NATIONAL INSTITUTE OF TECHNOLOGY WARANGAL



SCHEME OF INSTRUCTION AND SYLLABI

For MBA Program

(Effective from 2021-22)

SCHOOL OF MANAGEMENT

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 globally competitive environment.
- Allowing stake holders 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

School of Management

VISION

To carve engineers into corporate leaders

MISSION

- To impart management education synchronized with the needs of the industry.
- To strengthen leadership qualities.
- To enhance the analytical and problem-solving abilities.

School of Management:

In the contemporary world of rapidly changing global business, which are technology intensive and consumer oriented, the acumen needed for managers is being revolutionized. Recognizing this the institute has designed a comprehensive MBA programme exclusively for engineers. Thus came to light the “School Of Management (SOM)” at NIT Warangal.

The MBA program offered by the School of Management is exclusively for engineering graduates. It is a two year course that runs into 8 quarters. The program has extensive electives in the specialized areas of Marketing Management, Human Resource Management, Financial Management, Operations Management, Information Technology and allied areas of management. Students are exposed to industrial training (8weeks) after completion of 1st year and the project work (12weeks) during their final quarter.

The school of Management provides a well-balanced combination of academic and practical business oriented content. The updated curriculum with its wide range of video materials, databases like prowess, case studies, research projects and other tools aim at enhancing the understanding of the business reality and also imbibing problem-solving skills. The school has been accredited with Tata Consultancy Services and is having good placements. The School has fully air conditioned classrooms with Wi-Fi facility and on-desk microphone with other modern digital gadgets.

List of Programs offered by the Department:

Program	Title of the Program
MBA	2 year full time MBA Program
Ph.D.	Ph.D. in Management

Note: Refer to the following weblink for Rules and Regulations of PG programs:
https://nitw.ac.in/main/%20RulesandRegulations/PGProgrammes/

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	PEO1	PEO2
M1	2	3
M2	1	3
M3	2	3

1-Slightly; 2-Moderately; 3-Substantially

Master of Business Administration – School of Management

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.

SCHEME OF INSTRUCTION

Master of Business Administration – Course Structure

I - Year, I – Quarter

S.No.	Course Code	Course Title	L	T	P	Credits	Category Code
1	HS5101	Business Communication	3	1	0	2	PCC
2	MA5334	Business Statistics	2	2	0	2	PCC
3	SM5101	Management Theory and Practice	2	2	0	2	PCC
4	SM5102	Financial and Cost Accounting	2	2	0	2	PCC
5	SM5103	Economic Analysis for Business Decisions	3	1	0	2	PCC
6	SM5104	Information Management	3	1	0	2	PCC
7	SM5105	Social Impact Lab	0	1	2	1	PCC
8	SM5106	Positive Wellbeing	1	0	0	Audit	PDC
		Total	**16**	**10**	**2**	**13**	

I - Year, II – Quarter

S.No.	Course Code	Course Title	L	T	P	Credits	Category Code
1	MA5335	Decision Methods for Management	2	2	0	2	PCC
2	SM5107	Corporate Accounting	2	2	0	2	PCC
3	SM5108	Macro-Economic Theory and Practice	3	1	0	2	PCC
4	SM5109	Marketing Management – I	3	1	0	2	PCC
5	SM5110	Organizational Behaviour	3	1	0	2	PCC
6	SM5111	Business Analysis	3	1	0	2	PCC
7	SM5112	Behavioral Lab	0	1	2	1	PCC
8	SM5113	Corporate Grooming	1	0	0	Audit	PDC
		Total	**17**	**9**	**2**	**13**	

PCC – Professional Core Courses; PDC – Professional Development Courses

SCHEME OF INSTRUCTION

Master of Business Administration – Course Structure

I - Year, III – Quarter

S.No.	Course Code	Course Title	L	T	P	Credits	Category Code
1	SM5151	Business Research Methodology	2	2	0	2	PCC
2	SM5152	Financial Management –I	2	2	0	2	PCC
3	SM5153	Strategic Design of Operations	3	1	0	2	PCC
4	SM5154	Marketing Management – II	3	1	0	2	PCC
5	SM5155	Human Resource Management	3	1	0	2	PCC
6	SM5156	Corporate Governance & Society	3	1	0	2	PCC
7	SM5157	Programming for Data Analytics	0	1	2	1	PCC
8	SM5158	Human Values and Ethics	1	0	0	Audit	PDC
		Total	**17**	**9**	**2**	**13**	

I - Year, IV – Quarter

S.No.	Course Code	Course Title	L	T	P	Credits	Category Code
1	SM5159	Operations Planning and Control	3	1	0	2	PCC
2	SM5160	Financial Management - II	2	2	0	2	PCC
3	SM5161	Strategic Management	2	2	0	2	PCC
4	SM5162	International Business	3	1	0	2	PCC
5	SM5163	Information Systems Strategy	3	1	0	2	PCC
6	SM5164	Business Analytics	2	2	0	2	PCC
7	SM5165	Simulation Lab	0	1	2	1	PCC
8	SM5166	Career Development skills	1	0	0	Audit	PDC
		Total	**16**	**10**	**2**	**13**	

PCC – Professional Core Courses; PDC – Professional Development Courses

SCHEME OF INSTRUCTION

Master of Business Administration – Course Structure

II - Year, I – Quarter

S.No.	Course Code	Course Title	L	T	P	Credits	Category Code
1	SM6101	E-Business	3	1	0	2	PCC
2	SM6102	Supply Chain Management	3	1	0	2	PCC
3	SM	Elective – I	2	2	0	2	PEC
4	SM	Elective – II	2	2	0	2	PEC
5	SM	Elective – III	2	2	0	2	PEC
6	SM	CE - I	2	2	0	2	PEC
7	SM6103	Internship	-	-	-	2	INT
		Total	**14**	**10**	**0**	**14**	

II - Year, II – Quarter

S.No.	Course Code	Course Title	L	T	P	Credits	Category Code
1	SM6104	Entrepreneurship	3	1	0	2	PCC
2	SM6105	Project Management	3	1	0	2	PCC
3	SM	Elective - IV	2	2	0	2	PEC
4	SM	Elective - V	2	2	0	2	PEC
5	SM	Elective - VI	2	2	0	2	PEC
6	SM	CE-II	2	2	0	2	PEC
		Total	**14**	**10**	**0**	**12**	

PCC – Professional Core Courses; PEC – Professional Elective Courses; INT- Internship; CE-Contemporary Elective

SCHEME OF INSTRUCTION

Master of Business Administration – Course Structure

II - Year, III – Quarter

S.No.	Course Code	Course Title	L	T	P	Credits	Category Code
1	SM6151	Technology Management	3	1	0	2	PCC
2	SM6152	Total Quality Management	3	1	0	2	PCC
3	SM	Elective - VII	2	2	0	2	PEC
4	SM	Elective - VIII	2	2	0	2	PEC
5	SM	Elective -IX	2	2	0	2	PEC
6	SM	CE-III	2	2	0	2	PEC
		Total	**14**	**10**	**0**	**12**	

II - Year, IV – Quarter

S.No.	Course Code	Course Title	L	T	P	Credits	Category Code
1	SM6199	Dissertation	-	-	-	10	DIS
		Total				**10**	

PCC – Professional Core Courses; PEC – Professional Elective Courses; DIS- Dissertation; CE-Contemporary Elective

Credits in Each Semester									
Cat. Code	**Qtr-I**	**Qtr-II**	**Qtr-III**	**Qtr-IV**	**Qtr-V**	**Qtr-VI**	**Qtr-VII**	**Qtr-VIII**	**Total**
BSC	-	-	-	-	-	-	-	-	-
ESC	-	-	-	-	-	-	-	-	-
PCC	13	13	13	13	4	4	4	-	64
PEC	-	-	-	-	8	8	8	-	24
OEC	-	-	-	-	-	-	-	-	-
HSC	-	-	-	-	-	-	-	-	-
PDC	Audit	Audit	Audit	Audit	-	-	-	-	-
Dissertation	-	-	-	-	-	-	-	10	10
Seminar	-	-	-	-	-	-	-	-	-
Internship	-	-	-	-	2	-	-	-	2
Total	**13**	**13**	**13**	**13**	**14**	**12**	**12**	**10**	**100**

Program Elective Courses

Contemporary Electives		
S. No.	**Course Code**	**Course**
1	SM6011	Strategic Leadership and Managing contemporary organizations
2	SM6012	Multi criteria Decision Analysis
3	SM6013	Design Thinking
4	SM6014	Current Policies of India
5	SM6015	Block Chain Technology
6	SM6016	Family Business Management
7	SM6017	Business Consulting
8	SM6018	Contemporary Issues in Finance
9	SM6061	Conflict Management
10	SM6062	Negotiation Analysis
11	SM6063	Leveraging Web 2.0 – Social Media, Online Advertising and Web

		Analytics
12	SM6064	Innovation Management
Finance & Investment		
S. No.	**Course Code**	**Course**
1	SM6111	Investment Analysis and Portfolio Management
2	SM6112	International Finance
3	SM6113	Financial Markets, Institutions, and Services
4	SM6114	Commodity and Financial Derivatives
5	SM6115	Mergers and Acquisitions
6	SM6116	Behavioral Finance
7	SM6117	Public Finance
8	SM6118	Financial Analytics
9	SM6161	Risk Management
10	SM6162	Modern Banking Management
11	SM6163	Financial Engineering
12	SM6164	Treasury and Forex Management

Human Resource Management		
S. No.	**Course Code**	**Course**
1	SM6211	Training and Development
2	SM6212	Performance Management
3	SM6213	Industrial Relations
4	SM6214	Labour Legislation
5	SM6215	Compensation Management
6	SM6216	Organizational Change and Development
7	SM6217	Talent and Competency Management
8	SM6218	HR Analytics
9	SM6261	Strategic Human Resource Management
10	SM6262	Measuring Human Resources
11	SM6263	Global HRM& Cross-Cultural Management
12	SM6264	Digital HRM

Information Technology and Analytics		
S. No.	**Course Code**	**Course**
1	SM6311	Enterprise Resource Planning
2	SM6312	Agile Project Management Techniques
3	SM6313	Product Management in Enterprise Software
4	SM6314	E-Government
5	SM6315	Enterprise Transformation in the Digital World
6	SM6316	Current and Emerging Issues in IT Management
7	SM6317	Time Series Forecasting
8	SM6318	Deep Learning
9	SM6361	Technological Forecasting and Assessment
10	SM6362	Enterprise Cloud Computing
11	SM6363	AI Enabled Systems
12	SM6364	Big Data & Ecosystems

Marketing		
S. No.	**Course Code**	**Course**
1	SM6411	Integrated Marketing Communications
2	SM6412	Consumer Behavior
3	SM6413	Marketing Research
4	SM6414	Retail Marketing
5	SM6415	International Marketing
6	SM6416	Services Marketing
7	SM6417	Strategic Marketing
8	SM6418	Digital Marketing
9	SM6461	Marketing Metrics and Analytics
10	SM6462	Business to Business Marketing
11	SM6463	Sales and Distribution Management
12	SM6464	Product Management

Operations		
S. No.	**Course Code**	**Course**
1	SM6511	Service Operations Management
2	SM6512	Strategic Sourcing
3	SM6513	Theory of Constraints
4	SM6514	Supply Chain Analytics
5	SM6515	International Business Logistics
6	SM6516	Lean Management
7	SM6517	Operations Strategy
8	SM6561	Business Simulation Analysis
9	SM6562	Business Process Reengineering

DETAILED SYLLABUS

Master of Business Administration

Course Code: HS5101	BUSINESS COMMUNICATION	Credits 3-1-0: 2

Pre-Requisites: None

Course Outcomes:

At the end of the course, the student will be able to:

CO1	Understand the nuances of real-time business communication
CO2	Show an awareness of the nature and importance of communication in business context.
CO3	Develop a sound knowledge of business practices
CO4	Conduct themselves with confidence in applying language skills in the context of business communication
CO5	Draft effective business correspondence with brevity and clarity.
CO6	Demonstrate their verbal and non-verbal communication ability through oral presentations and Group Discussions
CO7	Create various types of business reports, proposals and memos

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	2	3	3	3
CO2	3	3	3	2	3	3
CO3	2	3	3	3	3	3
CO4	2	3	2	3	3	3
CO5	2	3	3	2	3	3
CO6	1	3	3	2	2	2
CO7	2	2	2	2	2	2

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Importance of communication in Business Context: Qualities of Business Communication

Business Idioms, Strategies for sentence and paragraph construction, Five Levels of Communication, Assertive Communication, Iceberg Theory of Communication in Business World

The Process and Types of Communication: Overview of Communication, Meta-Communication, Essential Communication, Interpersonal Skills- Introduction to Interpersonal Communication, Behaviour and Communication, Personality and Communication

Oral Communication: Basics of communicative English, Fundamentals of Oral Communication Glossophobia& Lack of Confidence, Oral presentations & Group Discussions

Professional Writing - The Basics: Written Business Communication Basics, Being Managerially Appropriate, Getting it write the First Time

Professional Writing – Applications: Business letters for precision, brevity and courtesy**,** Business memos, reports and proposals, Email and mobile etiquette in business

Learning Resources:

Text Books:

1. Lesikar's Basic Business Communication, Raymond V. Lesikar, John D. Pettit, Marie E. Flatley, Publisher: Irwin, 7th Edition,1999.

Reference Books:

1. Developing Communication Skills, Krishna Mohan, MeeraBanerji, Macmillan Publishers India
2. Business Correspondence and Report Writing , R.C. Sharma &Krishna Mohan, Publisher: Tata McGraw-Hill, 3rd Edition, 2008

Course Code: MA5334	BUSINESS STATISTICS	Credits 2-2-0: 2

Pre-Requisites: None

Course Outcomes:

At the end of the course, the student will be able to

CO1	Understand the concepts of statistics for business decisions.
CO2	Apply the concepts of descriptive statistics in decision making
CO3	Apply the concepts of inferential statistics for business problems.
CO4	Analyse non-normal data methods in business decisions.
CO5	Develop statistical analysis from the data using spread sheets.

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	1	1	3	2
CO2	3	3	1	1	3	2
CO3	3	3	1	1	3	2
CO4	3	3	1	1	3	2
CO5	3	3	2	1	3	2

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Review of Measures of central tendency andDispersion and implementation in Excel

Probability: Introduction to probability, Probability distribution Function, Cumulative Distribution Function, Conditional Probability, Problems on Addition and multiplication theorems and Bayes theorem

Probability Distributions: Random variables,Continuous random variables, Binomial, Poisson and Normal distributions, mean, standard deviation and properties, fitting the data to these distributions – case studies using Excel

Sampling and sampling distribution: Introduction to sampling, Random Sampling, non-random sampling, introduction to sampling distributions.

Hypothesis Testing: Type I and Type II Errors, Point Estimation, interval estimation and Confidence intervals, Tests for single sample and tests for two samples. Chi-square test for goodness of fit and test of independence, Analysis of Variance (ANOVA), one way and 2 way classification, non-parametric tests, sign test, rank sum test and Mann-Whitney U test.

Correlation and Regression Analysis: Correlation, Rank correlation, Simple regression analysis and interpreting output, multiple regression models, interpreting the result. Case studies using spread sheets.

Learning Resources:

Text Books:

1. Statistics for Management, Richard I. Levin, David S. Rubin, Sanjay Rastogi, Masood Husain Siddiqui, Pearson, Seventh Edition, 2016.
2. Business statistics: Contemporary Decision Making, Ken Black, John Wiley publications, Tenth Edition, 2019.

Reference Books:

1. Business statistics using Excel, Glyn Davis and BrancoPecar, Oxford University Press, 2014.
2. EXCEL statistics, A quick guide, Neil J. Salkind, Sage Publications,2013.
3. Statistics for Business and Economics, Anderson, Cengage, Learning Publisher; 13th edition, 2015.
4. Business Statistics, JK Sharma, Vikas Publishing House Private Limited,2014.

Online Resources:

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

Course Code: SM5101	MANAGEMENT THEORY AND PRACTICE	Credits 2-2-0: 2

Pre-Requisites: None

Course Outcomes:

At the end of the course, the student will be able to

CO1	Define theoretical & practical insights for effectively managing the organizational structures
CO2	Outline the functions of management for better decision making
CO3	Apply the principles of management to organizational process.
CO4	Discover the abilities of motivation and leading.
CO5	Build an effective environment in decision making

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	2	1	1	2	2
CO2	2	2	2	2	3	2
CO3	3	2	3	3	2	3
CO4	2	3	3	3	3	3
CO5	3	3	3	3	3	3

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Introduction to Management: The Evolution of Management Theory, Organizational and Natural Environments, Inventing and Reinventing Organizations,

Functions: Planning, Organising, Organizational Design and Organizational Structure, Power and the Distribution of Authority, Human Resource Management,

Managing Organizational Change and Innovation, Decision Making, Motivation, Leadership, Controlling and Managerial Practices.

Learning Resources:

Text Books:

1. Management, James A. F. Stoner, R. Edward Freeman, Amitabh DeoKodwani Daniel R. Gilbert, Pearson, 2018.

Reference Books:

1. Management,Robbins, Stephen, & Mary Coulter,Pearson Education,2019
2. Organizational Behaviour,Luthans, F., McGraw Hill,2018

Course Code: SM5102	FINANCIAL AND COST ACCOUNTING	Credits 2-2-0: 2

Pre-Requisites: None

Course Outcomes:

At the end of the course, the student will be able to

CO1	Acquaint students with the basic concepts of financial accounting and cost accounting.
CO2	Understand different tools of financial accounting and cost accounting which would be helpful for financial decision making.
CO3	Prepare the balance sheet to Summarize the profit or loss of the business.
CO4	Inference cost control by preparing cost sheet and quotations
CO5	Examine variance in inventory.

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	-	-	-	-	-
CO2	-	2	-	-	-	-
CO3	3	3	1	-	-	-
CO4	3	3	-	1	-	-
CO5	3	3	-	-	-	-

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Financial Accounting-Introduction: Meaning of Financial Accounting, Objectives and Functions of Financial Accounting, Distinction between Financial Accounting, Cost Accounting and Management Accounting, Double Entry Systems, Capital and Revenue Expenditure and Receipts, Basic Terms Used in Accounting, Accounting Concepts and Conventions.

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

Depreciation: Accounting Concept of Depreciation, Objectives and Causes of Depreciation, Methods of Calculating Depreciation – Straight Line Method and Diminishing Balance Method.

Cost Accounting: Nature and Scope, Meaning of Costing, Cost Accounting and Cost Accountancy, Concept of Cost, Cost Centre, Cost Unit and Cost Object, Methods of Costing, Techniques of Costing, Classification of Costs, Elements of Costs, Meaning of Cost Sheet, Methods of Preparing Cost Sheet, Treatment of Stocks, Price Quotation or Tenders and Estimated Cost Sheet, Inventory Valuation – Meaning and Definition, Importance of Inventory

Valuation, Inventory Costing Methods – Specific Identification, First in First Out (FIFO), Last in First Out (LIFO) and Average Cost.

Learning Resources:

Text Books:

1. A Textbook of Accounting for Management, Maheshwari, S. N., Maheshwari, S. K. and Maheshwari, S. K, Vikas Publishing House Pvt. Ltd., New Delhi, 2018.
2. Financial Accounting for Management, Ramachandran, N. and Kakani, R. K. Tata McGraw Hill Education Private Limited, New Delhi, 2017.

Reference Books:

1. Accounting for Management, Khatri, D. K. McGraw Hill Education (India) Private Limited, New Delhi, 2017.
2. Accounting for Management, Arora, M. N., and Khanna, R. A, Himalaya Publishing House, Mumbai, 2019.

Course Code: SM5103	ECONOMIC ANALYSIS FOR BUSINESS DECISIONS	Credits 3-1-0: 2

Pre-Requisites: None

Course Outcomes:

At the end of the course, the student will be able to

CO1	Understand the concepts of Micro economics.
CO2	Analyse the supply demand concepts and Equilibrium.
CO3	Analyse the cost function concepts.
CO4	Understand the learning curves concepts.
CO5	Differentiate types of markets and its competition analysis.

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	-	-	-	3	3
CO2	-	-	3	-	-	-
CO3	2	3	-	-	2	-
CO4	-	3	-	-	-	-
CO5	-	-	3	-	-	-

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Overview of decisions: Basic economic relations, Marginal analysis, Incremental analysis. Role of Business and entrepreneurs shaping the economy

Demand and Supply: supply framework and Determinants of demand, Demand Sensitivity, Demand Forecasting, Supply curve, Determinants of Supply curve, Demand supply Equilibrium.

Production: Production process, Costs, Cost curves, Total marginal and Average product, the role of revenue and cost in production, Return to scale, production function. Cost analysis and opportunity cost, brief Review of Production Economics and Cost Minimization, Cost Concepts: Fixed, Variable and Sunk, Total, Average, and Marginal Cost in the Short Run and Long Run, Short-run and long-run costs, learning curves, and economies of scope, CVP analysis.

Market structures: perfect competition, and Profit maximization.Types of Markets: Competitive, Monopoly/Monopsony and Oligopoly/Oligopsony Competitive strategies in the market, pricing practices.

Learning Resources:

Text Books:

1. Managerial Economics, D N Dwivedi, Vikas Publishing House Private Limited, 2015
2. Managerial economics, Geetika, Piyali Ghosh and Purba Roy Choudhury, McGraw Hill, 2017

Reference Books:

1. Managerial economics, Paul G Keat, Philip K Y Young, and Sreejata Banerjee, Pearson, 2017.
2. Managerial Economics: Concept and Applications,Thomas and Maurice, McGraw- Hill, 2009

Course Code: SM5104	INFORMATION MANAGEMENT	Credits 3-1-0: 2

Pre-Requisites: None

Course Outcomes:

At the end of the course, the student will be able to

CO1	Compare and contrast the various information systems and their advantages.
CO2	Illustrate the security systems in appropriate scenarios.
CO3	Explain the rationale of service architecture in the contemporary applications.
CO4	Understand the role of information life cycle management.
CO5	Demonstrate the role of enterprise and enterprise information systems.

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	-	-	3	2
CO2	2	2	-	-	2	1
CO3	2	2	-	-	2	1
CO4	3	2	-	-	2	2
CO5	2	2	-	-	3	2

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Overview of information management: Information System, evolution, types based on functions and hierarchy, Functional Information Systems, DSS, EIS, KMS, GIS, International Information System. And various Cloud infrastructure services.

Information Security: Cryptography (classical and public key encryption), Network Security applications (authentication, electronic mail security, IP security, web security), System security (intruders, malicious software, firewalls)

Service Architecture: Service oriented architecture; Design patterns; MVC; MVVW; MVP

Information lifecycle management: Lifecycle management; data retention policies; confidentiality and sensitive data handling.

Enterprise information management: Overview of Enterprise Information Management & risks

New IT initiatives: Role of information management in ERP, E-business, E-governance, Big data; IoT.

Learning Resources:

Textbooks:

1. Information Assurance for the Enterprise – A Roadmap to Information Security, Corey Schou and Dan Shoemaker, Tata McGraw Hill, 2017
2. Data protection and information lifecycle management. Petrocelli, T. Prentice Hall PTR, 2015.

Reference Books:

1. Enterprise Resource Planning, Alexis Leon, McGraw Hill, 2011
2. Overview of ASP .NET Core MVC. Smith, S. Microsoft. 2018.

Online Resources:

1. https://www.upgrad.com/blog/mvc-architecture-in-java

Course Code: SM5105	SOCIAL IMPACT LAB	Credits 0-1-2: 1

Pre-Requisites: None

Course Outcomes:

At the end of the course, the student will be able to

CO1	Understand the impact of technology on society
CO2	Get Sensitized to need of the hour and act accordingly
CO3	Take team initiatives to develop technology to support the needy
CO4	Understand using technology as a circular flow for a sustainable environment
CO5	Develop as thought leader to generate wealth from waste

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	2	2	1	2	1
CO2	2	2	2	2	2	1
CO3	2	2	2	3	2	1
CO4	2	3	2	3	2	2
CO5	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: introducing them to Juggard technologies.

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

Learning Resources:

Text Books:

1. Juggad Innovation: A frugal and flexible Approach to Innovation For the 21st Century, NaviRadjou, JaideeepPrabhu, and Simone Ahuja, Random House India, 2012

Online Resources:

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

Course Code SM5106	Positive Wellbeing	Credits 1-0-0:Audit

Pre-Requisites: None

Course Outcomes:

At the end of the course, the student will be able to

CO1	Demonstrate mindful living
CO2	Understand practices and methods to achieve well being
CO3	Ability to handle the strain from global, social atmosphere
CO4	Ability to exhibit resilience and coherence

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	-	3	3	2	-	3
CO2	-	2	3	1	2	3
CO3	3	1	1	1	1	3
CO4	2	2	2	2	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:

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

Course Code MA5335	DECISION METHODS FOR MANAGEMENT	Credits 2-2-0: 2

Pre-requisites:Concepts of Business Statistics (MA5334)

Course Outcomes:

At the end of the course, the student will be able to

CO1	Understand the role of operations Research in solving business problems.
CO2	Develop Transportation and Assignment problems using suitable method for business problems.
CO3	Understand the concepts of Integer programming and apply to suitable business problems.
CO4	To understand game theory strategies and solve problems in game theory.
CO5	Understand the importance of sensitivity analysis in improving decision making.

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	-	-	-	3	3
CO2	1	-	3	-	-	-
CO3	2	3	-	-	2	-
CO4	1	-	-	-		-
CO5	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. Operation Research, Taha H.A., Pearson, 10th Edition, 2016.
2. Introduction to Optimization: Operations Research,J.C. Pant, Jain Bros, 2008

Reference Books:

1. Operations Research, Hillier, Fredrick S and Gerald J. Lieberman, McGraw Hill, 2008.
2. Operations Research: Principles and Applications, Srinivasan G., Prentice-Hall,2008.

Course Code: SM5107	CORPORATE ACCOUNTING	Credits 2-2-0: 2

Pre-requisites:Concepts of Financial Accounting (SM5102)

Course Outcomes:

At the end of the course, the student will be able to

CO1	Classify the students with the basic concepts of corporate accounting.
CO2	Build and judge the company accounts.
CO3	Illustrate amalgamation concept.
CO4	Demonstrate Goodwill and inference to company accounts
CO5	Determine Valuation of Goodwill

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	-	-	-	-	-
CO2	2	2	-	-	-	-
CO3	1	-	1	-	-	-
CO4	-	-	-	1	-	-
CO5	-	-	-	-	1	-

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

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.

Accounting for Debentures: Meaning of Debentures, Classification of Debentures, Issue of Debentures at Premium, at Discount, Redemption of debentures, Underwriting Commissions and Brokerage on Debentures.

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

Valuation of Goodwill: Meaning, Nature and Characteristics of Goodwill, Factors Affecting Goodwill, Methods of Valuation of Goodwill.

Learning Resources:

Text Books:

1. Corporate Accounting, Hanif, M and Mukherjee, A., McGraw Hill, 2017.

2. Corporate Accounting, Maheshwari, S. N., Maheshwari, S. K. and Maheshwari, S. K. Vikas Publishing House Pvt. Ltd., New Delhi, 2018.

Reference Books:

1. Corporate Accounting, Tulsian, P. C. and Tulsian, B, S Chand Publishing, New Delhi, 2016.
2. Corporate Accounting, Radhika, P. and Raman, A, McGraw Hill, 2018.

Course Code: SM5108	MACROECONOMICS THEORY AND PRACTICE	Credits 3-1-0: 2

Pre-Requisites: Concepts ofEconomic Analysis and Business Decisions (SM5103)

Course Outcomes:

At the end of the course, the student will be able to

CO1	Understand the concepts of Macroeconomics.
CO2	Analyse the National Income concepts and measurements.
CO3	Analyse the concepts of consumption and investment.
CO4	Understand the concept of inflation and unemployment
CO5	Analyse the Economic Policies and its impact to businesses.

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	1	1	1	3	3
CO2	2	1	3	1	2	2
CO3	2	3	1	1	2	2
CO4	1	3	1	1	1	2
CO5	2	1	3	1	1	2

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Macro Economics: Introduction; the Economy as a Circular Flow of Income and Expenditure

National Income: Concepts and Measurements; Determination of National Income

Consumption and Investment, Inflation and Unemployment

Economic Policies: Monetary and Fiscal Policy and Trade Cycle Fluctuation and Economic Growth.

Learning Resources

Text Books:

1. Macro Economics Theory and Policy , D.N. Dwivedi, TMH Publisher, New Delhi, 2018
2. Macro Economics Theory , M.C. Vaish, Vikas Publishers Pvt. Ltd, 2018

Reference Books:

1. Macro Economics Theory and Policy,Dr. H.L. Ahuja, S Chand Publications, 2018

Course Code: SM5109	MARKETING MANAGEMENT – I	Credits 3-1-0: 2

Pre-Requisites: None

Course Outcomes:

At the end of the course, the student will be able to

CO1	Define the concepts of selling and marketing orientation
CO2	Understand the scope of marketing and market oriented strategic planning
CO3	Analyze micro and macro environmental factors
CO4	Outline the components of Marketing Information Systems
CO5	Identify factors influencing consumer behavior in competitive business environment

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	1	1	2	1	1
CO2	2	2	1	2	1	1
CO3	2	2	1	2	1	1
CO4	2	3	1	2	1	1
CO5	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 market place,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.

Analyzing the Market Environment: Market oriented strategic planning. Corporate Mission and Vision. Concepts of strategic business units. BCG matrix and GE model, SWOT Analysis.Analyzing needs and trends in Macro environment. Major macro environmental forces (Demographic, Economic, Technological, political, legal, social cultural forces) Microenvironment 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 behavior- Stages of buying decision process.

Learning Resources

Text Books:

1. Marketing Management, Philip Kotler, Pearson, 15th Edition, 2015.
2. Marketing Management: Indian Context Global Perspective, Ramaswami and Namakumari, Sage Publishing, 6th Edition, 2018 .

Reference Books:

1. Marketing Management : A South Asian Perspective, Philip Kotler, Pearson, 2017 and 14th Edition
2. Marketing Management, Michael Etzel, Bruce J Walker, William Stanton, Ajay Pandit, McGraw Hill Education, 2017 and 14th Edition
3. Marketing Management, RajanSaxena, McGraw Hill Education,2017 and 15th Edition

Course Code: SM5110	ORGANIZATIONAL BEHAVIOUR	Credits 3-1-0: 2

Pre-Requisites: None

Course Outcomes:

At the end of the course, the student will be able to

CO1	Demonstrate the applicability of the concept of organizational behaviour to understand the behaviour of people in the organization
CO2	Analyse the complexities associated with management of the individual and group behaviour in the organization
CO3	Improve individual, group, and organizational behavior to attain individual, group, and organizational goals.
CO4	Choose appropriate conflict management strategies for resolving conflicts effectively.
CO5	Recommend change management strategies for overcoming resistance to change

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	2	3	1	2
CO2	2	3	2	3	2	1
CO3	3	2	2	3	2	1
CO4	3	3	2	3	1	1
CO5	2	3	2	3	1	1

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Introduction: Organizational 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 – Source of 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. Organizational Behavior, Robbins, Stephen, &Sanghi, S, Pearson Education, 2019, 18th edition.
2. Organizational Behaviour, Luthans, F, McGraw Hill, 2018.

Reference Books:

1. Organizational Behaviour, Aswathappa, K. Himalaya Publishing House, 2020, 13th edition.
2. Organizational Behaviour: Human Behaviour at Work, Newstrom, J., McGrawHill, 2015, 14th edition.

Online Resources:

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

Course Code: SM5111	BUSINESS ANALYSIS	Credits 3-1-0: 2

Pre-requisites: None

Course Outcomes:

At the end of the course, the student will be able to

CO1	Explain the phases of requirements engineering and their role in development of products/services.
CO2	Demonstrate the techniques used for stakeholder analysis.
CO3	Examine the characteristics of requirements phases.
CO4	Determine the role of requirements validation.
CO5	Examine the needs for iterative methods and their advantages.

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	2	2	2	2
CO2	2	3	3	1	2	2
CO3	2	2	1	2	3	1
CO4	2	3	2	1	1	2
CO5	1	1	2	1	1	1

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Introduction: – Introduction to business analysis, role, competencies, business drivers, pain points, business case.

Information systems development: Introduction to systems analysis & design; Stakeholder analysis & management; Modelling business systems; communication of requirements.

Requirements Engineering: Requirement's elicitation, analysis, specification, peer-reviews, verification, and validation; user acceptance test case design.

Management: Requirements management; Traceability; Release; Configuration.

Iterative methods: Introduction to Agile methodology; User-stories, improving requirements engineering.

Learning Resources:

Textbooks:

1. Analysis and design of information systems (Vol. 2). Senn, J. A Tata McGraw-Hill, 2014
2. Agile estimating and planning. Cohn, M, Pearson Education. 2015

Reference Books:

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

Online Resources:

1. https://spiritinprojects.com/en/training/requirements-engineering-fundamentals

Course Code: SM5112	BEHAVIOURAL LAB	Credits 0-1-2:1

Pre-requisites: None

Course Outcomes:

At the end of the course, the student will be able to:

CO1	Analyse theoretical & practical dimensions of behaviour of people in the organizations.
CO2	Compare various behaviour patterns observed in organizations.
CO3	Apply insights into the functional dimensions of behavioural process.
CO4	Measure the behavioural patterns by simulations and exercises
CO5	Choose appropriate behavioural strategies for managing people effectively

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	2	3	1	2
CO2	3	2	1	3	1	2
CO3	2	2	2	3	1	2
CO4	2	2	1	3	1	1
CO5	3	3	2	3	1	2

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Introduction, Types of behaviours, Behaviour patterns, Decision making, Team Work, Group Dynamics, Conflict Management

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

Exercises on Perception, Personality, Conflict, Leading and Decision Making.

Learning Resources:

Text Books:

1. Cognitive Behavioral Therapy workbook: Psychology-based Techniques for Depression and Anxiety Treatments, Joseph Grifth, Charlie Creative Lab, 2020.
2. Organizational Behavior, Robbins, Stephen, &Sanghi, S, Pearson Education, 2019, 18th edition.

Reference Books:

1. Organizational Behaviour, Luthans, F, McGraw Hill, 2018.
2. Organizational Behaviour: Human Behaviour at Work, Newstrom, J., McGrawHill, 2015, 14th edition.

Course Code: SM5113	CORPORATE GROOMING	Credits 1-0-0: Audit

Pre-Requisites: None

Course Outcomes:

At the end of the course, the student will be able to

CO1	Understand different personalities
CO2	Apply various personality assessment and development methods
CO3	Shape up one's own personality to expand their horizon
CO4	Demonstrate the best personality while they move into the aspired roles

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	3	3	2	2	1
CO2	2	2	3	1	2	1
CO3	3	1	3	2	1	2
CO4	2	2	3	2	2	2

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. The Compound effect, Darren Hardy, perseus, 2015

Course Code: SM5151	BUSINESS RESEARCH METHODOLOGY	Credits 2-2-0: 2

Pre-requisites: Business Statistics(MA5334)

Course Outcomes:

At the end of the course, the student will be able to

CO1	Understand the process of research for business decision making.
CO2	Understand concepts of research design, sample design
CO3	Design a questionnaire to collect primary data.
CO4	Apply statistical techniques using SPSS to data
CO5	Develop statistical inference analysis from the data using spread sheets.

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	1	1	1	1
CO2	3	3	1	1	1	1
CO3	3	3	1	1	1	1
CO4	3	3	2	1	3	1
CO5	3	3	2	1	3	1

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Introduction: Research Methodology - Introduction, meaning, objectives, motivation, Types of research, research approaches, significance of research, research process, criteria of good research, defining research problem, selection and techniques involved in defining research problem

Research design: Meaning, need and features of a good design, concepts and basic principles of experimental design

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.

Data analysis and presentation- Editing and transforming data, Introduction to SPSS, analysis of data using SPSS, Interpreting the results, communicating the results – Oral and report writing – Case studies.

Learning Resources:

Text Books:

1. Research Methodology, CR Kothari and Gaurav Garg, New age international publishers, 2019 and 4th Edition
2. Business Research Methods: A South-Asian Perspective, with Course Mate Cengage Learning, William G. Zikmund et al, Barry J Babin, Jon C. Carr, AtanuAdikari, Mitch Griffen, Cengage Publications, 2013

Reference Books:

1. Business Statistics, Tulsian. P.C and Bharat Jhunjhnuwala,, S. Chand& Company Pvt.Ltd, 2014.
2. Research Methodology, concepts and cases, Deepak Chawla, NeenaSondhi, Vikas Publishing House,2016 and 2nd Edition

Course Code: SM 5152	FINANCIAL MANAGEMENT - I	Credits: 2-2-0:2

Pre-requisites: None

Course Outcomes:

At the end of the course, the student will be able to

CO1	Acquaint students with the evolution and importance of Financial Management in financial decision making.
CO2	Evaluate different proposals in the light of return expected by the investors.
CO3	Demonstrate the capital structure and its effect on earnings per share of a firm.
CO4	Understand the impact of Leverages in business.

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	2	1	2	2
CO2	3	3	2	2	1	2
CO3	2	2	1	1	2	2
CO4	2	2	2	1	1	2

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Financial Management- 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.

Learning Resources:

Text Books:

1. Financial Management Theory and Practice, Chandra, P, McGraw Hill, 2019.

2. Financial Management, Pandey, I. M, Vikas Publishing House Pvt. Ltd., 2016.

Reference Books:

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

OnlineResources:

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

Course Code: SM5153	STRATEGIC DESIGN OF OPERATIONS	Credits 3-1-0: 2

Pre-requisites: None

Course Outcomes:

At the end of the course, the student will be able to

CO1	Expose the student to the role of competitive priorities in achieving overall business objective.
CO2	Familiarize about current trends and challenges of operations at strategic level.
CO3	Develop different demand forecasting methods in business environment.
CO4	Evaluate various location and layout methods at supply chain level.
CO5	Understand material handling principles and its applications.

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	-	-	-	3	3
CO2	-	-	3	-	-	-
CO3	2	3	-	-	2	-
CO4	-	3	-	-	-	-
CO5	-	-	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

Introduction to Capacity Planning: Capacity Planning, process management.

Forecasting: Use of forecasting in operation planning - Techniques of forecasting Accuracy of forecasts. Plant location concepts - Factors affecting location decisions and techniques - Plant layout concepts - Types of layouts and their characteristics – Performance measures for layout design

Introduction to Material handling: Principles and practices**.** Introduction toQuality management

Learning Resources:

Text Books:

1. Operations Management: Processes and supply chain, Lee J. Krajewski and Larry P. Ritzman, Pearson Education, 2018, 12th Edition

2. Production and Operations Management: Strategies and Tactics, Heizer J and Render B, Prentice-Hall, 2017, 12 Edition.
3. Operations Management – Theory & Practice, Mahadevan B, Pearson Education, 2015, 3rd Edition

Reference Books:

1. Operations Management, Norman Gaither and Greg Fraizer Cengage Publishers, 2001, 8th Edition
2. Operations and Supply chain Management, Chase R B, Shankar R and Jacobs F R , McGraw Hill, 2018, 15th Edition

Course Code: SM5154	MARKETING MANAGEMENT – II	Credits 3-1-0:2

Pre-requisites: Marketing Management – I (SM5109)

Course Outcomes:

At the end of the course, the student will be able to

CO1	Understand the concept of segmentation, target market selection and positioning
CO2	Identify tools and technologies for marketing management through the concept of product lifecycle, product strategies and new product development
CO3	Analyse the various pricing decisions and factors influencing pricing decisions in an organization
CO4	Importance of integrate marketing communication and its tools like advertising, sales promotion, publicity and public relations
CO5	Analyse distribution channels and outline the fundamentals of services marketing

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	1	1	1	1	1
CO2	2	1	1	2	1	2
CO3	2	1	1	1	1	1
CO4	2	1	1	1	1	1
CO5	2	1	1	1	1	1

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Market segmentation: Bases for segmentation, Evaluation and selection of Target Markets. Differentiation of Products and Services. Positioning of the products.

Branding and PLC: New Product development process, product Life cycle, product and Branding Strategy, products mix and line decisions Brand decisions - Building brand, 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. Marketing Management, Philip Kotler, Pearson, 2015 and 15th Edition

2. Marketing Management: Indian Context Global Perspective, Ramaswami and Namakumari, Sage Publishing, 2018 and 6th Edition

Reference Books:

1. Marketing Management : A South Asian Perspective, Philip Kotler, Pearson, 2017and 14th Edition
2. Marketing Management, Michael Etzel, Bruce J Walker, William Stanton, Ajay Pandit, McGraw Hill Education, 2017 and 14th Edition
3. Marketing Management, RajanSaxena, McGraw Hill Education,2017 and 15th Edition

Course Code: SM5155	HUMAN RESOURCE MANAGEMENT	Credits 3-1-0: 2

Pre-requisites:Understanding of Management Theory and Practice (SM5019) and Organisational Behaviour (SM5131)

Course Outcomes:

At the end of the course, the student will be able to

CO1	Define the concepts and factors contributing to human resource management
CO2	Outline the functions of human resource management in decision making
CO3	Analyse the contributions of people practices at industrial and strategic level of human resource management.
CO4	Apply the digital solutions of human resource management in decision making
CO5	Adapt the principles of human resource management in solving problems in organisations.

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	2	1	2	1	1
CO2	1	3	1	1	2	2
CO3	2	2	3	2	2	2
CO4	1	2	2	1	1	3
CO5	2	2	2	2	3	3

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. Human Resource Management,Dessler, G., and Varkkey,B., Pearson Education, India, 2019

Reference Books:

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

Online Resources:

1. www.hrmindia.com
2. www.shrm.com

Course Code: SM5156	CORPORATE GOVERNANCE & SOCIETY	Credits 3-1-0: 2

Pre-requisites: None

Course Outcomes:

At the end of the course, the student will be able to

CO1	Relate the theory and models of corporate governance
CO2	Illustrate the rights and privileges of Shareholders
CO3	Apply the principles of governance in betterment of society
CO4	Examine the global practices in corporate governance
CO5	Formulate an idea for good governance and corporate social responsibility

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	-	1	2	-	-
CO2	2	-	1	2	1	2
CO3	1	2	2	1	2	2
CO4	2	2	1	2	2	2
CO5	2	1	1	1	1	1

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Corporate governance: overview, Theory and Models of corporate governance, the effect of corporate governance on performance. Agents and Institutions in corporate governance –

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

Corporate governance in emerging economies – corporate governance in developing and transition economies, Indian scenario. Corporate governance best practices, Global Corporate Governance Practices – (Anglo-American Model, German model, Japanese Model, Landmarks in Emergence of Corporate Governance).

Learning Resources:

Text Books:

1. Corporate Governance,Mallin Christine A, Oxford, 2018.
2. Corporate Governance: Principles, Policies & Practices, A C Fernando, Pearson, 2011 & 2nd Edition

Reference Books:

1. Corporate Governance: A synthesis of theory, research, and practice,H Kent Baker, Ronald Anderson, Wiley, 2010
2. Corporate Governance & Ethic, ZabihollahRezaee , John Wiley & Sons, 2008

Course Code: SM5163	PROGRAMMING FOR DATA ANALYTICS	Credits 0-1-2: 1

Course Outcomes:

At the end of the course, the student will be able to:

CO1	Write high quality, maintainable R programs
CO2	Use the data frames for performing complex numerical analysis tasks
CO3	Be familiar with the R studioenvironment for writing, testing, and debugging the code
CO4	Find a meaningful pattern in data and Graphically interpret data
CO5	Implement the analytic algorithms

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	1	1	3	1
CO2	3	1	2	1	2	1
CO3	3	2	1	1	3	1
CO4	3	2	1	1	1	1
CO5	3	3	3	2	3	1

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Introduction: Introduction to R – Help Functions in R – Vectors – Vectorized Operations – Functions in R – Packages in R.

Data Frames: Creating Data Frames – Matrix-like Operations on a Data Frame – Merging Data Frames – Applying functions to Data Frames – Factors and Tables – Common Functions used with Factors – Working with Tables. Reading and Writing Files accessing the Internet – String Manipulation.

Data Visualization: Introduction to GGPlot2 – Factors – Aesthetics – Plotting with Layers – Overriding, Aesthetics – Mapping vs Setting – Histograms – Density Charts – Statistical Transformations

Learning Resources:

Text Books:

1. The Art of R Programming: A Tour of Statistical Software Design,Norman Matloff, No Starch Press, 2011.
2. R for Everyone: Advanced Analytics and Graphics, Jared P. Lander, Addison-Wesley Data & Analytics Series, 2013.
3. Beginning R – The Statistical Programming Language,Mark Gardener, Wiley, 2013

Course Code: SM5158	HUMAN VALUES AND ETHICS	Credits 1-0-0: Audit

Pre-requisites: None

Course Outcomes:

At the end of the course, the student will be able to

CO1	Understand the importance of Human Values
CO2	Demonstrate responsible adult behaviour
CO3	Analyse the present practices and develop sensitivity towards society
CO4	Apply Human values to achieve the sustainable development
CO5	Plan and apply Human values to build excellence.

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	-	3	3	2	-	3
CO2	-	2	3	1	2	3
CO3	3	1	1	1	1	1
CO4	2	2	2	2	2	2
CO5	3	3	3	3	3	3

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Current status of an Individual – Society – Happiness and excitement – Escape from unhappiness.

Basic Human Aspiration and their Fulfilment – Understanding happiness and Prosperity – Their continuity and Program for Fulfilment.

Understanding the Harmony at various levels – self, Family, Society and Nature- Competition and Excellence.

Harmony in the self and Family – Understanding Human – Human Relationship - Gratitude and Trust.

Harmony in Society – Harmony from Family order to World Family Order, Natural outcome of Right Understanding – My Participation in the Soceity.

Harmony in Nature – Understanding the Interconnectedness, Self-regulation and Mutual fulfilment

Learning Resources:

Text Books:

1. A foundation Course in Human Values and Professional Ethics, RR Gaur, R Asthana, GP Bagaria, Excel Books Pvt Limited, 2019 and 2nd Edition.

Reference Books:

1. Seven habits of Highly Effective People, Stephen R Covey, Simon and Schuster, May 2020.
2. Eighth Habit, Stephen R Covey, Simon and Schuster, October 2007

Course Code: SM5159	OPERATIONS PLANNING AND CONTROL	Credits 3-1-0: 2

Pre-requisites: None

Course Outcomes:

At the end of the course, the student will be able to

CO1	Apply various inventory management methods to suitable business problems.
CO2	Develop capacity planning approaches at firm level to minimize the cost and meet the demand.
CO3	Develop material requirement planning schedules for the production.
CO4	Apply various scheduling and sequencing methods in shop floor.
CO5	Understand the importance of Kanban in Just in Time production environment.

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	-	-	-	3
CO2	-	3	2	3	-	-
CO3	3	3	-	-	-	3
CO4	3	3	-	-	3	-
CO5	1	3	-	3	-	3

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Introduction to Planning and Control: planning and controlling the operations once they have been designed. The focus is on effective and efficient utilization of given resources. Aggregate planning, materials requirement planning.

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

Learning Resources:

Text Books:

1. Operations Management: Processes and supply chain, Lee J. Krajewski and Larry P. Ritzman, Pearson Education, 2018, 12th Edition
2. Production and Operations Management: Strategies and Tactics, Heizer J and Render B, Prentice-Hall, 2017, 12 Edition.
3. Operations Management – Theory & Practice, Mahadevan B, Pearson Education, 2015, 3rd Edition

Reference Books:

1. Operations Management, Norman Gaither and Greg Fraizer Cengage Publishers, 2001, 8th Edition
2. Operations and Supply chain Management, Chase R B, Shankar R and Jacobs F R , McGraw Hill, 2018, 15th Edition

Course Code: SM5160	FINANCIAL MANAGEMENT - II	Credits 2-2-0: 2

Pre-Requisites: Concepts of Financial Management (SM5102)

Course Outcomes:

At the end of the course, the student will be able to

CO1	Understand the impact of dividend decision on valuation of a firm
CO2	Demonstrate the factors determining the working capital requirements.
CO3	Analyse the financial data with the help of financial tools.
CO4	Understand and make use of valuation concepts to enhance organisation's competitive advantage

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	2	1	2	2
CO2	3	2	3	1	1	2
CO3	2	3	2	1	2	2
CO4	2	2	1	1	2	2

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus**:**

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.

Management of Working Capital: Introduction to Working Capital Management, Operating Cycle, Factors Affecting Working Capital Requirements, Working Capital Estimation and Calculation.

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.

Text Books:

1.Financial Management: Theory and Practice, Chandra, P, McGraw Hill,2019.

2. Financial Management, Pandey, I. M, Vikas Publishing House Pvt. Ltd,2016.

Reference Books:

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

Online Resources:

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

Course Code: SM5161	STRATEGIC MANGEMENT	Credits 2-2-0: 2

Pre-requisites: None

Course Outcomes:

At the end of the course, the student will be able to

CO1	Analyze the methods that assist organizations in examining the external and internal environments.
CO2	Examine the methods that can assist organizations in achieving competitive advantage.
CO3	Explain the various portfolio strategies that organizations use for their growth.
CO4	Explain the differentiation strategies for success in organization.
CO5	Apply the corporate strategies that organizations use to expand their market share.

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	-	-	3	3
CO2	2	3	-	-	2	3
CO3	3	2	-	-	3	2
CO4	2	3	-	-	3	2
CO5	2	2	-	-	2	2

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Introduction to Strategic Management Concepts: Introduction to strategy, Purpose, Objectives, goals, Policies and programs,7-S framework, Board of Directors-Roles, Responsibilities, Structure and composition Role of top management.

External and Internal environment: Strategic Management process, SWOT Analysis Macro and Micro environmental factors. Importance of value chain.

Decision and analytical tools: Competitive Environment-five forces model, Factors driving industry change. Key factors for success in organization, overall cost Leadership, focus and differentiation strategies.

Financial strategies: Growth strategy, stabilization strategy and retrenchment strategy. Portfolio strategies G.E, B.C.G & Arthur. D. Little's model.

Corporate Strategic events: Corporate parenting strategy, Ansoffs product market Grid-Product Development, Market Development and Market penetration and diversification strategies.

Learning Resources:

Text Books:

1. Corporate strategy. Lynch, R. L., & Smith, J. R. Harlow, England: FT/Prentice Hall, 2016
2. Making strategy: The journey of strategic management. Eden, C., & Ackermann, F, Sage Publications, 2013

Reference Books:

1. Strategic management: A competitive advantage approach, concepts and cases. David, F., & David, F. R. Florence: Pearson–Prentice Hall, 2016
2. Strategic management: Concepts and cases. Kachru, U, Excel Books India, 2015

Online Resources:

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

Course Code: SM5162	INTERNATIONAL BUSINESS	Credits 3-1-0: 2

Course Outcomes:

At the end of the course, the student will be able to

CO1	Understand the concepts of International trade.
CO2	Analyse the benefits of economic integration.
CO3	Analyse the concepts of Foreign Direct Investment and its impact on businesses.
CO4	Understand the concept of Negotiations and Diplomacy
CO5	Analyse the Concepts of agreement sin international trade.

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	-	-	-	3	3
CO2	-	-	3	-	-	-
CO3	2	3	-	-	2	-
CO4	-	3	-	-	-	-
CO5	-	-	3	-	-	-

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Introduction: International Business: An Overview

Global Trade and Theories: Mercantalism, Theory of Absolute Advantage, Theory of Comparative Cost Advantage, Competitive Advantage, Heckscher – Ohlin Theory, Government Influence on Trade

World Trade Organization: Introduction, WTO Agreements, GATT/WTO system in developing countries

Economic Integration: Theoretical Framework of PTAs, Forms of International Economics Integration, Growth of Regional trading Agreements Major Regional trade Agreements, Limitation of Regional Economics Integrations, International Business Negotiations and Diplomacy

Foreign Direct Investment: Types of Foreign Direct Investment, Theories of International Investment, Patterns of FDI, FDI trends in India, Impact of Multinational Enterprise ,

Learning Resources:

Text Books:

1. International Business: Environments and Operations, John D Daniels, Lee H Radebaugh, Person Education, 2018

Reference Books:

1. International Management,Hodgetts, Luthans, Doh, McGraw Hill, 2018.

Course Code: SM5163	INFORMATION SYSTEMS STRATEGY	Credits 3-1-0: 2

Pre-requisites: A good understanding of first year MBA Information Management course.

Course Outcomes:

At theend of the course, the student will be able to

CO1	Interpret the systems and their role in decision-making.
CO2	Demonstrate the role of information in changing the way organization's function.
CO3	Understand the role of automation for organizations in resolving contemporary problems
CO4	Examine the role of Industry 4.0 technologies.
CO5	Examine the role of data warehousing and mining in various functional areas

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	-	-	2	2
CO2	3	3	-	-	2	2
CO3	2	2	-	-	2	3
CO4	3	2	-	-	2	2
CO5	2	2	-	-	1	1

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Digital business strategy: Digitization, digitalization, and digital transformation; Digital Twin.

Decision support system: Various decision support systems, OLAP, and decision support systems tools

Expert Systems & Knowledge systems: Expert systems; Organizational learning & innovation

Data warehousing & Mining: Organizational factors in data warehousing &mining

Automation - SOA in industrial systems; multi-agent systems in smart grid; Robotic Process Automation

Industry 4.0 (Latest) Technologies: Crypto currency, Block chain, IoT, Virtual Reality, and Augmented Reality.

Learning Resources:

Textbooks:

1. The strategic management of information systems: Building a digital strategy. Peppard, J., & Ward, J, John Wiley & Sons, 2016

2. A practical guide to information systems strategic planning. Cassidy, A., Auerbach Publications, 2016
3. Managing information systems: an organizational perspective. Boddy, D., Boonstra, A., & Kennedy, G. Pearson Education, 2015

Reference Books:

1. Industry 4.0: managing the digital transformation. Ustundag, A., &Cevikcan, E. Springer, 2017
2. Industry 4.0: the industrial internet of things. Gilchrist, A. Apress, 2016

Online Resources:

1. https://www.pdsol.com/news/what-is-industry-4-0/

Course Code SM5164	BUSINESS ANALYTICS	Credits 2-2-0: 2

Pre-requisites:Concepts of Business statistics (MA5334) and Decision Making Methods (MA5335)

Course Outcomes:

At the end of the course, the student will be able to

CO1	Expose the student to the role of Business Analytics in achieving overall business objective and gaining competitive advantage.
CO2	Analyse the unstructured business problems.
CO3	Interpret the results to appropriate management decision.
CO4	Design visualization models for the data to support business decision making.
CO5	Create reports with the suitable approaches of business analytics in decision making.

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	1	2	2	3	1
CO2	2	1	3	2	2	1
CO3	2	3	1	2	2	1
CO4	2	3	2	2	2	1
CO5	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 and case studies using R

Learning Resources:

Text Books:

1. Essentials of Business Analytics, Camn, Cochran, Fry, Ohlmann, Anderson, Sweeny, Williams, Cengage publications, 2015

Reference Books:

1. Business Analytics for Managers: Taking Business Intelligence Beyond Reporting, Gert H.N. LaursenJesperThorlund, John Wiley, 2010
2. Storytelling with Data: A Data Visualization Guide for Business Professionals

Cole NussbaumerKnaflic, Wiley. 2015, 1st Edition
3. Data Science for Business: What You Need to Know About Data Mining and Data-Analytic Thinking,Foster Provost. Tom Fawcett,O′Reilly ,2013 ,1st Edition
4. Applied Predictive Analytics: Principles and Techniques for the Professional Data Analyst Dean Abbott, Wiley, 2014, 1st edition

Online Resources:

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

Course Code: SM5165	SIMULATION LAB	Credits 0-1-2: 1

Pre-requisites: None

Course Outcomes:

At the end of the course, the student will be able to

CO1	Understand the importance of simulation
CO2	Build simulation models for the static systems.
CO3	Build simulation models for the Dynamic systems
CO4	Infer the Simulation model results and improve in decision making process.
CO5	Estimate risk associated with decision Making in business.

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	-	-	-	3	3
CO2	-	-	3	-	-	-
CO3	2	3	-	-	2	-
CO4	-	-	-	-	-	-
CO5	-	-	3	-	-	-

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Overview of Simulation: Introduction to Simulation

Applications: Static and Dynamic Simulation with applications in marketing, fiancé and operations management with the help of software

Learning Resources:

Text Books:

1. Simulation with ARENA, by Kelton, Sadowski and Swets,2014 and 6th Edition
2. Simulation Modeling Using @Risk, Wayne L Winston, S.Chand, 2000

Course Code: SM 5166	CAREER DEVELOPMENT SKILLS	Credits 1-0-0:Audit

Pre-requisites: None

Course Outcomes:

At the end of the course, the student will be able to

CO1	Identify the gaps in self-development to contribute effectively to become thought leaders
CO2	Develop positive attitude to become an effective employee or employer
CO3	Set the career goals for self in particular and society at large
CO4	Demonstrate un-tiring efforts to reach the set goals

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	-	1	2	3	-	3
CO2	-	1	2	2	-	3
CO3	-	1	1	2	-	3
CO4	-	1	3	3	-	3

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Goal setting – Goal setting by the individuals in their career, Emotional Intelligence, Moulding up with Internship opportunities – Resume writing, Mock Group Discussions and Interviews,

Problem solving: Ideation to Implementation, case solving.

Winning Strategies: Success stories, Lessons from Failures

Networking: Networking and power of rapport, running effective meetings

Learning Resources:

Text Books:

1. So Good They Can't Ignore You: Why Skills Trump Passion in the Quest for Work You Love, Carl Newport, Piatkus, 2016

Course Code: SM6101	E-BUSINESS	Credits 3-1-0: 2

Pre-requisites: A good understanding of first year IT subjects. Knowledge on strategic management and organization structure and design concepts are preferred.

Course Outcomes:

At the end of the course, the student will be able to

CO1	Compare and contrast the enabling technologies and architectures of E-Business
CO2	Evaluate the factors that influence business in western and oriental worlds
CO3	Analyze the payment systems used in E-Business applications
CO4	Demonstrate the E-business strategies by leveraging ERP.
CO5	Demonstrate the strategies that organizations employ to succeed in their electronic ways of doing business

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	2	2	3	2
CO2	2	2	2	1	2	2
CO3	3	2	1	2	3	3
CO4	3	2	2	2	3	2
CO5	2	2	1	1	2	2

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Introduction to E-Business: Introduction to E-Business; E-Business its benefits and impact; E-Biz enabling technologies; Architecture - Microservices Scalability, Pluggable architecture

E-Business frameworks & models: Introduction to models; Trust; Oriental model - Guanxi

E-Business strategies: E-Business strategies (ERP and E-Biz)

Payment systems & EDI: Introduction to payment and various payment systems; Introduction – EDI; Clicks vs. bricks.

Organizing for E-Business: Secure Mobile Payments; Organizational flexibility; Advertising

Learning Resources:

Textbooks:

1. E-Commerce, Green Stein and Fein Mann,Tata McGraw Hill, 2015.
2. Understanding E-Commerce, Kosier, PHI, 2016.

Reference Books:

1. E-Business: A Beginners Guide, Ellen Peter, TMH, 2017.
2. E-business. Kollmann, T. Springer, 2019

Online Resources:

https://irp-cdn.multiscreensite.com/1c74f035/files/uploaded/introduction-to-e-commerce.pdf

Course Code: SM6102	SUPPLY CHAIN MANAGEMENT	Credits 3-1-0: 2

Pre-requisites: Concepts of Operations Management

Course Outcomes:

At the end of the course, the student will be able to

CO1	Understand the role of supply chain Management in achieving overall business objective.
CO2	Analyse drivers of supply chain and its role minimizing the cost.
CO3	Design the supply chain network to achieve the objective of the focal firm.
CO4	Evaluate the role of inventory in certain and uncertain environment of supply chain.
CO5	Understand the important of coordination, integration of supply chain players in achieving the overall objective.

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	-	-	-	3	3
CO2	-	-	3	-	-	-
CO3	2	3	-	-	2	-
CO4	-	3	-	-	-	-
CO5	-	-	3	-	-	-

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Introduction to Supply Chain Management – Fundamentals, Importance, Decision Phases, Process View and cycle view. Drivers of Supply Chain Performance. Structuring Supply Chain Drivers. Supply chain strategic fit.

Decisions in Supply chain and Network Design: Types of supply chains and examples & Strategic, tactical, and operational decisions in supply chains. Supply chain Network Design, Decision making in supply chains.

Inventory management in Supply Chain: Managing Inventory under certainty and uncertainty. Supplier Evaluation, Selection and Measurement.

Integration and Coordination Factors influencing the coordination of Supply Chain, supply chain sustainability.

Learning Resources:

Text Books:

1. Supply Chain Management - -Strategy Planning and Operation Sunil Chopra and Peter Meindl, Pearson Education, 2018, 7Th Edition
2. Supply chain management, Shah J, Pearson Publisher, 2016. 2nd Edition

Reference Books:

1. Principles of Supply chain management, Joel D. Wisner, Cengage Learning, 2019, 5th Edition.
2. Managing supply chain: A logistics approach Brian Gibson, Robert Novack, John CoyleC. Langley,Cengage Learning, 2013 International Edition.

Course Code: SM6103	INTERNSHIP	Credits 0-0-0: 2

Course Outcomes:

At the end of the course, the student will be able to:

CO1	Acquire the job skills, knowledge and attitudes along with the experience needed to constitute a professional identity
CO2	Gain insight in working of the real organizations
CO3	Understand linkages among different functions and departments
CO4	Develop perspective about business organizations in their totality
CO5	Discover career opportunities in exploring their areas of interest

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	3	3	3	2
CO2	3	2	2	2	2	2
CO3	2	2	1	1	2	2
CO4	2	2	1	2	2	2
CO5	-	-	-	-	-	2

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

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 thepast, competitors, SWOT analysis of the company, department, products/services offered etc. and gain an insight of the industry as well. Interns should perform the work assigned by the company. They have to summarize the work performed and learning from the internship both in writing and orally.

Learning Resources:

1. Company documents
2. Websites
3. Journals, Magazines, etc.

Course Code: SM6104	ENTREPRENEURSHIP	Credits 3-1-0: 2

Course Outcomes:

At the end of the course, the student will be able to

CO1	Study the culture of entrepreneurship
CO2	Discuss the characteristics and behaviour associated with possessing an entrepreneurial mindset
CO3	Design strategies for pursuing, exploiting and further developing new opportunities
CO4	Comprehend business planning concept as a whole
CO5	Explore entrepreneurial leadership and management style

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	2	3	1	3
CO2	3	3	2	3	1	3
CO3	3	3	2	3	2	1
CO4	3	2	1	3	1	2
CO5	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, 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. Entrepreneurship, Hirish, D. Robert and P. Peters Michael, McGraw Hill, 2020 and 11th Edition
2. Entrepreneurship: Theory, Process, Practice , Donald F. Kuratko, Cengage Learning Publishing, 2019 and 11th Edition

Reference Books:

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

OnlineResources:

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

Course Code: SM6105	PROJECT MANAGEMENT	Credits 3-1-0: 2

Course Outcomes:

At the end of the course, the student will be able to

CO1	Understand the role of Project Management in achieving overall business objective
CO2	Evaluate the various project selection approaches to achieve the business objective
CO3	Apply the project management concepts and tools in effective management of projects
CO4	Understand the various project scheduling methods for effective utilization of resources
CO5	Realize the concept of Earned value analysis in monitoring the projects

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	-	-	-	3	3
CO2	-	-	3	-	-	-
CO3	2	3	-	-	2	-
CO4	-	3	-	-	-	-
CO5	-	-	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. Project Management: A Managerial Approach, Meredith J .R, and Mantel. S.J, ShaferWiley Publisher, 2017, International Student Edition
2. Project Management: Systems Approach to Planning Scheduling and Controlling, Wiley Publisher, Kerzner.H, 2012, 10th Edition.

Reference Books:

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

Course Code: SM6151	TECHNOLOGY MANAGEMENT	Credits 3-1-0: 2

Pre-requisites: A good understanding of Strategic Management course and organization structure and design concepts.

Course Outcomes:

At the end of the course, the student will be able to

CO1	Analyze the role of evolutionary economics, sociology, and institutionalism in diffusion of innovations
CO2	Examine the various phases involved in technology acquisition.
CO3	Analyze the frameworks that explain the technology transitions.
CO4	Explain the risks associated with various governmental policies
CO5	Explain the diffusion of new-to-world innovations.

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	-	-	3	3
CO2	2	3	-	-	3	2
CO3	3	2	-	-	2	2
CO4	2	2	-	-	2	2
CO5	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:

Textbooks:

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

JaicoPublishing House, 2015

Reference Books:

1. Managing technological innovation: competitive advantage from change. Betz, F. John Wiley & Sons,
2. Forecasting and management of technology. Porter, A. L., Cunningham, S. W., Banks, J., Roper, A. T., Mason, T. W., & Rossini, F. A, John Wiley & Sons, 2016

Online Resources:

1. https://www.referenceforbusiness.com/management/Str-Ti/Technology

Course Code: SM6152	TOTAL QUALITY MANAGEMENT	Credits 3-1-0: 2

Course Outcomes:

At the end of the course, the student will be able to

CO1	Understand the role of total quality management in achieving the overall business objective.
CO2	Evaluate the various project selection approaches to achieve the business objective.
CO3	Apply the quality management concepts and tools in in achieving the quality.
CO4	Understand the various quality certifications for obtaining the businesses.
CO5	Understand the process and product quality measurement methods.

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	-	-	-	3	3
CO2	-	-	3	-	-	-
CO3	2	3	-	-	2	-
CO4	-	3	-	-	-	-
CO5	-	-	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 Baldrige award.

Text Books:

1. Total Quality Management, Dale H Besterfield et al, Pearson Education, 2015.

2. Total Quality Management, Poornima M. Charantimath, Pearson Publications, 2011.

Reference Books:

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

Course Code: SM6199	DISSERTATION	Credits 0-0-0: 10

Course Outcomes:

At the end of the course, the student will be able to:

CO1	Conduct a methodical investigation of a chosen research topic
CO2	Engage in systematic and critical review of relevant literature
CO3	Use appropriate qualitative and/or quantitative tools to analyse data
CO4	Apply ethical standards of conduct in the collection and evaluation of data and other resources
CO5	Communicate research process and outcomes clearly and effectively both in writing and orally

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	1	1	3	1
CO2	1	1	2	1	2	1
CO3	2	2	1	1	3	1
CO4	1	-	-	1	-	3
CO5	2	3	3	2	3	1

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Students are required to identify a research problem, search, collect and review various research articles published in chosen area of research. A student has to select a topic for his project, based on his/her interest at the commencement of project work. A student shall be required to submit a project report on the research work carried out by him/her and also make an oral presentation.

Learning Resources:

1. Journal Publications
2. Conference / Seminar Proceedings
3. Handbooks / Research Digests

PROGRAM ELECTIVES

CONTEMPORARY ELECTIVES

Course Code: SM6011	STRATEGIC LEADERSHIP AND MANAGING CONTEMPORARY ORGANIZATIONS	Credits 2-2-0: 2

Pre-requisites: None

Course Outcomes:

At the end of the course, the student will be able to

CO1	Build the connect between the elements of strategic leadership: vision, strategy, culture, leadership
CO2	Understand the contemporary organizations for dealing with challenges in relation to various facets of organization
CO3	Assess leadership skills of individual or individuals in organization using case studies of effective leadership
CO4	Apply values and ethics for being a true leader
CO5	Demonstrate effective leadership skills through role play and experiential classroom learning activities

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	3	-	1	-	1
CO2	3	1	-	1	-	1
CO3	3	2	1	2	1	1
CO4	1	-	-	-	-	3
CO5	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; the 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; Rehumanise leadership, Leveraging resources; and Growing the enterprise

Learning Resources:

Text Books:

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

Reference Books

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

Online Resources:

1. www.shrm.com
2. www.hrkatha.com
3. www.nationalhrd.com
4. www.nipm.com
5. www.istdindia.org

Course Code SM6012	MULTI-CRITERIA DECISION ANALYSIS	Credits 2-2-0: 2

Course Outcomes:

At the end of the course, the student will be able to

CO1	Understand the role of Multi-Criteria Decision Making (MCDM) in business.
CO2	Apply the MCDM methods to various business problems.
CO3	Understand the group decision making process to gain the competitive advantage
CO4	Apply the fuzzy logic applications in MCDM decision making process.
CO5	Understand the goal of multi objective method and its application.

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	-	-	-	3	3
CO2	-	-	3	-	-	-
CO3	2	3	-	-	2	-
CO4	-	3	-	-	-	-
CO5	-	-	3	-	-	-

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Introduction: 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.

Decision Making: Group Decision Making- Goal Programming – Balanced Scorecard Approach

Applications:MCDM application areas – Case studies on the application of MCDM techniques to business cases.

Learning Resources:

Text Books:

1. Multi-criteria Decision Analysis: Methods and Software, Alessio Ishizaka, Philippe Nemery, Wiley, 2013

2. Multiple Criteria Decision Analysis: An Integrated Approach,Belton, V., Stewart, T.J. Springer, 2002

Reference Books:

1. Multi-Criteria Decision-Making Methods: A Comparative Study,Triantaphyllou, E., Springer, 2010.

2. Multicriteria Decision-Making Under Conditions of Uncertainty: A Fuzzy Set PerspectiveEkel .P, WitoldPedrycz J.P, Wiley, 2019

Course Code: SM 6013	DESIGN THINKING	Credits 2-2-0: 2

Pre-Requisites: None

Course Outcomes:

At the end of the course, the student will be able to

CO1	Understand and explore the possibilities of the design thinking process
CO2	Identify innovation opportunities using templates for analysing user research information
CO3	Develop business strategies using design thinking as a tool
CO4	Build innovative products and redesign services using design thinking principles
CO5	Build a model of innovation at an organizational level

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	2	2	3	3	2
CO2	2	1	2	3	3	2
CO3	1	2	2	2	3	3
CO4	2	2	2	3	3	2
CO5	1	2	2	2	3	3

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Introduction to Design: Thinking, Empathy: Fail small, learn quickly, and win big, Define

Finding the innovation Opportunity: Provide the support design-thinking teams need to flourish, ideate: Foster a culture of experimentation,

Prototypes:Sharpen your own skills as a design thinker, Test, Iterate,

Implement: Counteract the biases that perpetuate the status quo and thwart innovation, Adopt best practices from design-driven powerhouses, Design Projects.

Learning Resources:

Text Books:

1. The Design Thinking Playbook, Michael Lewrick, Wiley, 2019

Reference Books:

1. HBR's 10 Must Reads on Design Thinking (with featured article "Design Thinking" By Tim Brown),Tim Brown, Clayton M. Christensen, IndraNooyi , & et.al, Harvard Publishing, 2020

Course Code: SM6014	CURRENT POLICIES OF INDIA	Credits 2-2-0: 2

Pre-Requisites: Basic concepts of Macro Economics and Indian Economy

Course Outcomes:

At the end of the course, the student will be able to

CO1	Understand the policies made by the government and its impact on the development of business
CO2	Understand the Changes in policies made by the Government from time to time
CO3	Demonstrate starting of a business based on Government policy
CO4	Compare the performance of competitors in the same industry
CO5	Minimize the losses and improve the performance of the company strategically

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	-	-	3	3
CO2	2	1	1	2	2	3
CO3	1	3	2	2	1	3
CO4	1	1	1	1	3	3
CO5	1	1	3	1	2	3

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

National Education Policy: National Policy on Skill Development and Entrepreneurship, Features and Implementation

National Health Policy:National Pharmaceutical Policy, Features and Implementation

National Energy Policy: National Offshore Wind Energy Policy, National policy on Bio-fuels, Features and Implementation

National Steel Policy: Features and Implementation

National Civil Aviation Policy: Features and Implementation

National Urban transport policy: Features and Implementation

Learning Resources:

Online Resources:

1. https://www.coursera.org/learn/india
2. https://www.coursera.org/specializations/social-entrepreneurship-cbs

Course code SM6015	BLOCK CHAIN TECHNOLOGY	Credits 2-2-0: 2

Course Outcomes:

At the end of the course, the student will be able to

CO1	Understand Concepts of Block chain Technology In businesses.
CO2	Understand the decentralizing the enterprises and impact on business performance.
CO3	Differentiate centralized business models and open networked enterprise.
CO4	Understand game theory strategies and solve problems in game theory.
CO5	Understand the importance of sensitivity analysis in improving decision making.

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	-	-	-	3	3
CO2	-	-	3	-	-	-
CO3	2	3	-	-	2	-
CO4	-	-	-	-	-	-
CO5	-	-	3	-	-	-

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Introduction to Block chain: Basic concepts and applications, Centralized business models and open network business models.

Adoption and Implementation Block Chain: Role of Management in adoption and implementation in block chain technology to suitable businesses. Block chain implementation conditionsfor businesses.Block chain governance networks, Plat form, application and society level.

Learning Resources:

Text Books:

1. Decoding Block chain for Business ,Stijn Van Hijfte, Apress Publishers, 2020.
2. BlockChain: A Practical Guide to Developing Business, Law and Technology Solutions, Joseph J.bambara, Paul R.Allen, McGraw Hill, 2020.

Reference Books:

1. Blockchain Technology: Concepts and Applications, Kumar Saurabh, AshutoshSaxena, First Edition, 2020.

Course Code SM6016	FAMILY BUSINESS MANAGEMENT	Credits 2-2-0: 2

Course Outcomes:

At the end of the course, the student will be able to

CO1	Understand concepts of family business
CO2	Understand the concepts of growth and sustainability in business
CO3	Resolve conflicts in family business
CO4	Analyse and identify challenges in behavioural issues in family business
CO5	Understand the legal aspects of family business

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	1	1	2	3	2
CO2	2	1	2	2	2	2
CO3	2	1	2	2	1	2
CO4	2	1	2	2	1	2
CO5	2	1	3	2	1	2

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Introduction: Overview of the family business, Perspectives of family and non-family business, Governance, Conflict in family business, Capital structure and growth strategies.

Factors: Success factors and challenges in family business. Behavioral issues in family business. Different models in family business.

Structure and Roles: Structure of Sustainable family business and role of directors and advisors in family business.

Challenges: Challenges of transition in family business and succession planning. Legal norms of succession-succession acts and provisions. Valuation of the closely held firm.

Learning Resources:

Text Books:

1.The Family Constitution: Agreements to Secure and Perpetuate Your Family and Your Business, Montemerlo .D , Ward, J.L, Palgrave Macmillan Publisher, 2011
2.Family Businesses: The Essentials, Peter Leach, Profile Books, 2007
3. The Tatas: How a Family Built a Business and a Nation HarperBusiness, Kuber, G and Pande,V,2019,First Edition.

Reference Books:

1. Generation to Generation: Life Cycles of the Family Business,Gersick, K.E, Davis, J.A, Hampton, M.M, Lansberg, I, Harvard Business Review Press,1997
2. Family Business in India, Response books, Dutta Sudipt,1999

Course Code: SM6017	BUSINESS CONSULTING	Credits 2-2-0: 2

Course Outcomes:

At the end of the course, the student will be able to

CO1	Develop an understanding of the nature and rigor of management consulting and todevelop skills in management consulting fundamentals
CO2	Improve your ability to define key factors and issues relevant to a consulting engagement and examine their inter-relationships and learn to 'massage' them conceptually
CO3	Demonstrate problem solving, design, and other analytical skills and learn overall consulting process skills
CO4	Understand and gain insight into the different specialties and operating styles of management consulting firms

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	3	2	1	2	3
CO2	3	2	1	2	2	3
CO3	3	3	1	2	2	3
CO4	3	2	2	1	2	3

Syllabus:

Introduction: Introduction to Management Consulting, Consulting Industry Overview

Consultants: Types, Skills and Values Marketing and Selling of Consulting Services, Consulting Firm Structure and Business Practices, Consultingincluding the role of marketing strategy, customer advantage, differentiation, and positioning.

Process: The Consulting Process, Diagnosing and Framing the Problem, Project Planning and Mobilization, Analytical Tools and FrameworksStrategic Planning, Benchmarking

Analysis: AnalysisFindings, Recommendations, Implementation, Deployment, and Leading Change

Proposals: Writing Proposals and Getting Contracts

Learning Resources:

Text Books:

1. Flawless Consulting: A Guide to Getting Your Expertise Used, Peter Block, Peter Block, Pfeiffer, 2011 and 3rd Ed.

Reference Books:

1. The McKinsey Mind: Understanding and Implementing the Problem-Solving Tools and Management Techniques of the World's Top Strategic Consulting Firm, Ethan Rasiel, Paul N. Friga , McGraw Hill Education, 2017

Course Code SM6018	CONTEMPORARY ISSUES IN FINANCE	Credits 2-2-0: 2

Course Outcomes:

At the end of the course, the student will be able to

CO1	Examine the emerging trends in finance
CO2	Understand possible challenges in India's financial sector
CO3	Understand the acquisitions and their transactional challenges
CO4	Acquaint with concepts of digitalization in finance

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	1	1	1	1	1
CO2	3	1	1	1	1	1
CO3	3	1	1	1	2	1
CO4	3	1	1	1	1	1

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Introduction: Impact of Financial Literacy on Domestic Economic Activity in India, Green Finance: Trends and Financial Regulation Prospects,

Banking and Fintech: A Challenge or Opportunity? Microfinance – Current Status and Growing Concerns in India, Mergers and

Acquisitions: Transactional Challenges in India, The Impact of the Global Financial Crisis on Emerging Financial Markets – A case of India, The Promise of Impact Investing in India,

Financial Inclusion in India: Progress and Prospects, Personal Finance in India, Digitization of Financial Transactions in India, Crowdfunding, Algorithmic Trading.

Learning Resources:

Text Books:

1. Contemporary Issues in Finance: Current Challenges from Across Europe, Grima, S., Bezzina, F., Romānova, I. and Rupeika-Apoga, R., Emerald Publishing, Warrington, 2016

2. Contemporary Issues in Business and Financial Management in Eastern Europe,Grima, S. and Thalassinos, E. , Emerald Publishing, Warrington, 2018

Reference Books:

1. Bhojanna, U. and Murthy, S. N. (2010). Contemporary Issues and Challenges in Banking and Financial Sector in India, Excel Books Private Limited, New Delhi.

2. Lather, A. S. and Gakhar, D. (2011). Contemporary Issues in Corporate Finance, Excel Books Private Limited, New Delhi

Course Code: SM 6061	CONFLICT MANAGEMENT	Credits 2-2-0: 2

Pre-Requisites: Understanding of Organisational Behaviour

Course Outcomes:

At the end of the course, the student will be able to

CO1	Define the components of conflict management
CO2	Understand the perspectives of conflicts
CO3	Build the levels of conflict management process
CO4	Classify the conflict dialogues and conflict resolution process
CO5	Adapt the conflict management process in good organisational performance.

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	2	3	3	1	2
CO2	2	2	2	2	1	2
CO3	2	2	3	3	2	2
CO4	1	2	2	3	2	1
CO5	1	2	2	3	1	1

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Introduction: conflict, components, perspectives of conflict, types of conflict,

Models of conflict – Process and Structural Models, Levels of conflict, Conflict Management Design, Managing Conflict, Effective listening and dialogue skills, humor and conflict resolution, negotiation as a tool for conflict resolution.

Conflict resolution and Cost: Issues and challenges

Learning Resources:

Text books:

1. Conflict Management: A Practical Guide to Developing Negotiation Strategies,Corvette, Pearson, 2015.
2. HBR Guide to Dealing with Conflict (HBR Guide Series),Amy Gallo, Harvard Publishing, 2017

Reference books:

1. The 7 Principles of Conflict Resolution,Louisa Weinstein, Pearson, 2019

Course Code: SM6062	NEGOTIATION ANALYSIS	Credits 2-2-0: 2

Pre-Requisites: Understanding Conflict Management

Course Outcomes:

At the end of the course, the student will be able to

CO1	Outline the negotiations and the skills necessary to communicate effectively for success.
CO2	Summarize the practices for countering ineffective negotiation techniques and overcoming negotiation challenges.
CO3	Interpret personality types, and how to handle emotions and interests during a negotiation.
CO4	Facilitate agreement by providing options and how to handle continued resistance.
CO5	Develop a set of tools and the skills to guide them through their use in the negotiation process.

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	1	1	1	2	2
CO2	2	2	1	2	2	2
CO3	1	3	2	2	2	2
CO4	2	3	2	2	2	2
CO5	1	2	3	1	2	2

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Introduction: Negotiations/Negotiation strategies, Types of Negotiations, Techniques of Negotiation, Issues in negotiations.

Negotiation strategy and planning. Finding and using negotiation power, sources of power, Ethics in negotiation. Managing difficult negotiations: Third-party approaches: Third-party interventions, formal intervention methods.

Negotiation and Tools: Arbitration, Mediation and Process Consultation, Informal intervention methods, best practices in negotiation.

Learning Resources:

Text Books:

1. Negotiation: Readings, Exercises and Cases, Roy J. Lewicki, David M. Saunderse, et al., McGraw Hill, 2017

Reference Books:

1. Never Split the Difference: Negotiating as if Your Life Depended on,Chris Voss, Tahiz Random House Publication, 2017

Course Code: SM6063	LEVERAGING WEB 2.0 – SOCIAL MEDIA, ONLINE ADVERTISING AND WEB ANALYTICS	Credits 2-2-0: 2

Course Outcomes:

At the end of the course, the student will be able to

CO1	Use and deploy web/social/mobile analytics platforms
CO2	Understand what is web intelligence
CO3	Deploy web intelligence to improve the outcomes of your marketing or business plan

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	1	1	1	1
CO2	3	3	1	1	2	1
CO3	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. Digital Marketing Analytics: Making Sense of Consumer Data in a Digital World, Chuck Hemann, Ken Burbary, QUE, 2018, 2nd Edition

Reference Books

1. Web Analytics: An Hour a Day ,AvinashKaushik, Wiley , 2007

Course Code SM6064	INNOVATION MANAGEMENT	Credits 2-2-0: 2

Course Outcomes:

At the end of the course, the student will be able to

CO1	Understand the role of innovation and its macroeconomic view.
CO2	Analyze the various dimensions of innovation.
CO3	Analyze the various ways of adopting innovations
CO4	Explain the diffusion of innovation by considering various opinions and impacts
CO5	Analyze open innovation.

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	2	1	2	3	1
CO2	2	2	3	2	1	1
CO3	2	3	1	2	2	1
CO4	1	2	1	2	1	1
CO5	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. Managing Innovation: Technology, Consumer and Sustainability Perspective, and the Challenges. In Leveraging Consumer Behavior and Psychology in the Digital Economy (pp. 205-216),Tan, S. F. , IGI Global, 2020
2. Leveraging Constraints for Innovation: New Product Development Essentials from the PDMAGurtner, S., Spanjol, J., & Griffin, A, John Wiley & Sons, 2018

Reference Books:

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

PROGRAMME ELECTIVE- COURSES

FINANCE & INVESTMENT

Course Code: SM6111	INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT	Credits 2-2-0: 2

Pre-requisites: Concepts of Financial Accounting and Management

Course Outcomes:

At the end of the course, the student will be able to

CO1	Relate students with the basic concepts and principles of investment analysis and portfolio management
CO2	Impart the skills required for selecting and constructing anefficient portfolio.
CO3	Appraise the portfolio performance and thereby revising the portfolio for efficient investment decisions
CO4	Provide theoretical underpinning of the subject with the implications in the real world.

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	-	-	-	-	-
CO2	-	3	-	-	-	-
CO3	-	3	-	-	-	-
CO4	-	-	-	-	-	-

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

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.

Portfolio Management: Concept of Portfolio and Portfolio Management, Efficient Market Theory – Random Walk Theory, The Efficient Market Hypothesis, EMH vs. Fundamental and Technical Analysis; Portfolio Analysis – Expected Return and Risk of Portfolio, Diversification, Risk-Return Calculations of Two-security Portfolio; Portfolio Selection – Feasible Set of Portfolio, Selection of Optimal Portfolio, Markowitz Model and Efficient Frontier, Capital Asset Pricing Model (CAPM), Arbitrage Pricing Theory (APT);

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:

Textbooks:

1. Security Analysis and Portfolio Management, Fischer, D. E. and Jordon, R. J, Pearson Education, New Delhi, 2002.

2. Security Analysis and Portfolio Management, Kevin, S, PHI Learning Pvt. Ltd., Delhi, 2015.

Reference Books:

1. Investment Analysis and Portfolio Management, Chandra, P, McGraw Hill Education,2017.

2. Security Analysis and Portfolio Management,Pandian, P,Vikas Publishing House, New Delhi, 2012.

Course Code: SM 6112	INTERNATIONAL FINANCE	Credits: 2-2-0:2

Pre-Requisites: None

Course Outcomes:

At the end of the course, the student will be able to

CO1	To familiarize students with the operations in foreign exchange markets
CO2	To understand complexities in managing the finance of multinational firms.
CO3	To demonstrate transaction and operating Exposure, Interest-Rate Caps and Floor.

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	-	1	-	-	1
CO2	-	2	-	1	-	1
CO3	-	2	-	-	2	1

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Introduction to International Financial Environment: International Financial Environment, Behavior, BoP, International Monetary System.

Global Financial Markets: Global Financial Markets and Interest Rates, Foreign Exchange Markets, Forwards, Swaps andInterest Parity, Currency Options, and Interest Rates Futures.

Exchange Rate: Determination and Forecasting, Risk Management Process, Hedging Speculation and Management of Transaction Exposure, Management of Operating Exposure, Fras, Interest-Rate Caps and Floor.

Textbooks:

1. International Finance: Theory and Policy,Krugman, P. R., Obstfeld, M. and Melitz, M. Pearson Education Limited, Delhi, 2015.
2. International Finance: A Business Perspective, Apte, P. G. McGraw Hill, 2017.
3. International Finance,Levi, M. D,Routledge, Taylor & Francis Group, London, 2009.
4. International Financial Management, Madura J, South-Western Cengage Learning, Ohio, 2012.

Course Code: SM6113	FINANCIAL MARKETS, INSTITUTIONS, AND SERVICES	Credits 2-2-0: 2

Pre-Requisites: None

Course Outcomes:

Atthe end of the course, the student will be able to

CO1	Acquaint students with the basic concept of the Indian Financial System and its components such as Financial Institutions, Markets, Instruments, and Financial Services.
CO2	Create familiarity of operations of Money market and Capital Market mechanism.
CO3	Impart on the student's knowledge of the financial institutions, their functions and role they play in the economy of India.
CO4	Understand various financial services and their significance in the operations of markets as well as economy.

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	3	1	2	2
CO2	3	1	1	1	2	3
CO3	3	2	1	1	2	3
CO4	3	2	1	2	3	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, 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.

Learning Resources:

Text Books:

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

Reference Books:

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

Online Resources:

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

Course Code: SM 6114	COMMODITY AND FINANCIAL DERIVATIVES	Credits 2-2-0: 2

Pre-requisites: None

Course Outcomes:

At the end of the course, the student will be able to

CO1	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
CO2	Enable young managers with knowledge of emerging commodities and derivatives trading practices in India
CO3	Shed light on the regulatory framework of these markets.
CO4	Clarify the difference between the commodities from security market in the Indian economy.
CO5	Elaborate the mechanism of various derivatives and would be able to invest in them with ease.

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	3	1	2	2
CO2	3	2	3	2	1	3
CO3	3	2	1	3	1	2
CO4	3	2	2	3	2	2
CO5	2	3	1	2	3	2

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Introduction: Meaning and Definition, Brief Discussion on Commodity Markets and Future Markets.

Types of Derivatives: Forwards, Futures, Options and Swaps, Use of Derivatives, Derivatives in India; Forwards and Futures - Basic Hedging Practices, Forward Contracts, Limitations of Forward Markets, Distinction between Forwards and Futures Contracts, Basic Mechanism of a Futures Contract, Profit and Pay off Position in Futures Contract, Pricing of Futures.

Options: Concept of Options, Options Terminology, Types of Options – The Call Option and The Put Option, Option Positions, Profit and Payoff from Basic Option Positions, Options

Strategies, Valuation of Options – The Binomial Option Pricing Model and The Black-Scholes Option Pricing Model.

Swaps: Concept and Nature, Features of Swaps, Major Types of Swaps – Interest Rate Swaps and Currency Swaps.

Learning Resources:

Text Books:

1.Options, Future and Other Derivatives, Hull, J. C. and Basu. S, Pearson India Education Services Pvt. Ltd., Delhi, 2018.

2. Derivatives Principles and Practice, Sundaram, R. K. and Das, S. R, McGraw Hill Irwin, New York, 2017.

Reference Books:

1. Commodity and Financial Derivatives,Kevin, S, Prentice Hall India Learning Private Limited, Delhi, 2014.

2. Derivatives, Somanathan, T. V., Nageswaran, V. A. and Gupta, H, Cambridge University Press, New Delhi, 2017.

Course Code: SM 6115	MERGERS AND ACQUISITIONS	Credits: 2-2-0:2

Pre-Requisites: None

Course Outcomes:

At the end of the course, the student will be able to

CO1	Acquaint students with the basic knowledge of mergers and acquisitions of companies
CO2	Understand the reasons for expansion and forms of expansions.
CO3	Explain the legal, procedural, and practical aspects involved in the corporate restructuring.
CO4	Determine the financial problems of merger and consolidation, choice of target and recognition of the anticipated challenges, risks, and pitfalls of the approach.

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	3	1	1	3
CO2	2	3	2	1	1	2
CO3	3	2	2	2	1	2
CO4	3	2	2	1	1	2

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Introduction: Overview, Theory of the Firm and Corporate Activity, Diversification and Mergers, Merger Types and Characteristics.

Valuation: The Financial Methodology, Principles of Valuation, Increasing the Value of the Organization; Mergers and Divestitures - Theories of Mergers and Tender Offers, Empirical Tests of Alternative Theories, Timing of Merger Activity.

Restructuring: Joint Ventures, ESOPs and MLPs, Going Private and Leveraged Buy-Outs; International Mergers and Restructuring, Corporate Control – Share Repurchase and Exchanges, Corporate Control Mechanisms, Takeover Defenses.

Regulatory Environment: Regulatory environment and Public Policy - Regulation of Securities Trading and Takeovers, Evaluation of Arbitrage and Insider Trading.

Learning Resources:

Textbooks:

1. Mergers and Acquisitions, Coyle, B, Glenlake Publishing Company Ltd. New Delhi, 2000.

2. Mergers and Acquisitions: Strategy, Valuation and Integration, Ray, K. G, PHI Learning Private Limited, New Delhi, 2010.

3., Mergers, Acquisitions and Takeovers,Machiraju, H. R, New Age International (P) Limited Publishers, New Delhi, 2007.

4. Mergers, Acquisitions and Corporate Restructuring, Godbole, P. G,Vikas Publishing House Pvt. Ltd., New Delhi,2013.

Reference Books:

1. Merger and Acquisition - New Perspectives, Rajeshwer C H, ICFAI Press, 2004.

2. Mergers, Restructuring and Corporate Control, Weston J Fred, TMH.

3. Mergers, Restructuring and Corporate Control, J. Fred Weston, Kwang S. Chung, Susan E. Hoag, PHI.

Online Resources:

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

Course Code: SM 6116	BEHAVIORAL FINANCE	Credits 2-2-0: 2

Pre-Requisites: None

Course Outcomes:

At the end of the course, the student will be able to

CO1	Analyse the systematic and persistent behavioural factors that may have an impact on the behavior of investors.
CO2	Understand the limitations of rational models of investment decision making
CO3	Impart students on a knowledge of alternate framework for understanding price discovering in the market
CO4	Develop an understanding of how various biases and heuristics influence the irrational decision making in humans.
CO5	Educate the students to overcome the involuntary irrational decision making to make better investment decisions.

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	2	1	2	3
CO2	3	2	1	2	3	2
CO3	3	2	1	2	1	2
CO4	2	2	3	3	3	3
CO5	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 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 and 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. Inefficient Markets: An Introduction to BehavioralFinance,Shleifer, A., Oxford University Press, New York,2000.

2. Behavioral Corporate Finance, Shefrin, H., McGraw-Hill Higher Education, New York,2010.

Course Code: SM6117	PUBLIC FINANCE	Credits (3 -1 -0): 2

Pre-requisites: None

Course Outcomes:

At the end of the course, the student will be able to

CO1	Acquaint the students with vital role in acquiring the financial resources needed by an economy to achieve its social welfare.
CO2	Demonstrate Public revenue, public expenditure and public sector deficit etc.
CO3	Study the role of government in the economy.
CO4	Gain the knowledge in taxation and fiscal policies in India.

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	2	3	3	3
CO2	3	2	1	2	3	3
CO3	3	3	3	2	1	3
CO4	2	1	2	1	2	2

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Roleof government - public goods and externalities –welfare state and redistribution – role ofstateineconomicgrowth–publicfinance and public sector economics.

Taxation- Principles of taxation – tax incidence – taxation and efficiency – optimaltaxation – tax incentives, compliance and enforcement – Trendsin Indiantaxrevenue.

Public expenditure - Measuring size of public sector – publicexpenditureandeconomicgrowthanddevelopment– compositionofpublicexpenditureandwelfarestate–publicexpenditureinIndia.

Fiscalpolicy -processof budgetinginIndia–classificationofbudgets trends– evaluationsystems –typesofdeficits– fiscalpolicy – indicators.

Fiscalfederalism in India – Theories offiscalfederalism –vertical andhorizontal fiscal imbalances in India – Inter-governmental financial transfers inIndia–

politicaleconomyofIndian fiscal federalism.

Learning Resources:

Text Books:

1. Theory of Public Finance, R.A.Musgrave and P.Musgrave,New York: McGraw-Hill, 1986.
2. Economics of the Public Sector, Joseph EStiglitz, Norton, Fourth edition.

Reference Books:

1. PublicFinance:PolicyIssuesforIndia (Oxford in India readings-Themes in Economics), SudiptoMundle, Oxford University Press,2000.
2. Federalism and FiscalTransfersinIndia, C. Rangrajanand D.K.Srivastava: Oxford University Press, 2011.

OnlineResources:

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

Course Code SM6118	FINANCIAL ANALYTICS	Credits 2 -2 -0: 2

Course Outcomes:

At the end of the course, the student will be able to

CO1	To the participants should be able to perform the required financial analysis using powerful tools like R and Python.
CO2	To apply various data processing techniques to get an insight into forecasting
CO3	To minimise risk by applying the machine learning in their day to day life

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	3	2	3	1
CO2	3	3	2	2	3	1
CO3	3	3	3	3	2	1

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Introduction to Financial Analytics: Importance of Financial Analytics, Types of Financial Analytics, Fundamental Analysis, Technical Analysis, Component of Financial Analytics, Features of Financial Analytics, Financial Analytics and Data Analysis, Implementation of Financial Analytics, Corporate Financial Analytics,Investment Financial Analytics, Financial Analytics and Current Financial Challenges, Fraud, Risk, Profitability, Portfolio Management

Machine Learning:Definition of Machine Learning, Understanding Objectives of Machine Learning, Various Components of Machine Learning, Data Storage, Data Processing, Deriving Variables, Transformation, Generalization, Sampling, Features of Machine Learning, Adoption of Machine Learning in Financial Analytics, Importance of Machine Learning in

Financial Analytics, Applications of Machine Learning in Finance, Financial Data, Types of Data, Financial Data, Market Data, Business Data, Various Use Case on Machine Learning and Financial Analytics, Building Models Using Accounting Data, Business Valuation Analytics

Data Analysis: News Analytics, Time Series Analysis and Forecasting, Portfolio Analytics, Machine Learning Techniques and their Application in Various Financial Aspects, Descriptive Statistics, Central Tendencies, Measures of Distribution, Understanding Shape of Data, Inferential Statistics, Predictive Modelling, Simple Linear Regression, Multiple Linear regression, Correlation, Cluster Analysis, Time Series Analysis

Models: Building Trading Algorithms, Building Stock Prices Forecasting Models using Machine Learning, Risk Analytics, Credit Risk and Market Risk Analytics, Value at Risk, Trading, Sentiment Analysis, GARCH Models, Credit Risk Modeling

Learning Resources:

Text Books:

1. Mastering Python for Finance ,J. M. Weiming, Birmingham, England: Packt Publishing, 2015.
2. Machine Learning in Finance ,Dixon, Matthew F., Halperin, Igor, Bilokon, Paul, O'Reilly, 2019.
3. An Introduction to R , W. N. Venables, D. M. Smith, R Core Team, 2018.

Reference Books

1. Advances in Financial Machine Learning, Marcos Lopez de Prado, Wiley,2018.

Course Code: SM 6161	RISK MANAGEMENT	Credits 2-2-0: 2

Pre-requisites: None

Course Outcomes:

At the end of the course, the student will be able to

CO1	Acquaint students with the different operations involved in managing Risk and make them understand the pricing, financing and risk diversification strategies of the firms.
CO2	Elaborate the insurance process and its significance in the economy
CO3	Understand and develop the Professional Financial Planning
CO4	Analyse and distinguish between various types of insurance available

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	1	2	2	3
CO2	2	2	3	1	3	3
CO3	3	2	1	2	3	3
CO4	3	3	2	1	2	3

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Risk management: Fundamentals and Terminology, Defining the Insurable Event, Risk 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.

Professional Financial Planning: Life Insurance Policies – Annuities, Medical Expense and Disability Income Insurance, Standard Life Insurance Contract Provisions and Options.

Advanced Topics in Risk Management: Commercial Property Insurance, General Liability Insurance, Special Liability Insurance, Bonding, Crime Insurance, Reinsurance, Employee Benefits, Social Security, Unemployment and Workers' Compensation Insurance.

Learning Resources:

Text Books:

1. Risk Management and Insurance, Harrington, S. and Niehaus, G. McGraw Hill,2017.

2. Insurance Principles and Practice, Mishra, M. N. and Mishra, S. B, S Chand (G/L) & Company Ltd, New Delhi,2016.

Reference Books:

1. Introduction to Risk Management and Insurance,Dorfman, M. S. and Cather, D. A, Pearson Prentice Hall, New Jersey,2012.

2. Principles of Risk Management and Insurance, Rejda, G. E. and McNamara, M, Pearson Education Limited, New York, 2017.

OnlineResources:

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

Course Code: SM6162	MODERN BANKING MANAGEMENT	Credits 2-2-0: 2

Pre-requisites:Financial Accounting, Financial Management, Financial Markets

Course Outcomes:

At the end of the course, the student will be able to

CO1	Familiarize students with the regulating framework for banks in India.
CO2	Equip students with an in-depth knowledge of financial management in banking organizations.
CO3	Illustrate Assets and Liability Management, Non-Performance Assets in banks
CO4	Provide students a foundation for academic training and development in bank management

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3					
CO2	3					
CO3	3	1				
CO4			2			

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Banking: An introduction to the business of banking and financial services management: An overview.

Regulatory framework: banking industry, classification of banks, Deposits, Passbook and bank customer – special type, Negotiable Instruments and cheques, Crossing , Endorsement, Paying Banker, Right of a Banker- Right to set off - Right to close an account-right to appropriate payments - Rule in Clayton's Case.

Loans and Advances: goods, securities, documents of title of goods, Modes of charging security, Subsidiary service.

Banking system in India: Non – Banking Financial Institutions, Assets and Liability Management, Non-Performance Assets.

Learning Resources:

Textbooks:

1. Banking Management and Financial Services,Rose, P. S. and Hudgins, S. C,McGraw-Hill Education, New York,2012.
2. Banking Theory, Law and Practice,Gordon, E. and Natarajan, K, Himalaya Publishing House, Mumbai,2019.
3. Banking Theory and Practice,Shekhar, K. C. and Shekhar, L,Vikas Publishing, New Delhi, 2013.

Reference Books:

1. Financial instruments, and institutions: accounting and disclosure rules, Ryan, Stephen G. Hoboken, N.J, John Wiley, 2002.

2. Principles of money, banking, and financial markets, Ritter, Lawrence S; Silber, William L, and Udell, Gregory F, Reading, Mass: Addison Wesley Longman; 1999,10th ed.

Course Code: SM6163	FINANCIAL ENGINEERING	Credits 2-2-0: 2

Pre-requisites: None

Course Outcomes:

At the end of the course, the student will be able to

CO1	Acquaint students with relevant statistical, mathematical and programming tools for developing financial models and using these models for solving diverse financial problems.
CO2	Gain complete understanding of mathematical foundation for understanding modern financial theory.
CO3	Demonstrate various computational tools used in the industry

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	2	3	3	1
CO2	3	2	1	2	3	3
CO3	3	3	3	2	1	1

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Modern Finance: A Brief History, Financial Engineering and Computation; Stochastic Processes and Brownian Motion - Stochastic Processes, Martingales (“Free Games”), Brownian Motion, Brownian Bridge; Continuous-Time Financial Mathematics - Stochastic Integrals, Ito Processes,

Financial Applications: Continuous-Time Derivatives Pricing – Partial Differential Equations, The Black-Scholes Differential Equation, Applications, General Derivative Pricing, Stochastic Volatility.

Financial Investments: Investments and Derivatives, Empirical Methods in Finance, Derivatives: Quantitative MethodsFixed Income Markets, Financial Data Science

Financial Risk Measurement and Management:market risk, credit risk, liquidity risk, settlement risk, model risk, volatility risk, kurtosis risk and other types of financial risks, risk measurement techniques for different types of contracts and portfolios (equity, fixed income,

currency) such a duration, portfolio Beta, factor sensitivities, Value at Risk, dynamic portfolio distribution analysis and extreme value analysis.

Learning Resources:

Text Books:

1. Financial Engineering: A Complete Guide to Financial Innovation, Marshall, J. F. and Bansal, V. K., Prentice Hall India Learning Private Limited, Delhi,2015.
2. Financial Engineeringand Computation: Principles, Mathematics, Algorithms,Lyuu, Y., Cambridge University Press, Cambridge, 2001.

Reference Books:

1. Principles of Financial Engineering, Kosowski, R. and Neftci, S. N., Elsevier, London. 34 2015.
2 .Mathematics for Finance: An Introduction to Financial Engineering, Capinski, M. and Zastawniak, T. Springer, London, 2003.

Course Code: SM6164	TREASURY AND FOREX MANAGEMENT	Credits 2 -2 -0: 2

Course Outcomes:

At the end of the course, the student will be able to

CO1	Understand treasury operations at banks and financial institutions and various Fixed Income and Money Market Securities.
CO2	Understand the International parity conditions which associate price of goods, interest rates and also gain knowledge of various foreign exchange markets and dealing
CO3	Minimise risk by applying the understanding of treasury management tools and techniques and also evaluate the determinants of currency prices and movement of these prices, change in foreign exchange markets and management of Foreign Exchange risk

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	2	2	1	3	2	3	2	2	1
CO2	3	2	2	3	3	1	3	2	1
CO3	3	3	2	3	1	2	3	1	2

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Introduction to Treasury Operations and Integrated Treasury at Banks, Money Market Instruments? Call money market, CBLO, Repo/Reverse Repo

Treasury bill market, Certificate of Deposit, Commercial Paper, Commercial Bills discounting market, Bonds, Types of Bonds, YTM, Clean Price of Bond, Dirty Price of Bond, Duration of bonds, Convexity of bonds and effects of convexity and duration on price of bonds, Duration of bonds, Convexity of bonds and effects of convexity and duration on price of bonds

Hedging interest rate risk, Value at Risk, Back Testing and Stress Testing, Asset Liability Management at Banks, Foreign Exchange Market, Exchange rate Quotations and Arbitrage.

Types of transaction and settlement date, Features of Forex Markets & communicating in forex Markets, Forwards Market for Currency, Terminologies in Forex Markets and hedging

Learning Resources:

Text Books:

1. Fixed Income Markets in India - Joydeep Sen, AbhichekApte, Shroff Publishers, 1st Edition
2. Foreign Exchange, International Finance - A.V. Rajwade Shroff Publishers, 5th Edition

Reference Books:

1. Developments in Money, G-Sec & Forex Market - The Clearing Corporation of India
2. Foreign Exchange Practice, Concepts & Control - C. Jeevandam, S. Chand & Co, 11th Edition, 2008
3. Developments in Money, G-Sec & Forex Market - The Clearing Corporation of India
4. Theory & Practices of Treasury & Risk Management in Banks IIBF - Taxmann, Reprint 2012

PROGRAMME ELECTIVE- COURSES

HUMAN RESOURCE MANAGEMENT

Course Code: SM6211	TRAINING AND DEVELOPMENT	Credits 2-2-0: 2

Course Outcomes:

At the end of the course, the student will be able to

CO1	Apply the knowledge of process of training and development of individuals in modern organizations
CO2	Identify training needs of various categories of employees
CO3	Design training programme for effective transfer of learning
CO4	Create conducive learning environment
CO5	Evaluate the effectiveness of training & development programs

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	1	2	1	1
CO2	1	2	-	1	1	1
CO3	2	2	2	3	2	1
CO4	2	2	3	3	-	1
CO5	2	2	-	2	1	1

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Introduction: Training- Concept, Need and Importance of Training in Modern Organizations, Training Process; Training Needs Assessment- Components of Training Needs Analysis, Sources of Data for Training Needs Analysis.

Design & Implementation of Training Programme: Principles of Training Design, Training Design template; Creating a Learning Environment, The Learning cycle; Implementation of Training Programme- Training Delivery Competencies, Training Methods.

Use of Technology in Training and Training Evaluation:E Learning, Transfer of training; Training Evaluation - Different Evaluation Models, Donald Kirkpatrick's Evaluation Model, Types of evaluation designs.

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. Effective Training: Systems, Strategies, Blanchard,P., Thacker, J.W., and Ram, V. Pearson Ed. 2019, 6th edition.
2. Employee Training and Development, Raymond A. Noe& Amitabh DeoKodwani, McGraw Hill Publications, 2019, 9th edition.

Reference Books:

1. Training for Development, Lynton &UdaiPareek, Sage Publications, 2011, 3rd edition.
2. Training for Life and Leadership in Industry, McGrath, PHI, 2011, 4th edition.

Online Resources:

1. www.shrm.com
2. www.hrkatha.com
3. www.nationalhrd.com
4. www.nipm.com
5. www.istdindia.org

Course Code: SM6212	PERFORMANCE MANAGEMENT	Credits 2-2-0: 2

Course Outcomes:

At the end of the course, the student will be able to

CO1	Understand performance management process
CO2	Develop key skills involved in effective performance management
CO3	Design performance management system
CO4	Conduct performance review discussions and provide feedback
CO5	Apply different approaches and techniques of performance management

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	1	-	1	1	1
CO2	1	2	2	2	1	1
CO3	2	3	1	2	2	2
CO4	2	3	2	2	1	2
CO5	2	3	2	2	1	1

1 - Slightly; 2 - Moderately; 3 – Substantially

Learning Resources:

Syllabus:

Introduction: Performance: Dimensions of Performance, Performance Appraisal: Methods of P A, Reasons for the failure of the Appraisal Process; Performance Appraisal & Performance Management, Process of Performance Management, Developing and Implementing a Performance Management System.

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- 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 Practices and Issues: Performance Audit, Human Resource Valuation, and Accounting and Audit; Performance Management Practices of Different Companies; Contemporary issues in Performance management.

Learning Resources:

Text Books:

1. Performance Management: Towards Organizational Excellence, Rao, T.V., Sage Publishers 2017, 2nd edition.

2. Performance Management Systems and Strategy, Bhattacharyya, Pearson, 2016, 1st edition.

Reference Books:

1. Performance management, Aguinis, H., Harlow: Pearson, 2014, 4th edition.
2. Performance management systems and strategies, Deepak Kumar Bhattacharya, Pearson education, 2011.
3. Performance Management, Prem Chadha, Macmillan India Ltd, New Delhi, 2008.

Online Resources:

1. www.shrm.com
2. www.hrkatha.com
3. www.nationalhrd.com
4. www.nipm.com
5. www.istdindia.org

Course Code: SM 6213	INDUSTRIAL RELATIONS	Credits 2-2-0: 2

Pre-Requisites: Nil

Course Outcomes:

At the end of the course, the student will be able to

CO1	Enables to acquire skills to handle employment relations
CO2	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
CO3	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.
CO4	Apply the techniques in bringing Industrial harmony.
CO5	Create an ability to handle industrial relations in bringing the productive employee relations

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	2	1	1	1	1
CO2	1	2	2	2	2	2
CO3	1	3	1	2	2	2
CO4	2	2	2	2	2	2
CO5	2	3	2	2	1	2

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,

Learning Resources:

Text Books:

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

Reference Books:

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

Online Resources:

Labour law Reporter Website

Course Code: SM6214	LABOUR LEGISLATION	Credits 2-2-0: 2

Pre-Requisites: Understanding of Industrial Relations (SM6223)

Course Outcomes:

At the end of the course, the student will be able to

CO1	Define legal concepts in general and Constitution of India in particular
CO2	Infer the principles governing Industrial Law with a special reference to the various legal concepts as applicable to the labour laws through a process of case analysis.
CO3	Asses the rules and regulations of different labour laws.
CO4	Develop comprehensive command over all the aspects labour law from the perspective of a practising manager in an industrial context
CO5	To know application of Labour Laws to the IT sectors, Manufacturing, Infrastructure & Service sector

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	1	2	2	2	2
CO2	2	1	1	2	3	1
CO3	3	1	3	2	2	2
CO4	2	2	3	3	3	1
CO5	1	1	3	2	2	2

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Introduction to Labour Law: The Employees' Compensation Act, 1923 (The Employees' Compensation (Amendment) Act 2017), The Trade Unions Act, 1926, 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 Mines Act, 1952, The Payment of Bonus Act, 1965, (The Payment of Bonus (Amendment) Act 2015), The Contract Labour (Regulation and Abolition) Act, 1970. The Payment of Gratuity Act, 1972, The Equal Remuneration Act, 1976,

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 Book:

1. Industrial Relations and Labour Laws , Piyali Ghosh, McGraw Hill, 2017

Reference Books

1. Labour Laws , PK Padhi, PHI, 2017
2. Industrial Relations, Trade Unions, and Labour Legislation, PRN Sinha, Pearson's Education, 2017

Online Resources:

Labour Law Reporter Website.

Case Laws from Labour Ministry Website

Course Code: SM6215	COMPENSATION MANAGEMENT	Credits 2-2-0: 2

Pre-Requisites: Understanding of Human Resource Management (SM5161)

Course Outcomes:

At the end of the course, the student will be able to

CO1	Define the approaches and principles of compensation
CO2	Understand the pay mix and pay matrixes
CO3	Analyse the theories of wages and salary structures
CO4	Classify the pay mechanism, employee benefits and profit sharing
CO5	Design a pay structure suitable to positions in the organisations.

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	1	-	1	1	2
CO2	2	2	1	1	2	2
CO3	1	2	2	2	3	3
CO4	1	2	1	3	2	2
CO5	1	2	2	3	2	2

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

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. Compensation, George Milkovich, Jerry M Newman, ,C S VenkataRatnam, McGraw Hill, 2018

2. Compensation Management in a Knowledge-Based World ,Richard.I. Henderson, Prentice Hall India, New Delhi, 2015

Reference Books:

1. Strategic Reward Systems, Richard Thrope and Gill Homen, Prentice Hall India, New Delhi, 2015

2. Compensation Management, Dipak Kumar Bhattacharyya, Oxford University Press, New Delhi, 2018

Course Code: SM6216	ORGANIZATIONAL CHANGE AND DEVELOPMENT	Credits 2-2-0: 2

Course Outcomes:

At the end of the course, the student will be able to

CO1	Understand key concepts and issues in managing organisational changes
CO2	Apply the models for managing organizational change
CO3	Use change management interventions to address the reactions/resistance to change
CO4	Examine the types of OD interventions for identifying when and why they are applied
CO5	Design the implementation of multiple OD interventions

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	1	1	2	1	1
CO2	2	3	2	2	2	1
CO3	2	3	2	2	2	2
CO4	1	3	-	1	1	2
CO5	2	3	1	3	2	2

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Introduction: Organizational Change – Basic Concept, Planned change, Types of Change, Forces for Change, Models of organizational change, Resistance to change, Overcoming resistance -Strategies & Techniques

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

Reference Books:

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

Online Resources:

1. www.shrm.com
2. www.hrkatha.com
3. www.nationalhrd.com
4. www.nipm.com
5. www.istdindia.org

Course Code: SM6217	TALENT AND COMPETENCY MANAGEMENT	Credits 2-2-0: 2

Course Outcomes:

At the end of the course, the student will be able to

CO1	Understand the complete cycle of talent management
CO2	Examine good talent management practices
CO3	Build an effective talent management strategy for the organization
CO4	Develop competency model
CO5	Conduct competency mapping exercise

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	1	-	-	-	-
CO2	2	1	-	1	-	1
CO3	3	3	2	2	1	2
CO4	3	3	2	2	1	2
CO5	3	3	1	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. The Talent Management Handbook, Making Culture a Competitive Advantage by Acquiring, Identifying, Developing, and Promoting the Best People, Lance A. Berger, Dorothy Berger, McGraw Hill, 2018, Third edition.

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

Reference Books:

1. Competency Mapping, Seema Sanghi, Sage Publications, 2019. Third edition.
2. Hurconomics for Talent Management, T.V. Rao,Pearson Education, 2011, First edition.
3. Competency Based Human Resource Management, Srinivas R. Kandula Delhi, India: PHI Learning Private Limited, 2015.

Online Resources:

1. www.shrm.com
2. www.hrkatha.com
3. www.nationalhrd.com
4. www.nipm.com
5. www.istdindia.org

Course Code: SM6218	HR ANALYTICS	Credits 2-2-0: 2

Course Outcomes:

At the end of the course, the student will be able to

CO1	Discuss the value of human capital analytics concepts
CO2	Apply the metrics measured by HR analytics
CO3	Appraise the role of analytics in problem solving and decision making in relation to human capital
CO4	Analyse both qualitative and quantitative employee data for making effective HR decisions
CO5	Build connect between HR results and business results

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	1	-	-	-	-
CO2	2	2	1	-	1	-
CO3	1	2	1	1	-	-
CO4	2	2	-	1	2	-
CO5	3	3	-	2	1	-

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Introduction: Shift in traditionalHR function-from human resource management (HRM) to human capital management (HCM), Introduction to HR Analytics, Levels of HR analytics – Descriptive, Diagnostic, Predictive, Prescriptive analytics

HR Metrics: Types of Measures – HR Productivity Metrics and Human Capital Metrics ; HR analytics value chain, Business strategy - HR Analytics. Competitive advantage integration, HR analytics linkage to business outcomes

HRA Applications: 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: Forecasting and Measuring HR Value Propositions with HR Analytics; HR Analytics and Data; HR Analytics and Predictive Modelling; HR Analytics for Future.

Learning Resources:

Text Books:

1. Winning on HR Analytics: Leveraging Data for Competitive advantage, Ramesh Soundararajan, Kuldeep Singh, Sage publications, 2017, First edition.
2. Fitz-enz J and Mattox, J. Predictive Analytics for Human Resources, John Wiley, 2014.

Reference Books

1. The new HR analytics: predicting the economic value of your company's human capital investments, Fitz-enzJac , AMACOM, 2010.
2. Making Human Capital Analytics Work: Measuring the ROI of Human Capital Processes and Outcomes, Philips, J and Philips, P.P., McGraw Hill, 2014, First edition.

Online Resources:

1. www.shrm.com
2. www.hrkatha.com
3. www.nationalhrd.com
4. www.nipm.com
5. www.istdindia.org

Course Code: SM 6261	STRATEGIC HUMAN RESOURCE MANAGEMENT	Credits 2-2-0: 2

Pre-Requisites: Understanding of Human Resource Management (SM5161)

Course Outcomes:

At the end of the course, the student will be able to

CO1	Define the concepts and factors contributing to strategic human resource management
CO2	Outline the approaches of strategic human resource management in decision making
CO3	Analyse the contributions of practices at industrial and strategic level of strategic human resource management.
CO4	Understanding strategy and its implication for human resources
CO5	Adapt the principles of SHRM competencies in solving problems in organisations.

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	1	-	2	1	2
CO2	2	2	1	1	2	2
CO3	2	2	1	2	1	2
CO4	1	2	1	2	3	2
CO5	1	2	2	2	1	2

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Human Resource Strategy and Organizational Capability, SHRM: Aligning HR with Corporate Strategy, SHRM Approaches, Cross-Cultural HRM, Culture Assessment,

Strategic HRP Expatriation and Repatriation Strategic HR Planning Acquisition and Development, Corporate Strategy and Career Systems, Coaching and Mentoring,

Performance Systems: High Performance work systems, Counseling and Networking, **Strategic Employee Relations**: Unions and Strategy in Industrial relations,

Restructuring and SHRM: Corporate Ethics, Values and SHRM, HR Outsourcing, Branding, Strategic Alliance, Temping. Competencies of HR Professional in an SHRM Scenario, Evaluating the Effectiveness of SHRM

Learning Resources:

Text Book:

1. Strategic Human Resource Management, Catherine Bailey, David Mankin, Clare Kelliher, Thomas Garavan, Oxford Press, 2018

Reference Books:

1. Strategic Human Resource Management and Development,Ekta Sharma, Pearson, 2019
2. Strategic Human Resource Management, Randall S. Schuler, Susan E. Jackson, Routledge, 2015

Online Resources:

1. www.shrm.com
2. www.istdindia.org

Course Code: SM 6262	MEASURING HUMAN RESOURCES	Credits 2-2-0: 2

Pre-Requisites: Understanding of Human Resource Management (SM5161)

Course Outcomes:

At the end of the course, the student will be able to

CO1	Understand the concepts, principles, and processes of developing human resources Measurements.
CO2	Assess human resources requirements in designing interventions contributing the enterprise Goals,
CO3	Familiarize with the levels, tools and techniques involved in evaluation of measuring metrics of human resource management and
CO4	Develop an understanding on various non-training solutions to improve employee performance
CO5	Create the alignment and human resource valuation strategy for employee performance.

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	1	1	2	2	1
CO2	2	3	2	1	2	2
CO3	1	3	2	2	2	2
CO4	1	3	3	3	3	3
CO5	1	3	2	3	2	2

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Introduction and Overview, Changing Role of HR, HR as a Strategic Partner, Need for Measuring HR

Approaches to Measuring HR, Competitive Benchmarking, HR Accounting, HR Auditing, HR Cost Monitoring, HR Effectiveness Index, HR Key Indicators, HR MBO, HR Profit Centre, HR Reputation , Return on Investment , Surveys, Measuring Specific Impact, Measuring HR's Contribution to Enterprise Goals, Cost-Benefit Analyses for HR **Interventions , Measuring HR's Impact on Processes** , Integrating Alternative Measures of Behavioral and Performance Outcomes , End-to-end HR Value Report , Measuring HR Alignment Conclusion , The Next Generation HR Valuation , Human Resource Valuation Strategy for Inventing Future

Learning Resources:

Text Books:

1.Hurconomics for Talent Management: The Creation of a BusinessDrivenmissionary,T V Rao, Pearson Education, 2011

Reference Books:

1. International Management , Hodgetts, Luthans, Doh, McGraw Hill, 2007
2. Reinventing HRM, Challenges and New Directions, Ronald J Burke, Cary L.Cooper,Taylor and Francis, 2015

Course Code: SM6263	GLOBAL HRM AND CROSS-CULTURAL MANAGEMENT	Credits 2-2-0: 2

Course Outcomes:

At the end of the course, the student will be able to

CO1	Demonstrate an understanding of key terms, theories/concepts and practices within the field of Global HRM
CO2	Examine issues and practices pertaining to the major HRM functions within the context of a multinational environment
CO3	Analyse the critical role of culture in international business and the importance of managing cultural differences
CO4	Develop cross-cultural competence for effectively managing diverse workforce
CO5	Evaluate global human resource management practices for determining effective HR strategies for multinational organisations

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	1	-	1	1	1
CO2	2	2	-	2	1	1
CO3	2	3	1	2	1	2
CO4	2	2	1	3	1	2
CO5	2	3	-	2	1	2

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Introduction to Global HRM: An overview, Strategic International HRM, - Types of employees, International Workforce Planning and Staffing, International Recruitment & Selection, International Training and Management Development, International Compensation, Benefits and Taxes, International Employee Performance Management.

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 Organizations: 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. Cross-cultural Management – Concepts and Cases, Madhavan, Shobhana, Oxford University Press, 2016, 2nd Edition.

2. International Human Resource Management: Policies and Practices for Multinational Enterprises (Global HRM), Tarique, I., Briscoe, D. and Schuler, R., London: Routledge, 2016, 5th edition.

Reference Books:

1. Understanding Cross-Cultural Management, Browaeys, M. J. & Roger, P., Pearson, 2019,4th edition
2. Cross-Cultural Management, Thomas, D. C. Sage Publications, 2014, 3rd Edition

Online Resources:

1. www.shrm.com
2. www.hrkatha.com
3. www.nationalhrd.com
4. www.nipm.com
5. www.istdindia.org

Course Code: SM 6264	DIGITAL HUMAN RESOURCE MANAGEMENT	Credits 2-2-0: 2

Pre-Requisites: None

Course Outcomes:

At the end of the course, the student will be able to

CO1	Establish habits for keeping up to date on emerging digital technologies in HRM.
CO2	Develop digital solutions and applications used for E HRM and gamifications.
CO3	Construct the dashboards, electronic functions of HRM
CO4	Decide to use digital technologies in handling human resource solutions.
CO5	Propose the solutions of Digital HRM that can be used in organisations

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	2	3	1	2	2
CO2	1	2	3	2	2	2
CO3	2	2	3	3	2	2
CO4	2	3	3	3	2	2
CO5	1	2	3	3	3	2

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Key Approaches to e-HRM; Strategic Management Approach to Technology-enabled HRM; Soft Systems Thinking Approach to e-HRM Project Management;Agile Approach to e-HRM Project Management;

Key Directions in e-HRM; Big Data & e-HRM; HR Metrics & Analytics, Cloud Computing & e-HRM; Social Media & e-HRM *;* Gamification& e-HRM **; E-HRM Applications**; e-Talent Management; e-Recruitment & Selection*;* e-Performance & Reward Management*;* e-Learning & Development 'Problems and Prospects';

Strategic Evaluation of e-HRM*;* Information Security & Privacy in e-HRM; Future Directions of Electronic/Digital HRM.

Learning Resources:

Text Book:

1. E-HRM, Digital Approaches, Directions & Applications, Mohan Thite, Routledge, 2018

Reference Books:

1. E-HRM: An Internet Guide to Human Resource Management,Mary Gowan,Pearson,2000
2. The Brave New World of eHRM 2.0 (Research in Human Resource Management) – James H. Dulebohn (Editor), Dianna L. Stone (Editor)

Online Resources:

Websites of Few Companies can be referred

INFORMATION TECHNOLOGY AND ANALYTICS

Course Code: SM6311	ENTERPRISE RESOURCE PLANNING	Credits 2-2-0: 2

Pre-requisites: A good understanding of first year IT subjects. Knowledge on strategic management and organization structure and design concepts are preferred.

Course Outcomes:

At the end of the course, the student will be able to

CO1	Compare and contrast the SaaS and on-premises ERP systems.
CO2	Examine the various functional modules of ERP
CO3	Demonstrate the issues and advantages while implementation ERP
CO4	Examine the reasons that drive the way forward for ERP
CO5	Understand the integration of E-Business and ERP.

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	1	1	1	3	-
CO2	2	3	1	1	3	-
CO3	2	2	1	1	3	-
CO4	2	2	1	1	3	-
CO5	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:

Textbooks:

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

Reference Books:

1. Enterprise resource planning systems: systems, life cycle, electronic commerce, and risk.O'Leary, D. E. Cambridge university press, 2020
2. ERP systems benefit realization and the role of ERP-enabled application integration. In Advanced methodologies and technologies in business operations and management (pp. 802-815). Nwankpa, J. K. IGI Global, 2019

Online Resources:

1. blog.feedspot.com/erp_blogs/

Course Code: SM6312	AGILE PROJECT MANAGEMENT TECHNIQUES	Credits 2-2-0: 2

Pre-requisites: None.

Course Outcomes:

At the end of the course, the student will be able to

CO1	Understand the issues that drive organizations to embrace iterative methodologies.
CO2	Analyze the various estimation and planning methods of iterative methodology
CO3	Evaluate the advance constructs and the challenges faced by organizations to display these.
CO4	Determine the organizational culture and its impact on agile methodologies
CO5	Compare and contrast the lean and agile methods.

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	2	1	1	2	-
CO2	2	2	1	2	1	-
CO3	2	2	2	2	2	-
CO4	2	2	2	2	2	2
CO5	1	2	1	1	2	1

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Introduction – 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.

Learning Resources

Textbooks:

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

Reference Books:

1. Agile software requirements: lean requirements practices for teams, programs, and the enterprise. Leffingwell, D. Addison-Wesley Professional, 2020
2. Cloud enhances agile software development. In Cloud Computing Applications and Techniques for E-Commerce (pp. 28-49). Gochhait, S., Butt, S. A., Jamal, T., & Ali, A. IGI Global, 2020.

Online Resources:

1. blog.feedspot.com/agile_blogs/

Course Code: SM6313	PRODUCT MNAGEMENT IN ENTERPRISE SYSTEMS	Credits 2-2-0: 2

Pre-requisites: A good understanding of first year MBA IT courses.

Course Outcomes:

At the end of the course, the student will be able to

CO1	Compare and contrast the role of product manager in traditional and iterative methodologies.
CO2	Understand the requirements refinery in iterative methodology
CO3	Explain the risks in iterative methodologies
CO4	Examine the product roadmap and its challenges in various product development scenarios.
CO5	Discover the role of product manager in an enterprise organization.

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	2	2	3	2
CO2	3	3	2	2	3	1
CO3	3	3	2	1	2	1
CO4	2	3	2	1	3	2
CO5	2	3	2	1	2	1

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Introduction: Role of product manager. Product vision and roadmap.

Requirements engineering: The requirements engineering in iterative development methods. Splitting user-stories.

Agile requirements refinery: The approaches and methods to refine requirements in iterative development.

Risks in Agile requirements engineering: The various risks that are tractable and intractable in iterative development, especially Agile.

Release plan: The evolving release plan and the role of various stakeholders. The customizations necessary to iterative development to meet the challenges in bespoke and market-driven product development.

Development: Role of product manager in iterative software development. Prioritization, risks, and challenges.

Learning Resources:

Textbooks:

1. Agile product management with scrum: Creating products that customers love. Pichler, R. Pearson Education India, 2017
2. Building Products for the Enterprise: Product Management in Enterprise Software. Reeves, B., & Gaines, B. O'Reilly Media, Inc. 2018.

Reference Books:

1. The Practitioner's Guide to Product Management: Top Practitioners Share Lessons Learned on the Journey from Beginner to Expert. Busuttil, J. Hachette UK.2018
2. Software Product Management. Wagenblatt, T. Springer International Publishing. 2019

Online Resources:

1. https://www.productboard.com/blog/20-product-management-blogs

Course Code: SM6314	E-GOVERNMENT	Credits 2-2-0: 2

Pre-requisites: A good understanding of first year MBA IT courses.

Course Outcomes:

At the end of the course, the student will be able to

CO1	Understand the need for governments to use technology
CO2	Examine the challenges and issues governments face while using E-Government
CO3	Understand the new facets that governments can explore while using E-Government
CO4	Explain the reasons for training and its implications for E-Government
CO5	Demonstrate the technologies used by EGov2.0 to meet its needs.

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	-	-	3	1
CO2	2	2	-	-	3	-
CO3	3	2	-	-	2	1
CO4	3	3	-	-	3	-
CO5	3	1	-	-	3	-

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Introduction – Introduction to E-Government. Identifying the need, technology, and access.

Develop, design, use and implement E-Government – Citizens and connect with government, their expectations; Special populations; mobile technologies.

Transparency and Smart cities – Open government; Smart cities; Policy implementation

Training and Implications: training and implementation case studies

EGov 2.0: social media; virtual networks and virtual worlds. E-Participation

Evaluating E-Government: Evaluation frameworks and methods.

Learning Resources:

Textbooks:

1. Organizational interoperability in e-government: lessons from 77 European good-practice cases. Kubicek, H., Cimander, R., & Scholl, H. J. Springer Science & Business Media.2011
2. Implementing and managing eGovernment: an international text. Heeks, R. Sage Publications, 2005

Reference Books:

1. E-government for good governance in developing countries: Empirical evidence from the eFez project. Kettani, D., & Moulin, B. Anthem Press, 2014.
2. Citizen attitudes about Open government and government 2.0: A path analysis. In Open government: Concepts, methodologies, tools, and applications (pp. 1787-1809). Nam, T. IGI Global, 2020.

Online Resources:

1. https://blog.opengroup.org/category/e-government
2. https://blogs.imf.org/tag/egovernment

Course Code: SM6315	ENTERPRISE TRANSFORMATIONS IN THE DIGITAL WORLD	Credits 2-2-0: 2

Pre-requisites: A good understanding of first year MBA IT courses.

Course Outcomes:

At the end of the course, the student will be able to

CO1	Understand the transformations in digital world
CO2	Analyze the digital transformation in enterprises.
CO3	Analyze the digital infrastructure as a unique artifacts and constructs.
CO4	Explore the enterprise architectures and their impact for digital transformations.
CO5	Demonstrate the various integration technologies of digital enterprise

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	-	-	3	1
CO2	3	2	-	-	2	1
CO3	3	2	-	-	2	2
CO4	3	2	-	-	2	2
CO5	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:

Textbooks:

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

Reference Books:

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

Online Resources:

1. https://www.salesforce.com/products/platform/what-is-digital-transformation

Course Code: SM6316	CURRENT AND EMERGING ISSUES IN IT MANAGEMENT	Credits 2-2-0: 2

Pre-requisites: A good understanding of first year MBA IT courses.

Course Outcomes:

At the end of the course, the student will be able to

CO1	Understand the technologies that organizations need to manage in digital environment.
CO2	Analyze the technologies that assist organizations to compete.
CO3	Analyze the theories that drive information systems.
CO4	Demonstrate the new architectures of IT.
CO5	Analyze the models, frameworks for successful transfer of IT.

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	-	-	3	1
CO2	3	3	-	-	2	2
CO3	3	3	-	-	2	2
CO4	3	2	-	-	2	1
CO5	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:

Textbooks:

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

Reference Books:

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

Online Resources:

1. https://www.ukessays.com/essays/information-technology/the-emerging...

Course Code: SM6317	TIME-SERIES FORECASTING	Credits 2-2-0: 2

Pre-requisites: Apart from a good understanding of first year MBA IT courses, it is necessary to have a good understanding of the math behind machine and statistical learning as the course uses these fundamentals.

Course Outcomes:

At the end of the course, the student will be able to

CO1	Understand the basic concepts of forecasting.
CO2	Discover and experiment simple methods of forecasting.
CO3	Discover and experiment timeseries regression models
CO4	Discover and experiment exponential smoothening models.
CO5	Develop forecasting on real world problems.

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	-	-	2	1
CO2	3	3	-	-	2	1
CO3	3	3	-	-	2	1
CO4	3	3	-	-	1	1
CO5	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:

Textbooks:

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

Reference Books:

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

Online Resources:

1. Forecasting: Principles and Practice, Rob J. Hyndman and George Athanasopoulos, OTexts (available online: https://www.otexts.org/fpp)
2. https://towardsdatascience.com/ - A Medium publication sharing concepts, ideas, and codes.
3. https://machinelearningmastery.com/ by Jason Brownee

Course Code: SM6318	DEEP LEARNING	Credits 2-2-0: 2

Pre-requisites: Apart from a good understanding of first year MBA IT courses, it is necessary to have a good understanding of the math behind machine learning as the course uses these fundamentals.

Course Outcomes:

At the end of the course, the student will be able to

CO1	Understand the applications of deep learning.
CO2	Experiment with to train and optimize basic neural networks.
CO3	Discover and experiment initialization methods in deep learning
CO4	Discover and experiment regularization methods in deep learning.
CO5	Develop deep learning toolbox using optimization methods.

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	-	-	3	1
CO2	2	3	-	-	2	2
CO3	2	2	-	-	2	1
CO4	3	2	-	-	2	1
CO5	2	3	-	-	2	1

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Introduction to deep learning: Analyze the major trends driving deep learning and applications of its usage.

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

Deep learning: Analyze the computations underlying deep learning and use them to build and train deep neural networks for computer vision tasks; Regularization – dropout, other methods; Gradients – vanishing/exploding and numerical approximation.

Optimization:minibatch, exponentially weighted averages.

Learning Resources:

Textbooks:

1. Deep Learning Essentials: Your hands-on guide to the fundamentals of deep learning and neural network modeling. Bhardwaj, A., Di, W., & Wei, J. Packt Publishing, 2018 Ltd.
2. Deep learning with Python (Vol. 361). Chollet, F. New York: Manning. 2018
3. Deep learning with tensorFlow: Explore neural networks and build intelligent systems with python. Zaccone, G., & Karim, M. R. Packt Publishing Ltd. 2018

Reference Books:

1. Deep learning. Vol. 1. Bengio, Yoshua, Ian Goodfellow, and Aaron Courville. Massachusetts, USA:: MIT press, 2017.

2. Hands-On Transfer Learning with Python: Implement advanced deep learning and neural network models using TensorFlow and Keras. Sarkar, D., Bali, R., & Ghosh, T. Packt Publishing Ltd. 2018

Online Resources:

1. https://github.com/joanbruna/stat212b
2. www.deeplearningbook.org/
3. https://towardsdatascience.com/ - A Medium publication sharing concepts, ideas, and codes.
4. https://machinelearningmastery.com/ by Jason Brownee

Course Code: SM6361	TECHNOLOGICAL FORECASTING AND ASSESSMENT	Credits 2-2-0: 2

Pre-requisites: A good understanding of first year MBA IT courses.

Course Outcomes:

At the end of the course, the student will be able to

CO1	Explain the rationale of technology forecasting.
CO2	Understand the benefits of technology forecasting
CO3	Analyze the various ways of adopting innovations
CO4	Explain the diffusion of innovation by considering various opinions and impacts
CO5	Explain the rationale of technology assessment.

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	-	-	3	2
CO2	3	2	-	-	3	1
CO3	3	3	-	-	3	2
CO4	3	3	-	-	3	2
CO5	3	3	-	-	3	2

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Technology forecasting: usefulness of technologies, machines, procedures or techniques. Prioritizing R&D. New product development; Strategic decision on technology licensing, joint ventures, and innovation. Support technological strategic and operational planning elements. Organizing for technology forecasting

Forecasting Techniques: Technical assessment; Technological gap analysis.

Technology in Social context: considering the forming and framing of public opinion and the societal impacts using scientific and interactive methods, and possible with technology assessment.

Innovation: technology forecasting in adopting innovations.

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

Assessment: Components, Problem definition, description, strategies, Impact identification and analysis; Economic impact analysis; Assessment of risk and uncertainty; safety and environment regulations; Critiques

Learning Resources:

Textbooks:

1. New product forecasting: an applied approach. Kahn, K. B. Routledge. 2014
2. Technology assessment: Forecasting *future adoption of emerging technologies* (Vol. 10).

Daim, T. U. (Ed.). Erich Schmidt Verlag GmbH & Co KG. 2011

Reference Books:

1. Technology in context: Technology assessment for managers. Braun, E. Routledge, 2005
2. Technology assessment in practice and theory. Grunwald, A. Routledge. 2018
3. A Guidebook for Technology` Assessment` and Analysis, Series Vol. 4, A.L. Porter, North Holland. 2015

Online Resources:

1. https://360digitmg.com/blog

Course Code: SM6362	ENTERPRISE CLOUD COMPUTING	Credits 2-2-0: 2

Pre-requisites: A good understanding of first year MBA IT courses.

Course Outcomes:

At the end of the course, the student will be able to

CO1	Understand the infrastructure, platform and software of cloud providers.
CO2	Analyze the cloud adoption strategies.
CO3	Analyze the cloud consumption strategies.
CO4	Understand the issues and transitions for enterprises to cloud and the drivers.
CO5	Understand the drivers in enterprise cloud evolution

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	-	-	3	1
CO2	2	3	-	-	2	2
CO3	3	3	-	-	3	1
CO4	2	2	-	-	2	1
CO5	2	2	-	-	2	2

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Introduction: Cloud providers and their cloud services at infrastructure, platform, and software level.

Cloud adoption: Enterprise level cloud adoption strategies – scalability-driven, market-driven, availability-driven, and convenience-driven. Consumption strategies – software, storage, solution provisioning, and redundancy services.

Issues and transitions for enterprises: Transaction OLTP, and analytical OLAP capabilities in cloud computing scenarios. Transition – types of cloud services, migration of existing legacy applications, and running applications on cloud.

Drivers: Technology and business drivers in enterprise cloud evolution.

Learning Resources:

Textbooks:

1. Enterprise cloud computing: technology, architecture, applications. Shroff, G. Cambridge university press. 2017
2. Cloud computing explained. Rhoton, J. London: Recursive Press. 2017

Reference Books:

1. Cloud computing adoption framework: A security framework for business clouds. Chang, V., Kuo, Y. H., & Ramachandran, M. Future Generation Computer Systems, 2016, 57, 24-41.
2. Cloud computing. Antonopoulos, N., &Gillam, L.London: Springer. 2018

Online Resources:

1. https://azure.microsoft.com/en-in/overview/what-is-cloud-computing

Course Code: SM6363	AI ENABLED SYSTEMS	Credits 2-2-0: 2

Pre-requisites: A good understanding of first year MBA IT courses, it is necessary to have a good understanding of machine learning systems.

Course Outcomes:

At the end of the course, the student will be able to

CO1	Understand the applications of AI-enabled systems
CO2	Analyze the applicability of opensource tools
CO3	Analyze the requirements engineering and NLP.
CO4	Analyze the release engineering in AI-enabled systems.
CO5	Examine the people related aspects in AI-enabled systems

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	-	-	2	1
CO2	2	3	-	-	2	2
CO3	2	3	-	-	3	1
CO4	3	3	-	-	3	2
CO5	2	3	-	-	2	1

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Introduction: From models to AI-enabled (data-centric) systems; goals and success measures for AI-enabled systems; MLOps.

Open-source tools:15 Opensource Tools; orchestration and choreography.

Requirements: NLP4RE – modelling, RFP domain, knowledge elements, and context.

Automation: automating large scale data quality and data linter.

Quality assessment: Release engineering; Balancing release velocity and reliability; Canarying releases – roll-forward deployment; canary implementation; metrics; non-interactive systems.

People and AI: Explainability, interpretability, and trust; versioning; provenance and reproducibility; Ethics.

Learning Resources:

Textbooks:

1. Machine learning intelligence. In Building Intelligent Systems (pp. 245-261). Hulten, G. Apress, Berkeley, CA. 2018
2. Hands-on machine learning with Scikit-Learn, Keras, and TensorFlow: Concepts, tools, and techniques to build intelligent systems. Géron, A.O'Reilly Media. 2019

Reference Books:

1. Evolving intelligent systems: methodology and applications (Vol. 12). Angelov, P., Filev, D. P., &Kasabov, N. John Wiley & Sons. 2010

2. Machine Learning for Mobile: Practical guide to building intelligent mobile applications powered by machine learning. Gopalakrishnan, R., &Venkateswarlu, A. Packt Publishing Ltd. 2018

Online Resources:

1. https://towardsdatascience.com/ - A Medium publication sharing concepts, ideas, and codes.
2. https://machinelearningmastery.com/ by Jason Brownee

Course Code: SM6364	BIGDATA & ECOSYSTEMS	Credits 2-2-0: 2

Pre-requisites: A good understanding of first year MBA IT courses, it is necessary to have a good understanding of machine learning systems.

Course Outcomes:

At the end of the course, the student will be able to

CO1	AnalyzeBigdata its applications, attributes, and its ecosystem.
CO2	Examine the various computing principles
CO3	Understand the computing principles and concepts in Bigdata
CO4	Examine the various tools used to manage and process large datasets.
CO5	Discover the data visualization techniques of Bigdata

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	-	-	3	1
CO2	2	2	-	-	2	1
CO3	3	2	-	-	2	1
CO4	2	2	-	-	2	1
CO5	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:

Textbooks:

1. Big books in times of big data. Ven, I. V. D. Leiden University Press. 2019
2. Big data in engineering applications (Vol. 44). Roy, S. S., Samui, P., Deo, R., &Ntalampiras, S. Springer. 2018.

Reference Books:

1. Big Data at Work: Dispelling the Myths, Uncovering the Opportunities.Shen, W.Kogan Page Publishers. 2017
2. Data strategy: How to profit from a world of big data, analytics and the internet of things. Marr, B. Kogan Page Publishers. 2017

Online Resources:

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

MARKETING

Course Code: SM6411	INTEGRATED MARKETING COMMUNICATIONS	Credits 2-2-0:2

Pre-requisites:Concepts of Marketing (SM5154)

Course Outcomes:

At the end of the course, the student will be able to

CO1	Understand the concepts and techniques of Integrated marketing communications
CO2	Understand various communication tools and methods
CO3	Understand importance of IMC on marketing and promotional operations
CO4	Develop a creative marketing communication necessary to reach target audience
CO5	Analyse the fast changing trends in the area of marketing and promotion

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	1	2	2	2	2
CO2	2	2	2	2	2	2
CO3	3	2	3	2	2	2
CO4	3	1	3	1	2	2
CO5	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 ofMarketing, 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. Advertising and Promotion : An Integrated Marketing Communications Perspective - An Integrated Marketing Communications Perspective, George E Belch, Michael A Belch, KeyoorPurani ,TMH, 2017,9th Edition

Reference Books:

1. Advertising Management, David Aaker, Rajeev Batra and John Myers, PHI, 2009.
2. Advertising - Principles and Practices, William Wells et al., PHI, 2012.

Course Code: SM6412	CONSUMER BEHAVIOUR	Credits 2-2-0:2

Pre-requisites: Concepts of Marketing (SM5109 and SM5154)

Course Outcomes:

At the end of the course, the student will be able to

CO1	Analyze the psychological factors that influence consumer behaviour
CO2	Understand Social and cultural factors that influence consumer behaviour
CO3	Outline Consumer Decision making process and models associated
CO4	Explain the concept Diffusion of Innovation
CO5	Elaborate the concept of Opinion leadership

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	-	2	-	-	-
CO2	2	-	2	-	-	-
CO3	2	2	-	-	2	-
CO4	2	-	-	-	2	-
CO5	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. Consumer Behaviour, Leon G. Schiffman and Lestre Lazar Kanuk, PHI, 2013, 2nd Edition
2. Consumer Behaviour, Solomon, PHI, 2014.

Reference Books:

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

Course Code: SM6413	MARKETING RESEARCH	Credits 2-1-0:2

Pre-requisites: Concepts of Marketing (SM5109 and SM5154)

Course Outcomes:

At the end of the course, the student will be able to

CO1	Analyze the roles, the functions and the processes that surround marketing research, emphasizing the specification, collection and analysis of primary data.
CO2	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
CO3	Emphasis with practical issues related to decision maker's use of marketing information.
CO4	Develop critical analysis and math/statistics skills as well as hands-on experience with computer application for data analysis.
CO5	Present proposals and reports effectively

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	1	1	2	2	1
CO2	2	1	1	2	2	1
CO3	2	1	1	2	2	1
CO4	2	1	1	2	2	1
CO5	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.

Learning Resources:

Text Books:

1. Marketing Research, Naresh K. Malhotra, Pearson, 2015,7th Edition
2. Essentials of Marketing Research, Hair, Jr., Joseph, Wolfinbarger, Mary, Bush, Robert, Ortinau, 2021,5thEditon

Reference Books:

1. Marketing Research, Methodological Foundations, Dawn Iacobucci and Gilbert Churchill, South-Western/Cengage Learning, 2010, 10th Edition.

Course Code: SM6414	RETAIL MARKETING	Credits 2-2-0:2

Pre-requisites:Concepts of Marketing (SM5109 and SM5154)

Course Outcomes:

At the end of the course, the student will be able to

CO1	Understand the evolution of retailing (and associated theories), the functions and economic importance of retailing and the rise (and implications) of retail power
CO2	Describe the complex nature and environment of retail marketing management together with the buying and selling of goods, services, and ideas to the final consumer
CO3	Understand the conceptual and organizational aspects of the retail sector, including strategic planning and management in the retail industry.
CO4	Understand the nature of the retail mix, and the unique marketing emphases for retailers
CO5	Identify the approaches to and guidelines used to analyze and solve retailers' problems and make decisions in retail organizations.

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	--	2	-	2	-
CO2	2	-	2	-	2	-
CO3	2	-	-	-	2	-
CO4	2	-	-	-	2	-
CO5	2	-	-	-	1	-

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Introduction to Retailing: Introduction, Meaning of Retailing, Economic Significance of Retailing, Retailing Management Decision Process, Product Retailing vs. Service Retailing, Types of Retailers, Retailing Environment, Indian vs. Global Scenario, Understanding the Environment, Elements in a Retail Marketing Environment, Environmental Issues

Retail Marketing Segmentation and layout: Introduction, Importance of Market, Segmentation in Retail, Targeted Marketing Efforts, Criteria for Effective Segmentation, Dimensions of Segmentation, Positioning Decisions , Limitations of Market Segmentation, Types of Retail Stores Location, Factors Affecting Retail Location Decisions, Country/Region Analysis, Trade Area Analysis, Site Evaluation, Site Selection, Location Based Retail Strategies

Retail Marketing Strategies and Merchandising: Introduction, Target Market and Retail Format, Strategy at different levels of Business, Building a Sustainable Competitive Advantage, the Strategic Retail Planning Process, Retail Models, Retail "EST" model, Understanding Merchandising Management, Activities of a Merchandiser, Retail Merchandising Management Process

Private Branding in Retail-Introduction, Difference between a Store/Private, Brand and a National Brand, Growth Drivers of Private Label, Global Scenario of Private Labels, Indian Market Scenario, Advantages of Private Label, Disadvantages of Private Label

Integrated Marketing Communication in Retail- Understanding Integrated Marketing Communication, Elements of Communication Process, Communication Plan - Integrated

marketing process, Tools of IMC, Upcoming tools of IMC, Factors influencing the Increased use of sales promotion

Retail Pricing- Introduction, Establishing Pricing Policies, Factors Influencing Pricing, Pricing Strategies, Psychological pricing, Mark-up and Mark-down Pricing

Customer Relationship Management in Retailing-Introduction, Benefits of Relationship Marketing, Management of Relationship, Principles of CRM, Customer Relationship Management Strategies, Components of CRM, Customer Service in Retailing, CRM and Loyalty Program, Future of Retailing

Learning Resources:

Text Books:

1. Retailing Management, Levy, M., &Weitz, B., Grewal D., New York: McGraw-Hill Education, 2019, 10th Edition
2. Retail Marketing Management: The 5 Es of Retailing, Dhruv Grewal, Sage Publications, 2018

Reference Books:

1. Retail Marketing Management, David Gilbert, Pearson , 2014 , 2nd Edition

Course Code: SM6415	INTERNATIONAL MARKETING	Credits 2-2-0:2

Pre-requisites: Concepts of Marketing (SM5109 and SM5154)

Course Outcomes:

At the end of the course, the student will be able to

CO1	Facilitate understanding of the nature, structure, and distinct characteristics of international marketing.
CO2	Develop the ability to adapt marketing strategies to specific national market needs and constraints
CO3	Understand international distribution environment
CO4	Outline the regulatory mechanisms existing in different nations
CO5	Understand implementation of global strategies

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	-	-	-	2	-
CO2	2	2	-	-	-	-
CO3	2	-	-	-	2	-
CO4	2	-	2	-	-	-
CO5	1	-	-	-	2	-

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Overview:Introduction,The Scope and Challenge of International Marketing,

Environment: The Dynamic Environment of International Trade. The Foundations of Culture, Global Markets, The Political Environment: A Critical Concern, The International Legal Environment: Assessing Global Market Opportunities, Developing a Global Vision through Market Research, Emerging Markets, Multinational Market Regions and Market Groups

Strategies: Developing Global Marketing Strategies, Global Marketing Management: Planning and Organization, Products and Services for Consumers, Products and Consumers for Businesses, International Marketing Channels, Exporting and Logistics: Special Issues for Business, Integrated Marketing Communications and International Advertising, Personal Selling and Sales Management, Pricing for International Markets. Implementing Global Marketing Strategies, Cases.

Learning Resources:

Text Books:

1. International Marketing, Cateora, 12th Edition, TMH, 2010.
2. International Marketing, Cateora, R. Bruce Money, Mary C. Gilly, 2019.

Reference Books:

1. International Marketing, Vasudeva, Excel Books, 2009.

Course Code: SM6416	SERVICES MARKETING	Credits 2-2-0:2

Pre-requisites: Pre-requisites: Concepts of Marketing (SM5109 and SM5154)

Course Outcomes:

At the end of the course, the student will be able to

CO1	Understand Services and the unique challenges faced by Service Marketers
CO2	Explain the concepts of service scape, Physical evidence
CO3	Outline service delivery process and problems associated with nuance of service delivery
CO4	Understand Interaction between Demand fluctuations and capacity constraints in services
CO5	Analyze challenges faced in service advertising and pricing

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	-	-	-	2	-
CO2	2	2	-	-	2	-
CO3	2	-	2	-	-	-
CO4	2	2	-	-	2	-
CO5	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. Services Marketing, Valarie A Ziethaml& Mary Jo Bitner, McGraw Hill International Edition, 2016.
2. Services Marketing - People, Technology and Strategy, Christopher Lovelock, Pearson Education, 2016.

Reference Books:

1.Services Marketing, Woodruffe, MacMillan, 2011.

Course Code: SM6417	Strategic Marketing	Credits 2-2-0: 2

Pre-requisites: Concepts of Marketing (SM5109 and SM5154)

Course Outcomes:

At the end of the course, the student will be able to

CO1	Acquaint the students about marketing and strategy concepts and ideas.
CO2	Explore issues in strategic marketing decision making and planning.
CO3	Examine theories, frameworks and examples relating to the management of critical aspects of strategic marketing activity.
CO4	Describe the concepts of segmentation, targeting and positioning
CO5	Develop skill to compare and contrast the key principles of marketing strategy.

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	2	3	3	3
CO2	3	2	1	2	3	3
CO3	3	3	3	2	1	3
CO4	2	1	2	1	2	2

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Marketing strategy basics: Including the role of marketing strategy, customer advantage, differentiation, and positioning.

New business strategy: Strategies for entering established categories and strategies for entering emerging categories

Established business strategy: Margin enhancement strategies, core business growth strategies and new product strategies

Defensive strategy: Review why defence is so important and how to develop strong defence plans

Portfolio strategy: Focus on integrating all the strategies into an overall plan.

Text Books:

1. Marketing Strategy: A Decision-Focused Approach. Walker, O,Gountas, Mavondo, F,Mullins, J, McGraw-Hill, 2015

2.Strategic Marketing Management, Aaker D, Mills M Pacific Rim edition, Wiley, 2005

Reference Books:

1.Marketing Planning and Strategy, Jain S, Thomson 6th edition, 2004

Course Code: SM6418	DIGITAL MARKETING	Credits 2-2-0:2

Pre-requisites: Concepts of Marketing (SM5109 and SM5154)

Course Outcomes:

At the end of the course, the student will be able to

CO1	Understand business advantages of the digital marketing and its importance for marketing success.
CO2	Develop a digital marketing plan, define a target group, introduced to various digital channels, their advantages and ways of integration.
CO3	Investigate and evaluate issues in adapting to globalised markets that are constantly changing and increasingly networked.
CO4	Interpret the traditional marketing mix within the context of a changing and extended range of digital strategies and tactics
CO5	Comprehend the importance of conversion and working with digital relationship marketing.

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	1	2	1	2	1
CO2	2	1	2	1	2	1
CO3	2	1	1	1	2	1
CO4	2	1	1	1	2	1
CO5	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. Digital marketing for dummies, Ryan Deiss and Russ Hennesberry, 2017.
2. Marketing 4.0 Moving from Traditional to Digital, Philip Kotler, HermawanKartajaya, IwanSetiawan, Wiley, 2016
3. Understanding Digital Marketing, Damian Ryan, Calvin Jones, Kogan Page, 2008, 1st Edition.
4. Social Media Marketing All-In-One for Dummies by Jan Zimmerman and Deborah, Wiley, 2017.

Reference Books:

1. Fundamentals of Digital Marketing,Puneet Singh Bhatia, Pearson, 2017
2. The art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online, Ian Dodson, Wiley, 2016, 1st Edition

Course Code: SM6461	MARETING METRICS AND ANALYTICS	Credits 2-1-0:2Cr

Pre-requisites:Concepts of Marketing (SM5109 and SM5154)

Course Outcomes:

At the end of the course, the student will be able to

CO1	Apply understanding of utility theory to measure customer preferences
CO2	Identify what customers' value in a product, and assess what they are willing to pay for it
CO3	Segment customers based on the differences in what they value, using different techniques, including state of the art latent class methods
CO4	Determine the most effective target markets, and how to market to those markets efficiently
CO5	Explain and illustrate how different tools and frameworks are used in an integrated manner to solve strategic marketing problems

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	-	2	-	2	-
CO2	2	-	2	-	2	-
CO3	2	-	-	-	2	-
CO4	2	-	-	-	2	-
CO5	2	-	-	-	1	-

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Introduction to marketing metrics: Marketing metrics and analytics, principles and frameworks

Functional Marketing Measurement: Channel Management, Advertising Effectiveness, Promotion Effectiveness

Result oriented metrics : Market Share, Brand equity, Profitability ,ROMI Models and KPI Dashboards, Resource Allocation, Marketing Mix optimization, Customer Lifetime Value ,Technology solutions ,On line vs off line advertising, Social media, Big data analytics and attribution challenge ,

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

Learning Resources:

Text Books:

1. Principles of Marketing Engineering , Gary Lilien, ArvindRangaswamy and Arnaud De Bruyn, DecisionPro, 2012, 2nd Edition

2. Data Driven Marketing: The 15 Metrics everyone in marketing should know, Mark Jeffery, Wiley, 2010, 1st Editon

Reference Books:

1. Marketing Metrics (MM) – The manager's guide to Measuring Marketing Performance Neil T. Bendle, Paul W. Farris, Phillip E. Pfeifer and David J. Reibstein, Pearson, 2015,

Course Code: SM6462	BUSINESS TO BUSINESS MARKETING	Credits 2-2-0:2

Pre-requisites: Concepts of Marketing (SM5109 and SM5154)

Course Outcomes:

At the end of the course, the student will be able to

CO1	Differentiate Industrial markets with that of consumer markets
CO2	Understand challenges faced by Industrial Marketers
CO3	Outline the Organizational buying process
CO4	Explain Pricing, Customer Relationship Management in business markets
CO5	Examine types of Distribution Channels in Business Marketing

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	1	1	1	1	2
CO2	2	1	1	1	1	2
CO3	1	2	1	1	1	1
CO4	2	2	1	1	1	2
CO5	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. Industrial Marketing, Robert Reeder, Edward Brierty and Betty Reeder, Prentice Hall India Pvt Ltd, 1997, 2nd Edition

Reference Books:

1. Industrial Marketing, Krishna K Havaldar, Text and Cases, 2005.
2. Industrial Marketing-Cases and Concepts, Corey, R.E., Prentice Hall Inc, 2010.

Course Code: SM6463	SALES AND DISTRIBUTION MANAGEMENT	Credits 2-2-0:2

Pre-requisites:Concepts of Marketing (SM5109 and SM5154)

Course Outcomes:

At the end of the course, the student will be able to

CO1	Understand Role of marketing channels in organizations
CO2	Identify the key factors in establishing and maintaining high morale in the sales force.
CO3	Understand various issues involved in sales force management such ad organizing, staffing, training, maturity and compensating sales force
CO4	Evaluate sales and sales management strategies in relation to current legal and ethical standards of practice
CO5	Develop a plan for organizing, staffing and training a sales force

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	1	2	1	2	1
CO2	2	1	2	1	2	1
CO3	2	1	2	1	2	1
CO4	2	1	2	1	2	1
CO5	2	1	2	1	1	1

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

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

Course Code: SM6464	PRODUCT MANAGEMENT	Credits 2-2-0:2

Pre-requisites: Concepts of Marketing (SM5109 and SM5154)

Course Outcomes:

At the end of the course, the student will be able to

CO1	Understand the functions of product management
CO2	Perform Customer Analysis
CO3	Understand the concept of category attractiveness and its importance
CO4	Define competition and analyse Competitors
CO5	Outline Product and pricing Strategies

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	2	-	-	-	-
CO2	2	-	-	2	-	-
CO3	2	2	-	-	2	-
CO4	2	-	2	-	-	-
CO5	1	-	-	-	2	-

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Introduction: Introduction to Product Management, Marketing Planning

Analysis: Defining the competitive set, Category Attractiveness and Competition Analysis; Customer Analysis, Market potential and sales forecasting,

Strategies: Developing product strategy, pricing Decisions

Promotions and Channel Management: Promotion decisions, Channel Management and financial analysis.

Learning Resources:

Text Books:

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

Reference Books:

1. Product Management, Donald Lehmann, TMH Publications, 2011.

OPERATIONS MANAGEMENT

Course Code: SM6511	SERVICE OPERATIONS MANAGEMENT	Credits 2-2-0: 2

Course Outcomes:

At the end of the course, the student will be able to

CO1	Understand the role of service strategy in achieving the overall business objective
CO2	Evaluate various service facility location methods
CO3	Apply the simulation technique for service related problems
CO4	Evaluate the queuing models for service operations
CO5	Understand the role of service benchmarking

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	-	-	-	3	3
CO2	-	-	3	-	-	-
CO3	2	3	-	-	2	-
CO4	-	3	-	-	-	-
CO5	-	-	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. Service Management: Operations, Strategy, and Information Technology,B. Fitzsimmons, James A., and Mona J. Fitzsimmons, Irwin/McGraw-Hill, 2017

2. Successful Service Operations Management, Richard D. Metters, Kathryn H. King-Metters, 2005

Reference Books:

1. Service Management and Operations,C. Haksever, Render B., Russel S. R. and Murdick R. G., Prentice-Hall, 2007.

Course Code: SM6512	STRATEGIC SOURCING	Credits 2-2-0: 2

Course Outcomes:

At the end of the course, the student will be able to

CO1	Understand the importance of sourcing decisions in achieving the overall business objective
CO2	Evaluate make or buy decisions to meet objective of the firm
CO3	Evaluate various supplier selection approaches
CO4	Understand the buyer –supplier relationship to achieve value in supply chain
CO5	Understand the role of negotiation and contract

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3				3	3
CO2			3			
CO3	2	3			2	
CO4		3				
CO5			3			

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

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 sourcingstrategies.

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.

Text Books:

1. Purchasing and Supply Chain Management, Monczka R., Trent, R. and Handfield, R., Thomson South-Western,2008.
2. Purchasing and Supply management' Fraser P Johnson, Anna E FlynMcGraw Hill 15th edition, 2019.

Reference Books:

1. Sourcing Strategy: Principles, Policy and Designs, Seshadri, S. Springer, 2005.

2. Sourcing and Supply Chain Management,HandfieldR.B,Giunipero , L .C, Patterson, J.L, Monczka R.M, Cengage, 2012.

Course Code: SM6513	THEORY OF CONSTRAINTS	Credits 2-2-0: 2

Course Outcomes:

At the end of the course, the student will be able to

CO1	Understand the concepts of Theory of constraints (TOC)
CO2	Apply the TOC concepts into Production, Finance, Marketing, and Project Management
CO3	Understand the critical chain Management and its application
CO4	Apply the TOC five step process to improve business performance
CO5	Differentiate TOC thinking with the conventional problem solving approach

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3				3	3
CO2			3			
CO3	2	3			2	
CO4		3				
CO5			3			

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Introduction: basics of TOCTheory, 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.

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

Course Code: SM6514	SUPPLY CHAIN ANALYTICS	Credits 2-2-0: 2

Course Outcomes:

At the end of the course, the student will be able to

CO1	Understand the enhancing the supply chain performance through data
CO2	Design the dashboard for various performance metrics
CO3	Understand the data driven performance to manage uncertainty
CO4	Analyse the data to predict and monitor supply and replenishment polices
CO5	Understand the effective communication of results and reports

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3				3	3
CO2			3			
CO3	2	3			2	
CO4		3				
CO5			3			

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Introduction to Supply chain Analytics Demand Management-Advanced forecasting methods, Supply management

Role 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

Text Books:

1. Data Science for Supply Chain Forecast, Nicolas Vandeput, 2018.
2. Supply Chain Optimization through Segmentation and Analytics, Gerhard J. Plenert CRC Press, 2014.

Reference Books:

1. How Analytics Are Transforming the Supply Chain and Improving Performance, Raman, A & Fisher, M., HBS Press, 2010.
2. Supply Chain Analytics A Complete Guide, Gerardus Blokdyk, 5STARcooks, 2019.

Course Code: SM6515	INTERNATIONAL BUSINESS LOGISTICS	Credits 3-0-0: 2

Course Outcomes:

At the end of the course, the student will be able to

CO1	Understand the concepts in logistics management.
CO2	Apply the logistics concepts into national and International Trade.
CO3	Understand the Indian logistics Scenario and terms of payment.
CO4	Examine the role of trade incoterms in business logistics.
CO5	Understand the role of costing in the measurement logistics function in the business.

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3				3	3
CO2			3			
CO3	2	3			2	
CO4		3				
CO5			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

Text Books:

1. International Logistics,David. P,Biztantra, 2003

2. International Logistics, Wood D.F, Barone A, Murphy, P, Wardlow D, Pinnacle Learning, 2012.

Reference Books:

1. Logistical Management: The Integrated Supply chain Process,Bowersox D.J and Closs D.J, Tata Mcgraw Hill, 2017.

2. International Trade Logistics, Ram Singh, Oxford University Press, 2015.

Course Code: SM6516	LEAN MANAGEMENT	Credits 2-2-0: 2

Course Outcomes:

At the end of the course, the student will be able to

CO1	Understand the concepts and principles of Lean Management
CO2	Apply the lean tools and its application in businesses
CO3	Understand the role of Total productive Management in improving the business performance
CO4	Analyse the Work flow analysis and value stream mapping
CO5	Understand the lean implementation challenges in improving the business performance

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3				3	3
CO2			3			
CO3	2	3			2	
CO4		3				
CO5			3			

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Introduction: Overview of Lean Management, History and modern applications of lean management.

Lean Tools : Fundamental blocks of Lean management, concepts of SeiriSeitonSeisoSeiketsu and Shitsuke, TPM, Pillars of TPM, Implementation of TPM, Re-thinking of workflow analysis, logic of Small lot sizes, Pull Method, Kanban, A3 problem-solving approach, Current and future value stream mapping Equipment Effectiveness (OEE). Lean Implementation process and its challenges.

Text Books:

1.Lean Manufacturing Implementation: A Complete Execution Manual for any size Manufacturers, Dennis P. Hobbs, J.Ross Publishing, 2009.

2. Lean Thinking: Baunish Waste and Create Wealth in Your Corporation, JamesPwomack, Free Press, 2nd Edition, 2010.

Reference Books:

1. The Toyota Way: 14 Management Principles from the World's Greatest Manufacturers, Jeffery Liker, McGraw Hill, 2010.

Course Code: SM6517	OPERATIONS STRATEGY	Credits 2-2-0: 2

Course Outcomes:

At the end of the course, the student will be able to

CO1	Understand role of strategies in uncertain environments
CO2	Analyse pricing and Revenue Strategies
CO3	Understand the role of Operations Strategies in E commerce Businesses.
CO4	Analyse Manufacturing strategies to gain competitive advantage.
CO5	Understand the Disruptions of supply and impact to Businesses.

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3				3	3
CO2			3			
CO3	2	3			2	
CO4						
CO5			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 HPRevenue and Pricing Strategies -Case of Uber and OlaInformation sharing Strategy,-Case of Flipkart and Amazon

Textbook:

1. Matching supply with demand: An introduction to operations management,Cachon, G. P. &Terwiesch, Third Edition, 2012.

Reference Books:

1. Clockspeed: Winning Industry Control in the Age of Temporary Advantage. Fine, Charles H. Perseus Books, 1998.
2. Operations Strategies for Competitive Advantage: Text and Cases. Etienne-Hamilton,E.C, Dryden Press, 2016.

Course Code: SM6561	BUSINESS SIMULATION ANALYSIS	Credits 2-2-0: 2

Course Outcomes:

At the end of the course, the student will be able to

CO1	Understand the concepts and principles of simulation and modelling
CO2	Analyse Monte Carlo simulation and its application in business
CO3	Understand the role of markovchain applications in business
CO4	Apply the game theory models using simulations
CO5	Understand the role of distributions in analysing the business problems

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3				3	3
CO2			3			
CO3	2	3			2	
CO4		3				
CO5			3			

1 - Slightly; 2 - Moderately; 3 – Substantially

Syllabus:

Introduction to Simulation: Concept of system and elements of a system, Discrete and continuous system, types of systems Principles of modeling and simulation, Monte Carlo simulation, Types of simulation, advantages and limitation of simulations.

Applications of Simulation in Business: Empirical distributions and statistical distributions Applications of simulation in business systems: inventory system, project network scheduling, production and operations scheduling, supply chain, and queuing system; Markov chain with examples, stochastic process in business, Game theory Input data analysis, verification and validation of simulation models, Output data analysis.

Text Books:

2. Discrete Event System Simulation,J.Banks, J.S. Carson, B. L. Nelson and D.M. Nicol, PHI, 2009.
3. Simulation Modeling and Analysis,A.M. Law and W.D.Kelton Tata McGraw Hill Ltd,2008.

Reference Books:

1. Simulation, Ross Sheldon, Elsevier Publications India Pvt Ltd, 2005.
2. Simulation Modeling Methods: to Reduce Risks and Increase Performance James Harrington, KerimTumay, McGraw Hill, 2010.
3. Simulation Modeling Handbook, Christopher A Chung, CRC Press, 2003.

Course Code: SM6562	BUSINESS PROCESS REENGINEERING	Credits 2-2-0: 2

Course Outcomes:

At the end of the course, the student will be able to

CO1	Understand the role of Business Process Reengineering (BPR) in improving the performance of businesses
CO2	Apply the BPR analysis methods in improving the process performance
CO3	Understand the success factors of BPR and its role in gaining the competitive advantage
CO4	Apply the BPR implementation process in organizations
CO5	Understand the Benchmarking framework and its process

Course Articulation Matrix:

	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3				3	3
CO2			3			
CO3	2	3			2	
CO4		3				
CO5			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 BPR Implementation, sustainable competitiveness, Kaizen and BPR, a Role of Information Technology, Implementation and Evaluation- a Practical Application of the BPR Framework.

Text Books:

1. Reengineering the Corporation, M. Hammer and J. Champy, Nicholas Brealey Publishing, 2009.
2. Reengineering the Organizations,J. N. Lowenthal, ASQC Quality Press, 2010.
3. Business Process Reengineering, R.Srinivasan, McGraw-Hill, 2nd Edition, 2019.

Reference Books:

1. Business Process Reengineering,R. Radhakrishnan, S.Balasubramanian, PHI Publishers, 2008.
2. Process Reengineering and Change Management,B.R.Dey Business, Wiley, 2004.