct competency mapping exercise

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	3	2	1	2	1	1
CO-2	1	2	-	1	1	1
CO-3	2	2	2	3	2	1
CO-4	2	2	3	3	-	1
CO-5	2	2	-	2	1	1

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Introduction to Talent Management (TM): Overview, Need of talent management, Key Processes of TM, TM system, Critical success factors to create TM system, Key elements of TM system, Stages of TM, TM approaches, Developing a TM.

Talent in Organizations: Attracting talent – Various approaches; Engaging talent - Building a culture of engagement, Engagement surveys, Drivers of engagement and retention; Optimizing talent - Managing performance; Talent development - Building a talent pipeline; Leadership development - Creating a leadership development strategy, and Succession planning in organizations; Talent retention -Comprehensive approach to retaining employees.

Applications & Models of Talent Management: Linkage of talent management to a variety of business outcomes; Talent management models, Talent management practices, Talent analytics - Big data and Talent analytics as a Strategic HR tool.

Talent Management through Competencies: Competency mapping, Competency models, Competency framework, Competency management system, Assessment centre, Writing competencies, Competency-based HRM applications.

Learning Resources:

Text Books:

1. Lance A. Berger, Dorothy Berger, The Talent Management Handbook, Making Culture a Competitive Advantage by Acquiring, Identifying, Developing, and Promoting the Best People, McGraw Hill, 2018, 3rd Edition.

2. Terry Bickham, ATD Talent Management Handbook, Association for Talent Development Press, 2018.

Reference Books:

1. T.V. Rao, Hurconomics for Talent Management, Pearson Education, 2011, 1st Edition.
2. Srinivas R. Kandula, Competency Based Human Resource Management, PHI Learning Private Limited, 2015.

Other Suggested Readings:

1. https://nptel.ac.in/courses/109105127
2. www.shrm.com
3. www.hrkatha.com
4. www.nationalhrd.com
5. www.nipm.com
6. www.istdindia.org

MS47022 **3-0-0 (3)**

Human Resource Analytics

Pre-Requisites: **Human Resource Management and Business Analytics**

Course Outcomes:

CO-1	Understand the value of human capital analytics concepts
CO-2	Apply the metrics used in HR analytics
CO-3	Appraise the role of analytics in problem solving and decision making in relation to human capital
CO-4	Analyse both qualitative and quantitative employee data for making effective HR decisions
CO-5	Build connects between HR results and business results

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	1	1	-	-	-	-
CO-2	2	2	1	-	1	-
CO-3	1	2	1	1	-	-
CO-4	2	2	-	1	2	-
CO-5	3	3	-	2	1	-

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Introduction: Shift in traditional HR function-from human resource management (HRM) to human capital management (HCM), Introduction to HR analytics, Levels of HR analytics; Benefits and challenges of HR Analytics, Process of HR analytics, Defining HR measurement and purpose

HR Data, HR Metrics, Descriptive and Diagnostic analytics: Importance of data, Types of data & scales, Sources of HR data, Data visualization, Tabular Vs Visual data, Types of measures – HR productivity metrics and Human capital metrics

Predictive and Prescriptive analytics- Forecasting and measuring HR value propositions with HR analytics; HR analytics and predictive modelling; Dashboard creation and HR analytics reporting

HRA Applications: Applying HR analytics skills and tools to workforce planning, recruitment, training, and turnover analysis: Acquiring high quality talent; Results-oriented talent development; Talent engagement and retention; Optimizing compensation and benefits for higher performance; HR business process and HR analytics; HR analytics value chain, Business strategy - HR analytics. Competitive advantage integration, HR analytics linkage to business outcomes, HR analytics for Future

Learning Resources:

Text Books:

1. Ramesh Soundararajan, Kuldeep Singh, Winning on HR analytics: Leveraging data for competitive advantage, Sage publications, 2024, 1st Edition.
2. Fitz-enz J and Mattox, Predictive Analytics for Human Resources, John Wiley, 2014

Reference Books:

1. Fermin Diez, Fundamentals of HR Analytics: A Manual on Becoming HR Analytical, Emerald Publishing, 2019.
2. Philips, J and Philips, P.P, Making Human Capital Analytics Work: Measuring the ROI of Human Capital Processes and Outcomes, McGraw Hill, 2014, 1st Edition.

Other Suggested Readings:

1. https://www.classcentral.com/course/swayam-hr-analytics-using-excel
2. https://onlinecourses.swayam2.ac.in/imb24_mg56/preview
3. https://www.mygreatlearning.com/academy/learn-for-free/courses/hr-analytics-course
4. http://www.digimat.in/nptel/courses/video/110104086/L05.html

MS47024 **3-0-0 (3)**

Global HRM and Cross-Cultural Management

Pre-Requisites: **Human Resource Management**

Course Outcomes:

CO-1	Demonstrate an understanding of key terms, theories/concepts and practices within the field of Global HRM
CO-2	Examine issues and practices pertaining to the major HRM functions within the context of a multinational environment
CO-3	Understand and analyze human resource issues for making effective decisions in the contemporary international business environment.
CO-4	Analyse the critical role of culture in international business and the importance of managing cultural differences
CO-5	Develop cross-cultural competence for effectively managing diverse workforce
	Evaluate global human resource management practices for determining effective HR strategies for multinational organisations

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	1	1	-	1	1	1
CO-2	2	2	-	2	1	1
CO-3	2	3	1	2	1	2
CO-4	2	2	1	3	1	2
CO-5	2	3	-	2	1	2

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Introduction to Global HRM: An overview, Strategic international HRM; Types of employees, Approaches to IHRM, Sustaining international business operations, Special issues in international HRM: Managing expatriates, Managing repatriates, Role of HRM in mergers and acquisitions, Ethical Issues in International HRM

HR functions in global context: Workforce planning and staffing, International recruitment & selection - MNCs International staffing approaches, Selection process and factors in expatriate selection; International training and management development – Expatriate training, International compensation- Approaches, benefits and taxes, International employee performance management-Performance management and Performance appraisal of international employees.

Cultural Diversity: Understanding the nature of diversity, Determinants of culture, Facets of culture, Levels of culture; Cultural dimensions and dilemmas- Value orientations and dimensions, Cultural shock, Reconciling cultural dilemmas, Culture and styles of management; Culture and corporate structures, Culture and leadership, Culture and strategy, Cultural change in organizations.

Communication and Conflicts across Cultures: Business communication across cultures, Barriers to intercultural communication, Negotiating internationally, Conflicts and cultural differences, understanding and dealing with conflicts, Developing Intercultural relationships.

Learning Resources:

Text Books:

1. Peter J. Dowling, Marion Festing, Allen D. Engle, International Human Resource Management, Cengage, 2017, 7th Edition
2. Madhavan, Shobhana, Cross-cultural Management – Concepts and Cases, Oxford University Press, 2016, 2nd Edition

Reference Books:

1. Tarique, I., Briscoe, D. and Schuler, R, International Human Resource Management: Policies and Practices for Multinational Enterprises (Global HRM), Routledge, 2016, 5th Edition
2. Browaeys, M. J. & Roger, P, Understanding Cross-Cultural Management, Pearson, 2019, 4th Edition
3. Thomas, D. C., Cross-Cultural Management, Sage Publications, 2014, 3rd Edition.

Other Suggested Readings:

1. http://www.drbeitler.com/freestuff/articles/Expatriate-Training
2. http://business.illinois.edu/aguilera/pdf/IJHRM_Aguilera_Dencker

MS47026 **3-0-0 (3)**

Rewards Management

Pre-Requisites: **Human Resource Management**

Course Outcomes:

CO-1	Define the approaches and principles of compensation
CO-2	Understand the pay mix and pay matrixes
CO-3	Analyse the theories of wages and salary structures
CO-4	Classify the pay mechanism, employee benefits and profit sharing
CO-5	Design a pay structure suitable to positions in the organisations.

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	3	2	1	2	1	1
CO-2	1	2	-	1	1	1
CO-3	2	2	2	3	2	1
CO-4	2	2	3	3	-	1
CO-5	2	2	-	2	1	1

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Introduction: Rewards, Total Rewards Model, Compensation - Definition - Design Issues – Compensation Philosophies – Compensation Approaches, Compensation Classification - Types - Incentives - Fringe Benefits –

Determining Compensation: The Pay Mix – Development of Base Pay Systems – The Wage Curve – Pay Grades – Salary Matrix – Theories of Wages - Wage Structure and Decisions - Salary Administration –

Executive Compensation: Team Compensation – Gain Sharing Incentive Plan – Enterprise Incentive Plan – Profit Sharing Plan- ESOPs – Compensation Management in Multi-National organizations. Performance-based pay systems-Executive compensation plan and packages, Legal Constraints on Pay Systems: Wage Boards - Pay Commissions - Employee Benefits – Public and private sector pay- Legislations of Compensation.

Learning Resources:

Text Books:

1. George Milkovich, Jerry M Newman, C S Venkata Ratnam, Compensation, McGraw Hill, 2018
2. Richard.I. Henderson, Compensation Management in a Knowledge-Based World, Prentice Hall India, New Delhi, 2015

Reference Books:

1. Richard Thrope and Gill Homen, Strategic Reward Systems, Prentice Hall India, New Delhi, 2015
2. Dipak Kumar Bhattacharyya, Compensation Management, Oxford University Press, New Delhi, 2018

MS47028 **3-0-0 (3)**

Organizational Change and Development

Pre-Requisites: **Organizational Behaviour**

Course Outcomes:

CO-1	Understand key concepts and issues in managing organizational changes
CO-2	Apply the models for managing organizational change
CO-3	Use change management interventions to address the reactions/resistance to change
CO-4	Examine the types of OD interventions for identifying when and why they are applied
CO-5	Design the implementation of multiple OD interventions

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	1	1	-	2	1	1
CO-2	2	3	-	2	2	1
CO-3	2	3	-	2	2	2
CO-4	1	3	-	1	1	2
CO-5	2	3	-	3	2	2

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Introduction: Organizational change – Basic concept, Nature of planned change, Types of change, Forces for change, Resistance to change, Overcoming resistance -Strategies & techniques; Models of organizational change.

Managing change: Emerging forms of organizational change, Significance of structure for change, Structural choice and change; Leadership and change.

Organization Development: Features of OD, the OD process, Organizational diagnosis and action research; OD Interventions -Human process interventions, Techno structural interventions, Human resource management interventions, Strategic change Interventions;

The OD Consultant and trends of OD: Role, Skills and dilemmas; Applications of OD, Latest trends and future of organization development.

Learning Resources:

Text Books:

1. Cummings, T.G. & Worley, Organization Development & Change, C.G., Cengage Learning, 2019, 11th Edition.
2. French, Wendell, Bell, Cecil & Zawacki, Organization Development and Transformation: Managing Effective Change, McGraw-Hill, 2005, 6th Edition.

Reference Books:

1. Anderson, D. L, Organization development: The process of leading organizational change, Sage, 2015, 3rd Edition.
2. Harsh Pathak, Organizational Change, Pearson Education, 2012, 2nd Edition.

Other Suggested Readings:

1. https://onlinecourses.nptel.ac.in/noc20_mg56/
2. https://ocw.mit.edu/courses/15-317-organizational-leadership-and-change-summer-2009/

MS57021 **3-0-0 (3)**

Current and Emerging Issues in IT Management

Pre-Requisites: **Basics of Information Systems**

Course Outcomes:

CO-1	Understand the technologies that organizations need to manage in digital environment.
CO-2	Analyze the technologies that assist organizations to compete.
CO-3	Analyze the theories that drive information systems.
CO-4	Demonstrate the new architectures of IT.
CO-5	Analyze the models, frameworks for successful transfer of IT.

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	3	2	-	-	3	1
CO-2	3	3	-	-	2	2
CO-3	3	3	-	-	2	2
CO-4	3	2	-	-	2	1
CO-5	3	3	-	-	3	1

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Introduction – Organizations to manage technologies such as Social, Mobile, Analytics, and Cloud (SMAC)

Theories driving information systems – contingency and structuration theory; relational understanding of the intersection of technology, work, and organization – socio-materiality.

Architecture – Micro-services; web of things for Fog computing

Transfer of IT – models, frameworks, policies, and technology for successful transfer of IT in developing countries.

Learning Resources:

Text Books:

1. Khosrow-Pour, M, Emerging trends and challenges in information technology management. Idea Group,2016
2. Akhgar, B., &Arabnia, H. R., Emerging trends in ICT security, Elsevier, 2017

Reference Books:

1. Johansson, B., Karlsson, C., & Stough, R., The emerging digital economy: entrepreneurship, clusters, and policy, Springer Science & Business Media, 2016

MS57023 **3-0-0 (3)**

Enterprise Resource Planning

Pre-Requisites: **Basics of Information Systems**

Course Outcomes:

CO-1	Compare and contrast the SaaS and on-premises ERP systems.
CO-2	Examine the various functional modules of ERP
CO-3	Demonstrate the issues and advantages while implementation ERP
CO-4	Examine the reasons that drive the way forward for ERP
CO-5	Understand the integration of E-Business and ERP.

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	3	1	1	1	3	-
CO-2	2	3	1	1	3	-
CO-3	2	2	1	1	3	-
CO-4	2	2	1	1	3	-
CO-5	2	2	1	1	3	-

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Introduction to ERP: ERP system Requirements, Selecting the right ERP system, SaaS based and On-premise applications; factors that drive SaaS and on-premise applications.

Functional modules of ERP: Integrating the supply chain, strategic sourcing and procurement, Operations planning, demand management, CRM, SRM, MRP; PLC Management, Data Record Accuracy, Implementation- Repetitive, Process, Remanufacturing and Project Manufacturing, Customer Relationship and Service.

Implementation of ERP: various case-studies.

ERP-II: The way forward for ERP, network based and corporate perspective.

Learning Resources:

Text Books:

1. Leon, A, Enterprise resource planning, McGraw-Hill Education, 2018
2. Wallace, T. F., & Kremzar, M. H, ERP: making it happen: the implementers' guide to success with enterprise resource planning, ohn Wiley & Sons, 2017

Reference Books:

3. Daniel, Enterprise resource planning systems: systems, life cycle, electronic commerce, and risk, O'Leary, D. E, Cambridge university press, 2020

.MS57025 3-0-0 (3)

Artificial Intelligence for Business

Pre-Requisites: **Basics of Information Systems**

Course Outcomes:

CO-1	Understand AI's fundamental concepts and methods
CO-2	Apply AI-based methods to solving practical business problems
CO-3	Understand how AI can transform businesses
CO-4	Understand where AI technologies are heading within the next few years.

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	3	2	-	-	3	1
CO-2	2	2	-	-	3	-
CO-3	3	2	-	-	2	1
CO-4	3	3	-	-	3	-

1 - Slightly; 2 - Moderately; 3 - Substantially

Syllabus:

Introduction – AI for Business Course Intro, Is AI a General-Purpose Technology? Basics of Big Data and data infrastructure, Towards Artificial General Intelligence

AI Strategy and Governance: AI Strategy, AI-Driven Business Transformation, Developing a Portfolio of AI Projects, Lowering Barriers for AI Use, AI in the Organization Structure, Risks with AI

AI Applications: AI applications in Business, Real time case studies

Ethics: Benefits and risks of using AI for communicating, perceiving and decision making,The ethics of AI: how to build fair, unbiased and transparent AI solutions

Learning Resources:

Text Books:

1. Artificial Intelligence: A Modern Approach (4th edition). Stuart Russell and Peter Norvig, Pearson, 2020, 4th Edition
2. Competing in the Age of AI. Marco Iansiti and Karim Lakhani, Harvard Business Review Press, 2020.

Reference Books:

1. Rebooting AI: Building Artificial Intelligence, We Can Trust. Gary Marcus and Ernest Davis, Pantheon Books, 2019
2. Artificial Intelligence: 101 Things You Must Know Today About Our Future. Lasse Rouhiainen, CreateSpace Independent Publishing Platform, 2018

MS57027 **3-0-0 (3)**

Time Series Forecasting

Pre-Requisites: **Business Research Lab**

Course Outcomes:

CO-1	Understand the basic concepts of forecasting.
CO-2	Discover and experiment simple methods of forecasting.
CO-3	Discover and experiment timeseries regression models
CO-4	Discover and experiment exponential smoothening models.
CO-5	Develop forecasting on real world problems.

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	3	3	-	-	2	1
CO-2	3	3	-	-	2	1
CO-3	3	3	-	-	2	1
CO-4	3	3	-	-	1	1
CO-5	3	3	-	-	1	1

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Forecasting: Simple methods – average, naïve, and drift; Judgemental – Delphi, analogy, scenario**;**

Time series regression models:linear, least squares, nonlinear and decomposition (moving average, classical, X11, Seasonal and Trend using Losses); Exponential smoothening; ARIMA; Dynamic regression (apart from past observation of series include other data).

Learning Resources:

Text Books:

1. U Dinesh Kumar, Business Analytics, 2017, Wiley.
2. Larose, D. T, Data Mining and predictive analytics, Wiley, 2015, 2nd Edition

Reference Books:

1. Albright, Christian, Business Analytics: Data Analysis & Decision making, Cengage Learning, 2014
2. Manaranjan Pradhan and Dinesh Kumar, Machine learning using Python, Wiley, 2019

MS57022 **3-0-0 (3)**

Enterprise Transformation in the Digital World

Pre-Requisites: **Basics of Information systems**

Course Outcomes:

CO-1	Understand the transformations in digital world
CO-2	Analyze the digital transformation in enterprises.
CO-3	Analyze the digital infrastructure as a unique artifacts and constructs.
CO-4	Explore the enterprise architectures and their impact for digital transformations.
CO-5	Demonstrate the various integration technologies of digital enterprise

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	3	2	-	-	3	1
CO-2	3	2	-	-	2	1
CO-3	3	2	-	-	2	2
CO-4	3	2	-	-	2	2
CO-5	3	2	-	-	3	1

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Introduction: Digitization, digitalization and digital transformation forces companies to rethink their business strategies and architect their processes, products, and information.

Digital infrastructure: nature of digital infrastructure as separate type of IT artifacts and as relational constructs.

Enterprise architectures for digital transformation: include multiple level of dynamics and arrive at sense-and-respond pathways. Local autonomy vs centralized control.

Integration of digital enterprise architecture: Internet-of-Things, services & cloud computing, semantic-based decision support through ontologies and knowledge-based systems, mobility, and big-data.

Learning Resources:

Text Books:

1. Ustundag, A., &Cevikcan, E, Industry 4.0: managing the digital transformation, Springer. 2017
2. Tapscott, D., Blueprint to the digital economy: Creating wealth in the era of e-business. McGraw-Hill, Inc. 2015

Reference Books:

1. Rogers, D. L., The digital transformation playbook: Rethink your business for the digital age, Columbia University Press.2016
2. Baker, M. Buckinghamm Digital transformation Business Monographs, 2015

MS57024 **3-0-0 (3)**

Machine Learning

Pre-Requisites: **Business Analytics and Business Research Lab**

Course Outcomes:

CO-1	Describe the principal models used in machine learning and the types of problems to which they are typically applied.
CO-2	Compare the assumption made in each model and the strengths and weakness of each model.
CO-3	Apply the principal models in machine learning to appropriate problems
CO-4	Understand the applications of machine learning and deep learning
CO-5	Experiment with to train and optimize basic neural networks.

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	3	3	-	-	3	1
CO-2	2	3	-	-	2	2
CO-3	2	2	-	-	2	1
CO-4	3	2	-	-	2	1
CO-5	2	3	-	-	2	1

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Introduction to Machine Learning: Supervised and unsupervised learning;

Machine Learning Models: Logistic Regression, Decision Trees, Support Vector Machines, Random Forest, K0Nearest Neighbor

Neural networks basics: Build a neural network with hidden layers, use forward and backward propagation.

Unsupervised Learning: Clustering, Dimensionality Reduction

Advances in Machine Learning: Generative Adversarial Networks, Ethics and Fairness in Machine Learning

Learning Resources:

Text Books:

1. Tom M. Mitchell, Machine Learning, TMH, 2017
2. Christopher M. Bishop, Pattern Recognition and Machine Learning, Springer, 2016

Reference Books:

1. Trevor Hastie , Robert Tibshirani , Jerome Friedman, The Elements of Statistical Learning, Springer, 2009

2. Manaranjan Pradhan and Dinesh Kumar, Machine learning using Python, Wiley, 2019

Other Suggested Readings:

1. https://ocw.mit.edu/courses/6-867-machine-learning-fall-2006/

MS57026 **3-0-0 (3)**

Big Data and Ecosystems

Pre-Requisites: **Business Analytics**

Course Outcomes:

CO-1	Analyze Bigdata its applications, attributes, and its ecosystem.
CO-2	Examine the various computing principles
CO-3	Understand the computing principles and concepts in Bigdata
CO-4	Examine the various tools used to manage and process large datasets.
CO-5	Discover the data visualization techniques of Bigdata

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	3	2	-	-	3	1
CO-2	2	2	-	-	2	1
CO-3	3	2	-	-	2	1
CO-4	2	2	-	-	2	1
CO-5	3	2	-	-	2	1

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Introduction: Hadoop and Bigdata architecture; 4Vs of bigdata application; Drivers of Bigdata, attributes, and ecosystems.

Computing in Bigdata: High-performance Computing (Supercomputers and Clusters); Grid Computing; Cloud Computing; Mobile Computing.

Managing and processing large datasets: Exascale Computing; HDFS, HBase, and NoSQL (Document Store, Graph DB, etc.); MapReduce, Spark, Oozie, Tez, Hive, Pig, etc.; Hadoop 1 and Hadoop 2 (YARN)

Advanced Topics: Big Data Visualization; High-performance Networking for Big Data Movement; Big Data Scientific Workflow Management and Optimization

Learning Resources:

Text Books:

1. Ven, I. V. D., Big books in times of big data, Leiden University Press. 2019
2. Roy, S. S., Samui, P., Deo, R., Big data in engineering applications, Springer. 2018.

Reference Books:

1. Shen, W, Big Data at Work: Dispelling the Myths, Uncovering the Opportunities, Kogan Page Publishers, 2017

2. Marr, B, Data strategy: How to profit from a world of big data, analytics and the internet of things, Kogan Page Publishers. 2017

Other Suggested Readings:

1. https://www.ibm.com/analytics/hadoop/big-data-analytics

MS57028 **3-0-0 (3)**

Agile Project Management

Pre-Requisites: **None**

Course Outcomes:

CO-1	Understand the issues that drive organizations to embrace iterative methodologies.
CO-2	Analyze the various estimation and planning methods of iterative methodology
CO-3	Evaluate the advance constructs and the challenges faced by organizations to display these.
CO-4	Determine the organizational culture and its impact on agile methodologies
CO-5	Compare and contrast the lean and agile methods.

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	2	2	1	1	2	-
CO-2	2	2	1	2	1	-
CO-3	2	2	2	2	2	-
CO-4	2	2	2	2	2	2
CO-5	1	2	1	1	2	1

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Introduction – Project Management, The organizations need to embrace iterative development methodologies; various development methodologies; Constructs in Agile methodology.

Estimation and planning – The various estimation and planning methods followed in iterative development.

Advanced constructs – Shared decision-making; trust; teamwork and their importance in iterative development and the challenges in achieving these.

Organizational culture and Agile – the cultural aspects that impede and drive Agile methodology.

Lean and Agile – The lean and agile combinations and the purposes that these can meet, case studies

Learning Resources:

Text Books:

1. Cohn, M., Agile estimating and planning, Pearson Education.2018
2. Levy, R., Short, M., & Measey, P, Agile foundations: principles, practices and frameworks. BCS, 2018

Reference Books:

1. Leffingwell, D, Agile software requirements: lean requirements practices for teams, programs, and the enterprise, Addison-Wesley Professional, 2020

Gochhait, S., Butt, S. A., Jamal, T., & Ali, A., Cloud enhances agile software development. In Cloud Computing Applications and Techniques for E-Commerce, IGI Global, 2020

MS67021 **3-0-0 (3)**

Consumer Behaviour

Pre-Requisites: **Marketing Management**

Course Outcomes:

CO-1	Analyze the psychological factors that influence consumer behaviour
CO-2	Understand Social and cultural factors that influence consumer behaviour
CO-3	Outline Consumer Decision making process and models associated
CO-4	Explain the concept Diffusion of Innovation
CO-5	Elaborate the concept of Opinion leadership

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	2	-	2	-	-	-
CO-2	2	-	2	-	-	-
CO-3	2	2	-	-	2	-
CO-4	2	-	-	-	2	-
CO-5	2	-	-	-	2	-

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Introduction: Study of consumer behaviour, diversity of consumer behaviour, consumer research, market segmentation.

Consumer as an Individual: Consumer needs and motivation, personality and consumer behaviour, consumer perception, learning and consumer involvement, nature of consumer attitudes, consumer attitude formation and change**.**

Consumer in their Social and Cultural Settings: group dynamics and consumer reference groups. The family social class and consumer behaviour, influence of culture on consumer behavior, sub cultural aspects of consumer behaviour, cross cultural consumer, Consumer's Decision-Making Process, Consumer Behavior in the Society.

Learning Resources:

Text Books:

1. Leon G. Schiffman and Lestre Lazar Kanuk, Consumer Behaviour, PHI, 2018, 12th Edition
2. Solomon, Consumer Behaviour, PHI, 2020, Pearson Education, 13th edition

Reference Books:

1. Benner, Kasarjian, Consumer Behaviour, PHI, 2009

MS67023 **3-0-0 (3)**

Marketing Research and Analytics

Pre-Requisites: **Business Research Lab and Marketing Management**

Course Outcomes:

CO-1	Analyze the roles, the functions and the processes that surround marketing research, emphasizing the specification, collection and analysis of primary data.
CO-2	Examine the research process, problem definition, alternative research designs, qualitative methods, survey methods, experiments, measurement & questionnaire design, data collection and foundational techniques for data analysis, as well as hands-on experience with computer application for data analysis.
CO-3	Emphasis with practical issues related to decision maker's use of marketing information.
CO-4	Provide the student with substantial experience in developing critical analysis and math/statistics skills.
CO-5	Analyze the roles, the functions and the processes that surround marketing research, emphasizing the specification, collection and analysis of primary data.

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	2	1	1	2	2	1
CO-2	2	1	1	2	2	1
CO-3	2	1	1	2	2	1
CO-4	2	1	1	2	2	1
CO-5	2	1	1	3	2	1

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Introduction: Nature and scope of Marketing Research, Conceptual aspects involved in Marketing Research, Marketing Research and Marketing information System, Marketing Research Process**.**

Research Design: Identification of Marketing Research problems, formulation of objectives of research, different aspects involved in the formulation of objectives, Basic research designs, Data collection procedures and methods.

Scaling concepts and Questionnaire Formulation: Scaling concepts - Different kinds of scaling and their applicability. Questionnaire formulation, Different dimensions involved, Concepts of Sampling, Types of Sampling.

Data Analysis and Techniques: Analysis of data, Simple analysis, Kinds of analysis and their applicability, Report writing. Applications of Marketing Research.

Analytics: Marketing measurement process, Organizational requirements, Data challenges, Predictive Models in Marketing, Market Basket Analysis, Collaborative Filtering, Text analytics

Learning Resources:

Text Books:

1. Gary Lilien, Arvind Rangaswamy and Arnaud De Bruyn , Principles of Marketing Engineering, 2nd Edition, Decision Pro, Inc. 2012
2. Hair, Jr., Joseph, Wolfinbarger, Mary, Bush, Robert, Ortinau, Essentials of Marketing Research, 2021,5th Edition

Reference Books:

1. Dawn Iacobucci and Gilbert Churchill, Marketing Research, Methodological Foundations**,** South-Western/Cengage Learning, 2010, 10th Edition
2. Naresh K. Malhotra, Marketing Research, Pearson, 2015, 7th Edition

MS67025 **3-0-0 (3)**

Sales and Distribution Management

Pre-Requisites: None

Course Outcomes:

CO-1	Understand Role of marketing channels in organizations
CO-2	Identify the key factors in establishing and maintaining high morale in the sales force.
CO-3	Understand various issues involved in sales force management such ad organizing, staffing, training, maturity and compensating sales force
CO-4	Evaluate sales and sales management strategies in relation to current legal and ethical standards of practice
CO-5	Develop a plan for organizing, staffing and training a sales force

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	2	1	2	1	2	1
CO-2	2	1	2	1	2	1
CO-3	2	1	2	1	2	1
CO-4	2	1	2	1	2	1
CO-5	2	1	2	1	1	1

1 - Slightly; 2 - Moderately; 3 - Substantially

Syllabus:

Introduction to sales and distribution management: Nature and importance if sales management, Emerging trends in sales management, Linking sales and distribution management.

Personal selling: Theory of selling, Steps in selling process, Buying situations, Sales strategy, Sales forecasting and control management of sales territories & quotes.

Sales force management decisions: Organizing & staffing the sales force, Training, Motivating, Compensating and leading the sales force.

Distribution management: Need for distribution channels, Marketing channels, channel levels, Prominent channel systems, Designing channel systems.

Channel management: channel information systems retailing, Retail scene in India, role of retailer, Retail strategies, Whole seller -functions & classifications, Major whole seller decisions, Trends in whole selling.

Learning Resources:

Text Books:

1. Krishna K Hovalsar& Vasant M Cavale, Sales & Distribution Management, TMH publications, 2011.
2. Tapan K Panda & Sunil Sahadev, Sales and Distribution Management, Oxford University Press, 2012.

MS67027 **3-0-0 (3)**

Business-to-Business Marketing

Pre-Requisites: **Marketing Management**

Course Outcomes:

CO-1	Differentiate Industrial markets with that of consumer markets
CO-2	Understand challenges faced by Industrial Marketers
CO-3	Outline the Organizational buying process
CO-4	Explain Pricing, Customer Relationship Management in business markets
CO-5	Examine types of Distribution Channels in Business Marketing

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	2	1	1	1	1	2
CO-2	2	1	1	1	1	2
CO-3	1	2	1	1	1	1
CO-4	2	2	1	1	1	2
CO-5	1	1	1	1	1	2

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Industrial Marketing: Differences between consumer marketing and industrial marketing - classification of industrial products - Nature of demand - industrial marketing system. Industrial buying behaviour - Models.

Demand estimation and segmentation: Industrial Marketing demand estimation, Demand estimation models, Industrial Marketing segmentation - Approaches to segmentations.

Product and Pricing Strategies: Managing industrial Products - strategies involved PLC concepts and industrial products. Pricing strategies in industrial marketing.

Channel and promotion strategies: Distribution channels in industrial marketing.

Marketing research and marketing strategy: Industrial marketing research - basic aspects - Differences between consumer marketing research and industrial marketing research.

Learning Resources:

Text Books:

1. Robert Reeder, Edward Brierty and Betty Reeder, Industrial Marketing, Prentice Hall India Pvt Ltd, 2001, 2nd Edition
2. Krishna K Havaldar, Industrial Marketing, Text and Cases, 2005.

Reference Books:

1. Corey, R.E., Industrial Marketing-Cases and Concepts, Prentice Hall Inc, New Jersey, 2010

MS67022 **3-0-0 (3)**

Services Marketing

Pre-Requisites: **Marketing Management**

Course Outcomes:

CO-1	Understand services and the unique challenges faced by Service Marketers
CO-2	Explain the concepts of service scape, Physical evidence
CO-3	Outline service delivery process and problems associated with nuance of service delivery
CO-4	Understand Interaction between Demand fluctuations and capacity constraints in services
CO-5	Analyze challenges faced in service advertising and pricing

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	2	-	-	-	2	-
CO-2	2	2	-	-	2	-
CO-3	2	-	2	-	-	-
CO-4	2	2	-	-	2	-
CO-5	2	2	-	-	-	-

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Introduction: The concept and need for Services Marketing, Evolving Environment of Services. Goods versus Services Marketing, Services marketing mix.

Focus on Customer: Consumer Behavior in Services, Understanding Customer needs and expectations, Customer perceptions of services, Building customer relationships through Segmentation.

Planning and Managing Services Delivery: Considerations in the design of services delivery. Nature of Contact between customer and provider. Managing demand and capacity.

Managing Service Premises: Role of Advertising, Personal Selling and other Communications, Pricing of Services, Physical Evidence of Services.

Learning Resources:

Text Books:

1. Valarie A Zietham & Mary Jo Bitner, Services Marketing, McGraw Hill International, 2018, 7th Edition
2. Christopher Lovelock, Services Marketing - People, Technology and Strategy, Pearson Education, 2017, 8th Edition

Reference Books:

1. Woodruffe, Services Marketing, MacMillan, 2011.

MS67024 **3-0-0 (3)**

Digital Marketing

Pre-Requisites: **Integrated Marketing Communication and Marketing Management**

Course Outcomes:

CO-1	Understand business advantages of the digital marketing and its importance for marketing success.
CO-2	Develop a digital marketing plan, define a target group, introduced to various digital channels, their advantages and ways of integration.
CO-3	Investigate and evaluate issues in adapting to globalised markets that are constantly changing and increasingly networked.
CO-4	Interpret the traditional marketing mix within the context of a changing and extended range of digital strategies and tactics
CO-5	Comprehend the importance of conversion and working with digital relationship marketing.

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	2	1	2	1	2	1
CO-2	2	1	2	1	2	1
CO-3	2	1	1	1	2	1
CO-4	2	1	1	1	2	1
CO-5	2	1	1	1	1	1

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Digital Marketing Fundamentals: Marketing v/s Sales Section, what is Digital Marketing? Inbound vs Outbound Marketing, Content Marketing, Understanding Traffic, Understanding Leads, Strategic Flow for Marketing Activities.

Website Planning and Structure: WWW, Domains, Buying a Domain, Website Language & Technology, Core Objective of Website and Flow, One Page Website.

Email Marketing, Facebook Marketing and YouTube marketing for Business: Why People Don't Buy, The Fuel – Value, Email Software and Tools, Email Templates and Designs.

eCommerce and Payment Gateway: eCommerce Business, Planning eCommerce Website, Product Placements, Understanding Coupon System, Payment Gateway in India.

Search Engine Optimization (SEO): Understanding SEO, SEO Keyword Planning, Website Content Optimization, Keywords in Blog and Articles, eCommerce SEO.

Affiliate Marketing: Understanding Affiliate Marketing, Sources to Make Money Online, Selecting Affiliate Program, Applying for an Affiliate, Payments and Payouts.

Learning Resources:

Text Books:

1. Ryan Deiss and Russ Hennesberry , Digital marketing for dummies, Wiley, 2017.

2. Philip Kotler, Hermawan Kartajaya, Marketing 4.0 Moving from Traditional to Digital, Wiley, 2017

Reference Books:

1. Jan Zimmerman and Deborah, Social Media Marketing All-In-One for Dummies, Wiley, 2012

MS67026 **3-0-0 (3)**

Integrated Marketing Communications

Pre-Requisites: **Marketing Management**

Course Outcomes:

CO-1	Understand the concepts and techniques of Integrated marketing communications
CO-2	Understand various communication tools and methods
CO-3	Understand importance of IMC on marketing and promotional operations
CO-4	Develop a creative marketing communication necessary to reach target audience
CO-5	Analyse the fast-changing trends in the area of marketing and promotion

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	2	1	2	2	2	2
CO-2	2	2	2	2	2	2
CO-3	3	2	3	2	2	2
CO-4	3	1	3	1	2	2
CO-5	3	1	3	2	2	2

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Understanding Integrated Marketing Communication: Understanding Marketing Communication, Integrated Marketing Communication, Integrated Marketing Communication as an Integral part of Marketing, Understanding Consumer Behaviour, Understanding the Communication process, Communication Mix.

Planning for Marketing Communication (Marcom): Establishing marcom Objectives and Budgeting for Promotional Programmes-Setting communication objectives, Sales as marcom objective, DAGMAR approach for setting ad objectives. Budgeting for marcom-Factors influencing budget, Theoretical approach to budgeting viz. Marginal analysis and Sales response curve, Method to determine marcom budget.

Developing the Integrated Marketing Communication Programme: Planning and development of creative marcom. Creative strategies in advertising, sales promotion, publicity, event sponsorships etc. Creative strategy in implementation and evaluation of marcom- Types of appeals and execution styles. Media planning and selection decisions- steps involved and information needed for media planning. Measuring the effectiveness of all Promotional tools and IMC.

Digital Media & Advertising: Digital Media, Evolution of Technology, Convergence of Digital Media, E- Commerce and Digital Media, Advertising on Digital Media, Social Media, Mobile Adverting, ethics and legal issues in advertising

Learning Resources:

Text Books:

1. George E Belch, Michael A Belch, Keyoor Purani, Advertising and Promotion : An Integrated Marketing Communications Perspective - An Integrated Marketing Communications Perspective, TMH, 2017,9th Edition
2. David Aaker, Rajeev Batra and John Myers, Advertising Management, PHI, 2009.

Reference Books:

1. William Wells, Advertising - Principles and Practices, PHI, 2012.

MS67028 **3-0-0 (3)**

Product Management

Pre-Requisites: **Marketing Management**

Course Outcomes:

CO-1	Understand the functions of product management
CO-2	Perform Customer Analysis
CO-3	Understand the concept of category attractiveness and its importance
CO-4	Define competition and analyse Competitors
CO-5	Outline Product and pricing Strategies

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	1	2	-	-	-	-
CO-2	2	-	-	2	-	-
CO-3	2	2	-	-	2	-
CO-4	2	-	2	-	-	-
CO-5	1	-	-	-	2	-

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Introduction: Introduction to Product Management, Marketing Planning, Components of marketing plan

Analysis: Defining the competitive set – Level of market competitions, methods for determining competitors, Category Attractiveness – Aggregate market factors, category factors, environmental analysis, Competition Analysis – Assessing competitors current objectives and current strategies; Customer Analysis, buyer behaviour and market segmentation, Market potential and sales Forecasting

Functional Strategies: Developing product strategy, Pricing Decisions, advertising and Promotional decision; Channel Management - financial analysis for product management.

Learning Resources:

Text Books:

1. Matt Lemay, Product Management in Practice: A Real-World Guide to the Key Connective, Orielly, 2018
2. Majumdar, Product Management in India, PHI, 2010.

Reference Books:

1. Donald Lehmann, Product Management, McGraw Hill Education, 201, 4th Edition

MS77021 **3-0-0 (3)**

Supply Chain Management

Pre-Requisites: Operations Management and Business Analytics

Course Outcomes:

CO-1	Understand the enhancing the supply chain performance through data.
CO-2	Design the dashboard for various performance metrics.
CO-3	Understand the data driven performance to manage uncertainty.
CO-4	Analyse the data to predict and monitor supply and replenishment polices.
CO-5	Understand the effective communication of results and reports.

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	3				3	3
CO-2			3			
CO-3	2	3			2	
CO-4		3				
CO-5			3			

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Overview of the supply chain management: Supply Chain – Fundamentals, Importance, Decision Phases, Process View. Supplier-Manufacturer-Customer chain. Drivers of Supply Chain Performance. Structuring Supply Chain Drivers. Overview of Supply Chain Models and Modelling Systems. Building blocks of a supply chain network, Business processes in supply chains, Types of supply chains and examples & Strategic, tactical, and operational decisions in supply chains,

Design of supply chain networks and issues: Supply chain Network Design, Managing Inventory under certainty and uncertainty. Introduction to logistics - Definition and Scope of Logistics, Functions & Objectives – Modes of Transportation-Packaging- Freight Management – Route Planning – Containerization-Modal Characteristics, Inter-modal Operators and Transport Economies, Sourcing strategies.

Supply chain Integration: Integration and Coordination in the Supply Chain. Introduction to SCOR model, supply chain sustainability. Case on Supply chain coordination

Supply chain Analytics Demand Management-Advanced forecasting methods, Supply management. **R**ole of KPIS and Dashboards, Developing KPIs for the Business, dashboard creations, Demand and supply monitoring analytics techniques.

Pricing and Revenue: Pricing and Revenue data management, Dashboards and data analysis for the Distribution networks. Report writing on supply chain Data visualization

Learning Resources:

Text Books:

1. Sunil Chopra, Peter Meindl and DV Kalra, Supply Chain Management-Strategy Planning and Operation, Pearson Education, 2016,6th Editon.

2. Nicolas Vandeput., Data Science for Supply Chain Forecast, De Gruyter Publisher, 2018.

Reference Books:

1. Raman, A & Fisher, M., How Analytics Are Transforming the Supply Chain and Improving Performance, HBS Press, 2010.
2. Gerardus Blokdyk., Supply Chain Analytics a Complete Guide, 5starcooks, 2020
3. Gerhard J. Plenert., Supply Chain Optimization through Segmentation and Analytics, CRC Press, 2014.

MS77023 **3-0-0 (3)**

Business Process Reengineering

Pre-Requisites: **Operations Management**

Course Outcomes:

CO-1	Understand the role of Business Process Reengineering (BPR) in improving the performance of businesses.
CO-2	Apply the BPR analysis methods in improving the process performance.
CO-3	Understand the success factors of BPR and its role in gaining the competitive advantage.
CO-4	Apply the BPR implementation process in organizations.
CO-5	Understand the Benchmarking framework and its process.

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	3	-	-	-	3	3
CO-2	-	-	3	-	-	-
CO-3	2	3	-	-	2	-
CO-4	-	3	-	-	-	-
CO-5	-	-	3	-	-	-

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Introduction: Evolution of BPR, Business Process Structure, Business process analysis methods, Process mapping, Benchmarking of the process, Impact of BPR on ROI, Management of Change, difference between BPR and TQM, organization readiness assessment,

BPR Detailed BPR Methodologies and Application: Success factors for Enabling factors of BPR, sustainable competitiveness, Kaizen and BPR, a Role of Information Technology, Implementation and Evaluation- A Practical Application of the BPR Framework.

Learning Resources:

Text Books:

1. M. Hammer and J. Champy., Reengineering the Corporation, Nicholas Brealey Publishing, 2009.
2. J. N. Lowenthal., Reengineering the Organizations, ASQC Quality Press, 2010.

Reference Books:

1. R. Radhakrishnan, Business Process Reengineering: Text and Cases, PHI Publishers, 2010.
2. B.R.Dey, Business, Process Reengineering and Change Management, Wiley, 2004.

MS77025 **3-0-0 (3)**

Project Management

Pre-Requisites: **None**

Course Outcomes:

CO-1	Understand the role of Project Management in achieving overall business objective.
CO-2	Evaluate the various project selection approaches to achieve the business objective.
CO-3	Apply the project management concepts and tools in effective management of projects.
CO-4	Understand the various project scheduling methods for effective utilization of resources.
CO-5	Realize the concept of Earned value analysis in monitoring the projects.

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	3	-	-	-	3	3
CO-2	-	-	3	-	-	
CO-3	2	3	-	-	2	
CO-4	-	3	-	-	-	
CO-5	-	-	3	-	-	

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Introduction to Project management: Project management Process and role of Project Manager.

Project screening and Selection: Techniques, Structuring concepts and Tools (WBS, OBS, and LRC, RACE). Project life cycle analysis. Appraisal of a project, Social Cost-Benefit Analysis in India - Project Types of Estimates and Estimating Methods, Project Budgeting. Case on Project Appraisal.

Project Planning Techniques, PERT- GAN - Time Cost Trade-off and Crashing Procedure, Multi-Project Scheduling. Scheduling with limited resources, Project Scheduling with Resource Constraints, Risk Analysis and Management.

Project Monitoring: Monitoring Techniques and time control System, EVA Analysis. Project management information system.

Learning Resources:

Text Books:

1. Meredith J.R, and Mantel. S.J, Shafer., Project Management: A Managerial Approach, Wiley Publisher, 2017, International Student Edition.
2. Kerzner. H, Project Management: Systems Approach to Planning Scheduling and Controlling, Wiley Publisher, 2012, 10th Edition.

Reference Books:

1. Project Management Handbook. Lock. D, 1994.
2. Cleland and King, Project Management Handbook, ,1997.
3. Wiest and Levy., Management Guide to PERT/CPM, PHI,1979.

MS77027 **3-0-0 (3)**

Operations Strategy

Pre-Requisites: **Basics of Operations Management**

Course Outcomes:

CO-1	Understand role of strategies in uncertain environments
CO-2	Analyse pricing and Revenue Strategies
CO-3	Understand the role of Operations Strategies in E commerce Businesses.
CO-4	Analyse Manufacturing strategies to gain competitive advantage.
CO-5	Understand the Disruptions of supply and impact to Businesses.

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	3	-	-	-	3	3
CO-2	-	-	3	-	-	
CO-3	2	3	-	-	2	
CO-4	-	3	-	-	-	
CO-5	-	-	3	-	-	

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Introduction: Role of Operations Strategy in achieving overall success, Understanding uncertainty, Biases in Operational Decisions

Strategies and performance: Capacity and Manufacturing Strategies, Sourcing strategies , Product Design-Case of HP Revenue and Pricing Strategies -Case of Uber and Ola Information sharing Strategy,-Case of Flipkart and Amazon

Learning Resources:

Text Books:

1. Cachon, G. P. & Terwiesch, Matching supply with demand: An introduction to operations management, 2012, 3rd Edition.
2. Fine, Charles H., Clockspeed: Winning Industry Control in the Age of Temporary Advantage. Perseus Books, 1998.

Reference Books:

1. Etienne-Hamilton, E. C. Dryden Press, Operations Strategies for Competitive Advantage: Text and Cases, 2016.

MS77022 **3-0-0 (3)**

Strategic Sourcing

Pre-Requisites: **Operations Management**

Course Outcomes:

CO-1	Understand the importance of sourcing decisions in achieving the overall business objective.
CO-2	Evaluate make or buy decisions to meet objective of the firm. .
CO-3	Evaluate various supplier selection approaches.
CO-4	Understand the buyer –supplier relationship to achieve value in supply chain.
CO-5	Understand the role of negotiation and contract.

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	3	-	-	-	3	3
CO-2	-	-	3	-	-	-
CO-3	2	3	-	-	2	
CO-4	-	3	-	-	-	-
CO-5	-	-	3	-	-	-

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Introduction: Overview of business logistics, Objectives and scope, Gateway to Logistics, Warehousing **Introduction:** Imperatives, the evolution of strategic sourcing; Supply chains and networks; Supply management's role in business and its impact on bottom line; Matching business and sourcing strategies.

Sourcing Cost: Understanding cost - Total Cost of Ownership (TCO) and strategic cost management; Price and cost analysis; Discounts, contracts, negotiation and bidding. Auctions,

Supplier Selection: Supplier evaluation and development; Single sourcing versus multiple sourcing. Supply risks; Supplier relationships and risk management.

Learning Resources:

Text Books:

1. Monczka M. R., Trent, R.H, Handfield, R.B, Thomson South-Western, 2008,2nd Edition.
2. Fraser P Johnson, Michiel Leenders, and Anna Flynn., Purchasing and Supply management' McGraw Hill Publisher, 2019, 14th Edition.

Reference Books:

1. Seshadri, S., Sourcing Strategy: Principles, Policy and Designs, Springer, 2005.
2. HandfieldR.B ,Giunipero , L .C, Patterson, J.L, Monczka R.M., Sourcing and Supply Chain Management, Cengage, 2012

MS77024 **3-0-0 (3)**

International Business Logistics

Pre-Requisites: **Operations Management**

Course Outcomes:

CO-1	Understand the concepts in logistics management.
CO-2	Apply the logistics concepts into national and International Trade.
CO-3	Understand the Indian logistics Scenario and terms of payment.
CO-4	Examine the role of trade incoterms in business logistics.
CO-5	Understand the role of costing in the measurement logistics function in the business.

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	3	-	-	-	3	3
CO-2	-	-	3	-	-	-
CO-3	2	3	-	-	2	-
CO-4	-	3	-	-	-	-
CO-5	-	-	3	-	-	-

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Introduction: Overview of business logistics, Objectives and scope, Gateway to Logistics, Warehousing in Logistics.

Documentation: International Transportation, International Documentation, Terms of Trade-Incoterms2020, Indian Logistics Scenario, Terms of Payment, Insurance, Customs Clearance, Logistics Measurements and Costing,

Role of Packaging in Logistics: International Packaging, Exim Policy, Logistics Trends

Learning Resources:

Text Books:

1. Pierre David., International Logistics: The Management of International Trade Operations, Cicero Books, LLC, 2021, 6th Edition.
2. Murphy, P, and Wood D.F., Contemporary Logistics, Prentice Hall India Learning Private Limited, 2008, 9th Edition.

Reference Books:

1. Donald Bowersox, Logistical Management: The Integrated Supply Chain Process, McGraw Hil, 2017.
2. Ram Singh, International Trade Logistics, Oxford University Press, 2015.

MS77026 **3-0-0 (3)**

Theory of Constraints

Pre-Requisites: **Operations Management**

Course Outcomes:

CO-1	Understand the concepts of Theory of constraints (TOC).
CO-2	Apply the TOC concepts into Production, Finance, Marketing, and Project Management.
CO-3	Understand the critical chain Management and its application.
CO-4	Apply the TOC five step process to improve business performance.
CO-5	Differentiate TOC thinking with the conventional problem-solving approach.

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	3	-	-	-	3	3
CO-2	-	-	3	-	-	-
CO-3	2	3	-	-	2	-
CO-4	-	3	-	-	-	-
CO-5	-	-	3	-	-	-

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Introduction: basics of TOC Theory, tools and applications to different industry functions like Production, Finance, Marketing and Project Management. Tools of Five Steps of Focusing, Identifying System Constraints, Exploiting and Elevating it.

Learning Resources:

Text Books:

1. Eliyahu M Goldratt, Theory of Constraints, North River Press, 2009.
2. Eliyahu M Goldratt, The Goal, North River Press, 2013.

Reference Books:

1. H. William Dettmer, The Logical Thinking Process: A Systems Approach to Complex Problem Solving, ASQC Quality Press, 2007.

MS77028 **3-0-0 (3)**

Service Operations Management

Pre-Requisites: **Operations Management**

Course Outcomes:

CO-1	Understand the role of service strategy in achieving the overall business objective.
CO-2	Evaluate various service facility location methods.
CO-3	Apply the simulation technique for service-related problems.
CO-4	Evaluate the queuing models for service operations.
CO-5	Understand the role of service benchmarking.

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6
CO-1	3	-	-	-	3	3
CO-2	-	-	3	-	-	-
CO-3	2	3	-	-	2	-
CO-4	-	3	-	-	-	-
CO-5	-	-	3	-	-	-

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Introduction to services: Nature and characteristics of services, classification of services and analyzing the service operations, service Strategy, competitive service strategy strategic service vision.

New service design and Development: service system design and delivery process, Technology and automation in services, service encounter, managing human resources in services.

Service facilities: Process analysis of facility layouts, facility location design factors, quantitative models for facility location and multiple service facilities: service facility on a line or on a plane, quantitative models of multiple service facilities**.**

Forecasting: Nature of the demand in services, smoothing customer demand in services, service capacity management, yield management, resource and workforce scheduling in services, Managing waiting lines and Queuing models, characteristics of queuing system, queuing models. Service benchmarking, Data Envelopment Analysis, Application of simulation in service operations management.

Learning Resources:

Text Books:

1. B. Sanjeev Bordoloi , James A. Fitzsimmons, Mona J. Fitzsimmons Fitzsimmons, Mona J, Service Management: Operations, Strategy, and Information Technology, McGraw-Hill, 2023, , 9th Edition
2. Richard D. Metters, Kathryn H. King-Metters, Successful Service Operations Management, South Western, 2005, 2nd Edition

Reference Books:

1. Cengiz Haksever , Barry Render, Service Management and Operations, World Scientific Press, 2017.

Open Electives

MS1475 **3-0-0 (3)**

Marketing Management

Pre-Requisites: **None**

Course Outcomes:

CO-1	Understand concepts and scope of marketing and market oriented strategic planning.
CO-2	Analyze macro level environment
CO-3	Identify factors influencing consumer behavior in competitive global business environment
CO-4	Identify tools and techniques for marketing management through integrated marketing communication systems

Syllabus:

Introduction: Importance of Marketing, Scope of Marketing, Core Marketing concepts company orientation towards marketplace-production concept, Product concept, selling concept and Marketing concept, Societal Marketing and future or Marketing

Market oriented Strategic planning – Defining corporate Mission and Vision Statement at Corporate level and at Business unit level. Assigning resources to Strategic Business units through B.C.G Matrix and G.E Model.

Analysing Macro environment: Demographic environment. Economic Environment, Technical Environment, Social-Cultural Environment and political – Legal Environment**.**

Components of Marketing information systems: Internal Records, Marketing intelligence, Marketing research and Marketing Decision support system**.**

Consumer Behaviour: Buying Decision process and the factors influencing consumer Behavior-Psychological factors, social factors, cultural factors and personal factors.

Importance of Market segmentation, Target market selection and positioning. Importance of new product development process and the various stages involved**.**

Product Life Cycle and Brand Equity: The concept of product lifecycle and the various strategies used by the marketer in each stage. Product characteristics and classification, Product mix and product line decisions Branding Decisions, Building Brand Equity**.**

Pricing: Importance of Pricing, Factors influencing pricing decisions. Various pricing methods cost based and demand-based methods.

Role of Marketing channels: Channel functions and channel levels channel Design and channel Management Decisions, Managing Retailing. Wholesaling and logistics. Importance of Electronic channels.

Marketing Communication: Importance of integrated Marketing communication. Advantages and Disadvantages of Various promotional tools- Advertising, Sales promotion, personal selling, publicity and public Relations and Direct marketing,, Digital Marketing and SEO.

Learning Resources:

Text Books:

1. Philip Kotler, Marketing Management, Pearson, 2022, 16th Edition

2. Ramaswami and Namakumari, Marketing Management: Indian Context Global Perspective, Sage Publishing, 2018, 6th Edition

Reference Books:

1. Philip Kotler, Marketing Management: A South Asian Perspective, Pearson, 2020, 14th Edition
2. Michael Etzel, Bruce J Walker, William Stanton, Ajay Pandit, Marketing Management, McGraw Hill Education, 2017, 14th Edition
3. Rajan Saxena, Marketing Management, McGraw Hill Education, 2017, 5th Edition

MS1476 **3-0-0 (3)**

Human Resource Management

Pre-Requisites: None

Course Outcomes:

CO-1	Understand the concepts and factors contributing to human resource management
CO-2	Outline the functions of human resource management in decision making
CO-3	Analyse the contributions of people practices at industrial and strategic level of human resource management.
CO-4	Apply the digital solutions of human resource management in decision making
CO-05	Apply the principles of human resource management in solving problems in organizations.

Syllabus:

Human Resource Management- Concept, nature, scope, objectives and functions; Transition in HRM- Challenges of HR due to changing world of work

Human resource planning: Determining the demand for workforce, predicting the future supply; Job analysis and Job design; Job description and Job specification; Job evaluation

Functions of HRM - Recruitment and selection, Orientation, Training and development- Methods and evaluation of Training, Learning management system; Career development and planning; Mentoring; Performance appraisal and Performance Management, Methods of performance appraisal, Compensation & reward Management, incentives, types of incentives; Transfers, Promotions, Handling separations, Downsizing.

Industrial Relations- Nature, Importance, Trade Unions; Collective bargaining – Distributive bargaining vs Integrative bargaining, Workers' participation movement.

Trends in HRM- Diversity management- DEI, Cross-cultural management; Employee Engagement, HRIS, HR analytics, Digital HRM, Green HRM.

Learning Resources:

Text Books:

1. Dessler, G., & Varkkey, Human Resource Management,Pearson Education, 2020, 16th Edition
2. Richard D. Daft & Nishant Uppal, Understanding the Theory and Design of Organizations, Cengage Learning, 2020, 11th Edition

Reference Books:

1. Susan L. Verhulst & David A. DeCenzo, Human Resource Management, 2021, 13th Edition
2. David A. Decenzo and Stephens P. Robbins, Human Resource Management, John Wiley & Sons, 2018, 12th Edition

Other Suggested Readings:

1. https://nptel.ac.in/courses/110105069
2. www.shrm.com
3. www.hrkatha.com

SYLLABI

Minor: Management

MS1M01 **3-0-0 (3)**

Principles of Marketing

Pre-Requisites: None

Course Outcomes:

CO-1	Analyze the importance of Marketing in a business organization.
CO-2	Identify environmental factors which influence business firm.
CO-3	Analyze the effect of competition on the business environment.
CO-4	Implement different models and strategies used by organizations.

Syllabus:

Introduction: Introduction to Marketing Management, Core Concepts of Marketing, Marketing Orientations, Analyzing Marketing Environment, Marketing Research, Marketing Mix, Marketing Strategy, Marketing Strategy

Product Life Cycle and Branding: The concept of product lifecycle and the various strategies used by the marketer in each stage. Product characteristics and classification, Product mix and product line decisions Branding Decisions, Building Brand Equity.

Pricing: Importance of Pricing, Factors influencing pricing decisions. Various pricing methods-cost based and demand based methods.

Consumer Behaviour and Marketing Channels: Consumer Behavior, Segmentation, Targeting and Positioning, Distribution systems, Channels of distribution

Communication: Sales teams and targets, Integrated Marketing communications, Role of Social Media, Promotion mix elements, Role of contemporary modes of marketing communications, CRM and International Marketing

Learning Resources:

Text Books:

1. Philip Kotler, Marketing Management, Pearson, 2022, 16th Edition
2. Ramaswami and Namakumari, Marketing Management: Indian Context Global Perspective, Sage Publishing, 2018, 6th Edition

Reference Books:

1. Philip Kotler, Marketing Management: A South Asian Perspective, Pearson, 2020, 14th Edition
2. Michael Etzel, Bruce J Walker, William Stanton, Ajay Pandit, Marketing Management, McGraw Hill Education, 2017, 14th Edition
3. Rajan Saxena, Marketing Management, McGraw Hill Education, 2017, 5th Edition

MS1M02 **3-0-0 (3)**

Human Capital Management

Pre-Requisites: **None**

Course Outcomes:

CO-1	Understand the concepts and factors contributing to human resource management
CO-2	Outline the functions of human resource management in decision making
CO-3	Analyze the contributions of people practices at industrial and strategic level of human resource management.
CO-4	Apply the digital solutions of human resource management in decision making
CO-5	Adapt the principles of human resource management in solving problems in organizations.

Syllabus:

Human Resource Management- Concept, nature, scope, and objectives; Shift in HR function; Strategic HR in changing environment, Challenges of HR due to changing world of work

Human resource planning: Determining the demand for workforce, predicting the future supply; Job analysis and Job design

Functions of HRM - Recruitment and selection, Training and development- Methods and evaluation of training; Career development and planning; Performance appraisal- Methods, Performance management, Compensation and reward management, Measuring human capital management, HR accounting, HR audit, Transfers, Promotions, Handling separations, Downsizing.

Industrial Relations- Nature, Importance, Trade Unions. Collective bargaining, Workers participation movement, Managing employee safety and health, Labour codes,

Trends in HRM- Diversity Management - DEI, Cross cultural management; Employee engagement, HRIS, HR analytics, Digital HRM, Green HRM.

Learning Resources:

Text Books:

1. Dessler, G., & Varkkey, Human Resource Management, Pearson Education, 2020, 16th Edition
2. Richard D. Daft & Nishant Uppal, Understanding the Theory and Design of Organizations, Cengage Learning, 2020, 11th Edition

Reference Books:

1. Susan L. Verhulst & David A. DeCenzo, Human Resource Management, 2021, 13th Edition
2. David A. Decenzo and Stephens P. Robbins, Human Resource Management, John Wiley & Sons, 2018, 12th Edition

Other Suggested Readings:

1. https://nptel.ac.in/courses/110105069
2. www.shrm.com
3. www.hrkatha.com

MS1M03 **3-0-0 (3)**

Financial Markets and Investment Analysis

Pre-Requisites: **None**

Course Outcomes:

CO-1	Acquaint students with the basic concept of the Indian Financial System and its components such as Financial Institutions, Markets, Instruments, and Financial Services.
CO-2	Create familiarity of operations of Money market and Capital Market mechanism.
CO-3	Impart on the student's knowledge of the financial institutions, their functions and role they play in the economy of India.
CO-4	Understand various financial services and their significance in the operations of markets as well as economy.
CO-5	Relate students with the basic concepts and principles of investment analysis.

Syllabus:

Indian Financial System: Overview of Indian Financial System, Components of Indian Financial System – Financial Institutions, Markets, Instruments and Financial Services, Functions of a Financial System, Financial Markets- Functions and Organization.

Money Market & Capital Markets: Functions of Money Market, Benefits of Efficient Money Markets, The Indian Money Market. Functions of Capital Market, History of Indian Capital Market, Capital Market Scams, Reforms in Capital Market, The Primary Market and The Secondary Market.

Financial Institutions: Meaning and Role of Financial Institutions, Development Financial Institutions in India – Industries Development Bank of India (IDBI), Small Industries Development Bank of India (SIDBI), Industrial Finance Corporation of India (IFCI), Export-Import Bank of India (EXIM) etc.

Financial Services: Meaning and Definition of Financial Services, Importance, Various Financial Services – Investment Banking, Merchant Banking, Depositories and Custodians, Credit Rating, Mutual Funds, Securitization, Venture Capital Financing, Factoring and Forfaiting Services.

Investment: Meaning, Objectives and Characteristics of Investments, Investment vs. Speculation, Investment vs. Gambling, Types of Investors, Investment Avenues.

Investment Analysis – Concepts of Fundamental Analysis and Technical Analysis, Fundamental Analysis – Economic Analysis, Industry Analysis and Company Analysis, Technical Analysis – Meaning and Basic Principles of Technical Analysis, Dow Theory, Tools of Technical Analysis, Important Chart Formations or Price Patterns and Technical Indicators, Criticisms of Technical Analysis.

Text Books:

1. Pathak, B, The Indian Financial System: Markets, Institutions and Services, Pearson Education, 2018.
2. Gomez, C, Financial Markets, Institutions and Financial Services, Prentice Hall India Learning Private Limited, New Delhi, 2008.

Reference Books:

1. Bhole, L. M. and Mahakud, J, Financial Institutions and Markets: Structure, Growth and Innovations, McGraw Hil, 2018.
2. Khan, M. Y, Indian Financial System, McGraw Hill, 2018.

Other Suggested Readings:

1. https://www.financialexpress.com
2. https://economictimes.indiatimes.com
3. http://www.capitaline.com/
4. http://dbie.rbi.org.in
5. http://finmin.nic.in/
6. http://dbie.rbi.org.in
7. http://mospi.nic.in/
8. http://rbi.org.in

MS1M04 **3-0-0 (3)**

Operations Management

Pre-Requisites: None

Course Outcomes:

CO-1	Expose the student to the role of competitive priorities in achieving overall business objective.
CO-2	Familiarize about current trends and challenges of operations at strategic level.
CO-3	Develop different demand forecasting methods in business environment.
CO-4	Evaluate various location and layout methods at supply chain level.
CO-5	Understand role of Quality management in Manufacturing and Services.

Syllabus:

Objectives of operations Management - Functions of Operations Management – Competitive Priorities & Challenges of Operations Management - Forecasting - Use of forecasting in operation planning - Techniques of forecasting - Regression analysis, Time series, Moving average, exponential smoothing - Accuracy of forecasts.

Strategic Design of Operations -Plant location concepts - Factors affecting location decisions and techniques - Plant layout concepts - Types of layouts and their characteristics – Performance measures for layout design , capacity planning

Operations decisions - Inventory Functions & Types of Inventories – Inventory costs - Economic order quantity calculations - Modification of E.O.Q under quantity discounts. Inventory Control Systems (P & Q Systems) – certain and uncertain environments of supply and demand. Techniques of Selective Inventory control - Pareto analysis – Just-in-time (JIT) Manufacturing concepts – Kanban system

Aggregate production planning strategies - Material requirement planning (MRP) – MRP inputs & outputs - scheduling and Sequencing problems, Introduction to Quality Management, ISO Standards.

Text Books:

1. Lee J. Krajewski and Larry P. Ritzman, Operations Management: Processes and supply chain, Pearson Education, 2018, 2nd Edition.
2. Heizer J and Render B, Production and Operations Management: Strategies and Tactics, Prentice-Hall, 2017,12th Edition.

Reference Books:

1. Norman Gaither and Greg Fraizer, Operations Management, Cengage Publishers, 2015, 9th Edition.
2. Chase R B, Shankar R and Jacobs F R Operations and Supply chain Management, McGraw Hill, 2023, 17th Edition.
3. Mahadevan B, Operations Management – Theory & Practice, Pearson Education, 2015,3rd Edition.

Other Suggested Readings:

1. https://nptel.ac.in/courses/112/107/112107238/
2. https://nptel.ac.in/courses/110/107/110107141/

MS1M05 **3-0-0 (3)**

Innovation Management

Pre-Requisites: **None**

Course Outcomes:

CO-1	Expose the student to the role of competitive priorities in achieving overall business objective.
CO-2	Familiarize about current trends and challenges of operations at strategic level.
CO-3	Develop different demand forecasting methods in business environment.
CO-4	Evaluate various location and layout methods at supply chain level.
CO-5	Understand role of Quality management in Manufacturing and Services.

Course Articulation Matrix:

	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12	PSO-1	PSO-2	PSO-3	PSO-4
CO-1	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
CO-2	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
CO-3	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
CO-4	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
CO-5	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

1 - Slightly; **2 - Moderately;** **3 - Substantially**

Syllabus:

Introduction to innovation – What is innovation? Schumpeter's distinction between invention and innovation. Macroeconomic view of innovation – Process (innovation; core), Offering (Product/Service performance, Service systems, customer service), Delivery (Channel, Brand, customer experience), Finance (Biz model, value network); Assumptions and barriers to innovation, Design Thinking

Dimensions of Innovation – Product, Process, Position, and Paradigm; Innovation typology

Diffusion of innovation - considering the forming and framing of public opinion and the societal impacts using scientific and interactive methods are necessary, and possible with technology assessment.

Open Innovation (OI) – Outside-In; Inside-out. Firm centric OI; Management of OI networks; Role of users and communities in OI.

Text Books:

1. Tan, S. F, Managing Innovation: Technology, Consumer and Sustainability Perspective, and the Challenges, In Leveraging Consumer Behavior and Psychology in the Digital Economy, IGI Global, 2020
2. Gurtner, S., Spanjol, J., & Griffin, A, Leveraging Constraints for Innovation: New Product Development Essentials from the PDMA, John Wiley & Sons, 2018

Reference Books:

1. Chesbrough, H., Vanhaverbeke, W., & West, J. (Eds.), New frontiers in open innovation, Oxford, 2014

2. Chesbrough, H., Open innovation results: Going beyond the hype and getting down to business, Oxford University Press, 2019
3. Chesbrough, H. W., Open innovation: The new imperative for creating and profiting from technology, Harvard Business Press, 2003.