BANASTHALI VIDYAPITH

Master of Business Administration

Curriculum Structure

First Semester Examination, December, 2020
Second Semester Examination, April/May, 2021
Third Semester Examination, December, 2021
Fourth Semester Examination, April/May, 2022

BANASTHALI VIDYAPITH
P.O. BANASTHALI VIDYAPITH
(Rajasthan)-304022

July, 2020

80

No. F. 9-6/81-U.3
Government of India
Ministry of Education and Culture
(Department of Education)

New Delhi, the 25th October, 1983

N O T I F I C A T I O N

In exercise of the powers conferred by Section 3 of the University Grants Commission Act, 1956 (3 of 1956) the Central Government, on the advice of the Commission, hereby declare that BanasthaliVidyapith, P. O. BanasthaliVidyapith, (Rajasthan) shall be deemed to be a University for the purpose of the aforesaid Act.

Sd/-
(M. R. Kolhatkar)
Joint Secretary of the Government of India

N O T I C E

Changes in Bye-laws/Syllabi and Books may from time to time be made by amendment or remaking, and a Candidate shall, except in so far as the Vidyapith determines otherwise, comply with any change that applies to years she has not completed at the time of change.

Sl. No.	Contents	Page No.

Programme Educational Objectives

As the Management Education has undergone various changes due to changes in Indian economy with the advent of many events like liberalization and other economic reforms, there is need to develop good quality managers and leaders to meet the challenges of Indian Corporate Sector. The educational philosophy of M.B.A. is rooted in Indian culture and the value education provided by Banasthali Vidyapith. The curriculum of M.B.A. offered at Banasthali Vidyapith is designed keeping in view the existing and emerging requirements of different forms of organizations. On one hand the students are taught various core subjects like Accounting, Indian Ethos, Managerial Economics, Corporate Governance, Business Environment and Research and on other they have been offered various specialization courses like HR, Marketing, Finance and Banking, Public Policy and CSR, Retail Management, Aviation Management and Sports Management. With a focus to develop practical aspect the students have to undergo intensive internship to enhance their skills and have to choose among large number of open reading electives.

The main objectives of M.B.A. programme are:

1. To produce industry ready graduates having highest regard for Personal and Institutional integrity, Social Responsibility, Continuous Learning and Team Work.

2. Develop an understanding of the diverse and rapidly changing business environment.

3. To enhance the critical thinking, nurture innovation and evaluating ability by imbibing the knowledge of research and statistics amongst the students.

4. To provide knowledge of industry and practical outlook, by implementing various industry accepted courses, by calling various industry experts and industrial training for the better development of the students and making them job ready.

5. To make students ethical, socially responsible when they take their personal as well as professional decisions.

6. To make the students aware that giving back to society is very important by teaching them CSR and ISR (Individual Social Responsibility).

7. To develop sound knowledge of the entrepreneurial process and inculcate creativity and innovation among students.

Programme Outcomes

PO1:Leadership And Team Management Skills: As Management education is getting redefined in terms of analytical inputs, dynamic environment, the focus of programmes is on developing leadership traits among women in consonance with value education imparted at Banasthali Vidyapith.

PO2:Ethics: The learners will be imbibed with utmost professional ethics that are required for a practical and impartial behaviour of the M.B.A. graduates. Demonstrate behaviour in consonance with the values and ethics nurtured at the Vidyapith, which are significant as the learner will function in the management sector, and an ethical behaviour of the highest level is expected from them.

PO3: Soft Skills, Personality Development and Communication: As the M.B.A. graduate needs to have effective communication and interpersonal skills because they need to interact with various stakeholders so this programme focuses on this important aspect too.

PO4: Entrepreneurial Thinking: There is need to develop entrepreneurial mind set so that within the organization, managers can come out with new thoughts and initiatives. So this programme aims at developing various women entrepreneurs.

PO5: Industry Collaboration: There is need for active collaboration with industry for live projects so as to acquire adequate industry exposure, corporate exposure and to understand field level problems so in this programme there is provision for industry collaborations and owing to all these efforts student's placement in various prominent organizations becomes possible.

PO6: Recent Specializations: This programme also offers some recent specializations like Public Policy and CSR, Aviation Management, Sports Management and Retail Management along with traditional specializations like Finance, Marketing and HR.

PO7: Encourage "Out of Box thinking": the business environment is very dynamic nowadays so this programme focuses on approach of "Out of Box Thinking" by adopting various new techniques in pedagogy and inculcating recent trends in curriculum.

Curriculum Structure
Master of Business Administration

First Year
First Semester

Course Code		Course Name	L	T	P	C*
MGMT	411	Financial and Cost Accounting	4	0	0	4
MGMT	418	Indian Ethos and Human Quality Development	4	0	0	4
MGMT	419	Information Technology and MIS	4	0	0	4
MGMT	422	Managerial Economics	4	0	0	4
MGMT	423	Marketing Management**	4	0	0	4
MGMT	425	People Management	4	0	0	4
MGMT	434	Quantitative Research Techniques	4	0	0	4
CS MGMT	407L/ 435L	Computer Lab – I/ Computer Lab – I (Excel and SPSS)$^{@}$	0	0	6	3
		Semester Wise Total:	**28**	**0**	**6**	**31**

Second Semester

Course Code		Course Name	L	T	P	C*
		Major Specialization Elective - I	4	0	0	4
		Major Specialization Elective - II	4	0	0	4
		Major Specialization Elective - III	4	0	0	4
		Minor Specialization Elective - I	4	0	0	4
MGMT	430	Business Environment and Operations**	4	0	0	4
MGMT	412	Financial Management	4	0	0	4
CS MGMT	408L/ 436L	Computer Lab – II/ Computer Lab – II (EViews and R)$^{@}$	0	0	6	3
		Semester Wise Total:	**24**	**0**	**6**	**27**

Second Year

Third Semester

Course Code		Course Name	L	T	P	C*
		Reading Elective	0	0	4	2
MGMT	538P	Major Project	0	0	48	24
		Semester Wise Total:	**0**	**0**	**52**	**26**

Fourth Semester

Course Code		Course Name	L	T	P	C*
MGMT	505	Corporate Governance and Strategy**	4	0	0	4
MGMT	510	Indigenous Management System	4	0	0	4
		Open Elective#	4	0	0	4
		Major Specialization Elective - IV	4	0	0	4
		Minor Specialization Elective - II	4	0	0	4
MGMT	541S	Seminar	0	0	12	6
		Semester Wise Total:	**20**	**0**	**12**	**26**

OR
##Fourth Semester

Course Code		Course Name	L	T	P	C*
		Reading Elective	0	0	4	2
MGMT	539P	Project	0	0	48	24
		Semester Wise Total:	**0**	**0**	**52**	**26**

Major/Minor Specialization Elective

Course Code		Course Name	L	T	P	C*
Aviation Management (AM)						
MGMT	403	Airline and Airport Management	4	0	0	4
MGMT	408	Crew Resource Management and Aviation Safety	4	0	0	4
MGMT	414	Fundamentals and Principles of Aviation **(Minor as well)**	4	0	0	4
MGMT	520	Strategic Airlines Marketing and CRM **(Minor as well)**	4	0	0	4
Finance and Banking (FB)						
MGMT	523	Banking and Financial Services **(Minor as well)**	4	0	0	4
MGMT	530	Taxation	4	0	0	4
MGMT	429	Security Analysis and Portfolio Management	4	0	0	4
MGMT	527	Strategic Financial Management **(Minor as well)**	4	0	0	4
Human Resource Development (HD)						
MGMT	401	Advance Reading in HRD and HQD	4	0	0	4
MGMT	417	Human Resource Development Systems **(Minor as well)**	4	0	0	4
MGMT	424	Organization Development and Change Management	4	0	0	4
MGMT	512	Industrial Relations Management **(Minor as well)**	4	0	0	4
Marketing Management (MM)						
MGMT	522	Advertising and Brand Management	4	0	0	4
MGMT	407	Consumer Behaviour **(Minor as well)**	4	0	0	4
MGMT	428	Sales and Distribution Management	4	0	0	4
MGMT	509	Global Marketing Management **(Minor as well)**	4	0	0	4

Public Policy and CSR (PC)

MGMT 409	CSR and Social Entrepreneurship **(Minor as well)**	4	0	0	4
MGMT 415	Fundamentals of Public Policy and Public Management	4	0	0	4
MGMT 416	Fundamentals of Public Policy Implementation	4	0	0	4
MGMT 507D	Dissertation **(Minor as well)**	0	0	8	4

Retail Management (RM)

MGMT 420	Mall and Store Management **(Minor as well)**	4	0	0	4
MGMT 426	Retail Environment and Management	4	0	0	4
MGMT 427	Retail operations and Supply Chain Management	4	0	0	4
MGMT 518	Retail Marketing and Crew Resources Management **(Minor as well)**	4	0	0	4

Sports Management (SM)

MGMT 413	Foundation of Sports Management **(Minor as well)**	4	0	0	4
MGMT 501	Advance Reading in Sports **(Minor as well)**	4	0	0	4

Business Analytics (BA)

MGMT 437	Financial Analytics **(Minor as Well)**	4	0	0	4
MGMT 438	Predictive Analysis (Using R)	4	0	0	4
MGMT 439	Programming Analytics	4	0	0	4
MGMT 536	Marketing Analytics **(Minor as Well)**	4	0	0	4

Entrepreneurship and Family Business (E&FB)

MGMT 440	Social Entrepreneurship **(Minor as Well)**	4	0	0	4
MGMT 537	Entrepreneurship and Family Business **(Minor as Well)**	4	0	0	4

Reading Elective

Course Code		Course Name	L	T	P	C*
MGMT	532R	Corporate Banking - I	0	0	4	2
MGMT	534R	Digital Marketing**	0	0	4	2
MGMT	521R	Advance in Mutual Funds**	0	0	4	2
MGMT	529R	Supply Chain Management**	0	0	4	2
MGMT	531R	Advanced Readings in HRM	0	0	4	2
MGMT	533R	Corporate Banking - II	0	0	4	2
MGMT	535R	Entrepreneurship**	0	0	4	2
MGMT	528R	Strategic Planning in IT	0	0	4	2
MGMT	542R	Data Visualization for Analytics$^{@}$	0	0	4	2
MGMT	540R	Research Methodology	0	0	4	2

* **L - Lecture hrs/week ; T - Tutorial hrs/week;**
  P - Project/Practical/Lab/All other non-classroom academic activities, etc. hrs/week; C- Credit Points of the Course

Student can opt open (Generic) elective from any discipline of the Vidyapith with prior permission of respective heads and time table permitting.

Every Student shall also opt for:
Five Fold Education: Physical Education I, Physical Education II,
Five Fold Education: Aesthetic Education I, Aesthetic Education II,
Five Fold Education: Practical Education I, Practical Education II
one in each semester

@: The candidate opting for Business Analytics as specialization under major or minor can only opt. for the given computer lab (Excel & SPSS) and reading elective 'Data Visualization for Analytics', as the same is specifically designed in line with the given specialization.

##: The Vidyapith allows its students to complete the final year as a research project. The Vidyapith also permits its students to pursue 2 projects of semester duration each. The project can be undertaken in an organisation or under a faculty member or an industry expert.

**The Vidyapith has decided to provide an opportunity to the students to earn credits in the above marked course by studying the course from the stipulated URL & taking the examination conducted by the concerned course provider. The credits obtained by the students would be the only basis for awarding marks for both continuous and term end evaluation. However the student must appear in the examination only after taking consent of the Dean FMS-WISDOM or as per notice (if any) issued by the Vidyapith.

List of Alternative Online Courses

MBA – I Marketing Management** (Student will choose any one option)					
1	Coursera (University of Pennsylvania)	Introduction to Marketing	50 Lectures	Core Course	https://www.coursera.org/learn/wharton-marketing
2	Edx (University of British Columbia)	Marketing Management	56 Lectures	Core Course	https://www.edx.org/course/marketing-management-1
3	Edx (IIMBx)	Marketing Management	45 Lectures	Core Course	https://www.edx.org/course/marketing-management-2
MBA – II Business Environment and Operations ** (Student will choose any one group)					
1	UDEMY	Managing Business Operations Introduction to Environment	33 Lectures 22 Lectures	Core Course	https://www.udemy.com/managing-business-operations/ https://www.udemy.com/environment-health-safety-management/
2	Coursera (University of London) (University of Pennsylvania)	International Business Environment Introduction to Operations Management	20 Lectures 24 Lectures	Core Course	https://www.coursera.org/learn/global-business-environment https://www.coursera.org/learn/wharton-operations
3	Edx(OECX) (IIMBx)	Business and its Environment Operations Management	22 Lectures 28 Lectures	Core Course	https://www.edx.org/course/business-its-environment-overview-oecx-bp111x https://www.edx.org/course/operations-management-0

MBA – III Digital Marketing** (Reading Elective) (Student will choose any one option)						
1	UDEMY	The Complete Digital Marketing Course - 12 Courses in 1	20 Lectures	Reading Electives		https://www.udemy.com/learn-digital-marketing-course/
2	Edx (IIMBx)	Digital Transformation: Market and Industry Analysis	28 Lectures	Reading Electives		https://www.edx.org/course/digital-transformation-market-and-industry-analysis
MBA – III Supply Chain Management** (Reading Elective) (Student will choose any one option)						
1	UDEMY	Operations and Supply Chain Management	21 Lectures	Reading Electives		https://www.udemy.com/operations-and-supply-chain-management/
2	Coursera (Rutgers, The State University of New Jersey)	Supply Chain Management Strategy	18 Lectures	Reading Electives		https://www.coursera.org/learn/supply-chain-management-strategy
3	Edx (IIMBx)	Operations Management	20 Lectures	Reading Electives		https://www.edx.org/course/operations-management-0
MBA – III Entrepreneurship** (Reading Elective) (Student will choose any one option)						
1	Coursera	Entrepreneurship Specialization	30 Lectures	Reading Electives		https://www.coursera.org/specializations/wharton-entrepreneurship
MBA III – Advances in Mutual Funds** (Reading Elective)						
1	NISM	NISM-Series-V-C: Mutual Fund Distributors (Level 2) Certification Examination	30 Lectures	Reading Electives		https://www.nism.ac.in/certification/index.php/nism-certifications/mutual-fund/mutual-fund-distributors-level-2

		MBA IV – Corporate Governance and Strategy** (Student will choose any one option)				
2	Edx (IIMBx)	Strategic Management	45 Lectures	Core Course		https://www.edx.org/course/strategic-management
2	UDEMY	**Business Strategy: 8 Best Strategies for Business Growth**	45 Lectures	Core Course		https://www.udemy.com/business-strategy-8-best-strategies-for-business-growth/
3	Edx	Global Business Strategy	55 Lectures	Core Course		https://www.edx.org/course/usmx-global-business-strategy

Project Evaluation Scheme

Duration	Course Code	Course Name	L	T	P	C
1 Semesters (5 months) 1 Jul - 30 Nov	MGMT 538P	Major Project	0	0	48	24
1 Semesters (5 months) 1 Jan - 31 May	MGMT 539P	Project	0	0	48	24

Continuous Assessment (40 Marks)

1. Joining report, brief project outlay	- 10 Marks
2. Synopsis	- 10 Marks
3. Mid-term evaluation by Supervisor	- 10 Marks
4. Further evaluation by Supervisor	- 10 Marks
Total	**- 40 Marks**

End Semester Assessment (60 Marks)

1. Project Report	- 20 marks
2. Presentation	- 20 Marks
3. Viva-voce	- 20 Marks
Total	**- 60 Marks**

Five Fold Activities

Aesthetic Education I/II		Physical Education I/II	
BVFF 101	Classical Dance (Bharatnatyam)	BVFF 201	Aerobics
BVFF 102	Classical Dance (Kathak)	BVFF 202	Archery
BVFF 103	Classical Dance (Manipuri)	BVFF 203	Athletics
BVFF 104	Creative Art	BVFF 204	Badminton
BVFF 105	Folk Dance	BVFF 205	Basketball
BVFF 106	Music-Instrumental (Guitar)	BVFF 206	Cricket
BVFF 107	Music-Instrumental (Orchestra)	BVFF 207	Equestrian
BVFF 108	Music-Instrumental (Sarod)	BVFF 208	Flying - Flight Radio Telephone Operator's Licence (Restricted)
BVFF 109	Music-Instrumental (Sitar)	BVFF 209	Flying - Student Pilot's Licence
BVFF 110	Music-Instrumental (Tabla)	BVFF 229	Aeromodelling
BVFF 111	Music-Instrumental (Violin)	BVFF 210	Football
BVFF 112	Music-Vocal	BVFF 211	Gymnastics
BVFF 113	Theatre	BVFF 212	Handball
Practical Education I/II		BVFF 213	Hockey
BVFF 301	Banasthali Sewa Dal	BVFF 214	Judo
BVFF 302	Extension Programs for Women Empowerment	BVFF 215	Kabaddi
BVFF 303	FM Radio	BVFF 216	Karate - Do
BVFF 304	Informal Education	BVFF 217	Kho-Kho
BVFF 305	National Service Scheme	BVFF 218	Net Ball
BVFF 306	National Cadet Corps	BVFF 219	Rope Mallakhamb
		BVFF 220	Shooting
		BVFF 221	Soft Ball
		BVFF 222	Swimming
		BVFF 223	Table Tennis
		BVFF 224	Tennis
		BVFF 225	Throwball
		BVFF 226	Volleyball
		BVFF 227	Weight Training
		BVFF 228	Yoga

Every Student shall also opt for:
Five Fold Education: Physical Education I, Physical Education II,
Five Fold Education: Aesthetic Education I, Aesthetic Education II,
Five Fold Education: Practical Education I, Practical Education II
one each semester

Evaluation Scheme and Grading System

Continuous Assessment (CA) (Max. Marks)					End-Semester Assessment (ESA) (Max. Marks)	Grand Total (Max. Marks)
Assignment		Periodical Test		Total (CA)		
I	II	I	II			
10	10	10	10	40	60	100

In all theory, laboratory and other non classroom activities (project, dissertation, seminar, etc.), the Continuous and End-semester assessment will be of 40 and 60 marks respectively. However, for Reading Elective, only End semester exam of 100 marks will be held. Wherever desired, the detailed breakup of continuous assessment marks (40), for project, practical, dissertation, seminar, etc shall be announced by respective departments in respective student handouts.

Based on the cumulative performance in the continuous and end-semester assessments, the grade obtained by the student in each course shall be awarded. The classification of grades is as under:

Letter Grade	Grade Point	Narration
O	10	Outstanding
A+	9	Excellent
A	8	Very Good
B+	7	Good
B	6	Above Average
C+	5	Average
C	4	Below Average
D	3	Marginal
E	2	Exposed
NC	0	Not Cleared

Based on the obtained grades, the Semester Grade Point Average shall be computed as under:

$$SGPA = \frac{CC_1 * GP_1 + CC_2 * GP_2 + CC_3 * GP_3 + ---- + CC_n * GP_n}{CC_1 + CC_2 + CC_3 + ---- + CC_n} = \frac{\sum_{i=1}^{n} CC_i * GP_i}{\sum_{i=1}^{n} CC_i}$$

Where n is the number of courses (with letter grading) registered in the semester, CC_i are the course credits attached to the ith course with letter grading and GP_i is the letter grade point obtained in the ith course. The courses which are given Non-Letter Grades are not considered in the calculation of SGPA.

The Cumulative Grade Point Average (CGPA) at the end of each semester shall be computed as under:

$$CGPA = \frac{CC_1 * GP_1 + CC_2 * GP_2 + CC_3 * GP_3 + ---- + CC_n * GP_n}{CC_1 + CC_2 + CC_3 + ---- + CC_n} = \frac{\sum_{i=1}^{n} CC_i * GP_i}{\sum_{i=1}^{n} CC_i}$$

Where n is the number of all the courses (with letter grading) that a student has taken up to the previous semester.

Student shall be required to maintain a minimum of 4.00 CGPA at the end of each semester. If a student's CGPA remains below 4.00 in two consecutive semesters, then the student will be placed under probation and the case will be referred to Academic Performance Review Committee (APRC) which will decide the course load of the student for successive semester till the student comes out of the probationary clause.

To clear a course of a degree program, a student should obtain letter grade C and above. However, D/E grade in two/one of the courses throughout the UG/PG degree program respectively shall be deemed to have cleared the respective course(s). The excess of two/one D/E course(s) in UG/PG degree program shall become the backlog course(s) and the student will be required to repeat and clear them in successive semester(s) by obtaining grade C or above.

After successfully clearing all the courses of the degree program, the student shall be awarded division as per following table.

Division	CGPA
Distinction	7.50 and above
First Division	6.00 to 7.49
Second Division	5.00 to 5.99
Pass	4.00 to 4.99

CGPA to % Conversion Formula: % of Marks Obtained = CGPA * 10

First Semester

MGMT 411 Financial and Cost Accounting

Max. Marks : 100	**L**	**T**	**P**	**C**
(CA: 40 + ESA: 60)	**4**	**0**	**0**	**4**

Course Objectives

1. To understand the fundamental concepts and processes of Accounting.
2. To analyze the Cost Accounting methods and to identify profitable products and services.
3. To be able to interpret cost accounting statements for cost ascertainment, planning, control.
4. To analyze accounting reports to make sound managerial decisions.

Note: The paper will contain three questions from every section aggregating nine questions. In any one of the sections, there will be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking two question from each section.

Course Content:

Section A

Introduction to Accounting: Evolution, Significance & Accounting Cycle, Basic Terms in Accounting, accounting principles, concepts & conventions, GAAP, Overview of International Accounting Standards, Accounting Equation, Overview: International Financial Reporting Standards. Recording of Transactions - Journal: Types of Accounts, Rules of Debit and Credit, Ledger, Cash book and Trial Balance. Depreciation: Overview of SLM & WDV; Preparation of financial statement - Trading and P & L Account and Balance Sheet- Concepts, Format of P&L A/C and Balance Sheet (vertical & horizontal), numerical

Section B

Introduction to Cost Accounting: Understanding and Classifying Cost, Elements of cost, Component of total cost, Classification of Costs and Format & Preparation of Cost Sheet, Numerical.

Standard Costing and Variance Analysis: Meaning of Standard Cost & Variance, Cost Variance, Direct Material Variance, Direct Labour Variance,

Sales Variance and Control of Variance, Numerical, Overview of Zero Based Budgeting

Section C

Marginal Costing and CVP analysis -Meaning and Difference between Absorption Costing and Marginal Costing, Marginal Cost, Utility of Marginal Costing and its Limitations, Segregation of Semi Variable Cost, B.E.P. Profit, Volume, Numerical. An overview of following: Nature of Managerial Decision Making -Decisions regarding make or buy, Accept a special order, Drop a product line, Replacement of assets.

Learning Outcomes

Upon completion of the course the student will be able to:

- Understand terminology, fundamental principles, classifications, generalizations and methods of accounting.
- Solve cost related problems and make decisions based on the effective cost system.
- Apply management decision on business situations with the help of real life examples and cases studies.

Suggested Readings:

1. Maheshwari, S. N., Maheshwari, S. K., & Maheswari, S. K. (2013). *An Introduction to Accountancy*. New Delhi. Vikas Publishing House.

2. Goel D. K., Goel Rajesh, GoelShally (2017): *Accountancy*. (15 ed.) New Delhi. Arya Publications.

3. Horngren, C. T., Bhimani, A., Datar, S. M., Foster, G., & Horngren, C. T. (2002). *Management and cost accounting*. (4 ed.) New York. Harlow: Financial Times/Prentice Hall.

4. Banerjee, B. (2012). *Financial policy and management accounting*. (2 ed.)New Delhi. PHI Learning Pvt. Ltd.

Suggested E Learning Materials:

1. Hooper, C. (2013). New Approach to Accounting. Retrieved From https://www.youtube.com/watch?v=IXxgI8Rqd74

2. Mattison, R. (2016) Can a new way of accounting save our planet. Retrieved From https://www.youtube.com/watch?v=GsM3kYAtYaI

3. Aggarwal, N. (2017). Basics of Financial Accounting. Retrieved From https://www.youtube.com/watch?v=mq6KNVeTE3A

MGMT 418 Indian Ethos and Human Quality Development

Max. Marks : 100

(CA: 40 + ESA: 60)

L	T	P	C
4	0	0	4

Course Objectives:

1. To generate interest of students in main characteristics of Indian Society and Culture

2. To overcome cognitive dominance and think creatively to address social and business problems

3. To assimilate Indian ethos and values relevant for management entrepreneurship and development

4. To develop managerial approaches in conformity with Indian ethos and realities.

Note: The paper will contain three questions from every section aggregating nine questions. In any one of the sections, there will be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking two question from each section.

Course Content:

Section A

Concept of Indian ethos & Bhartiyata, Indianism as a Foundation of Indian Management in Different Tradition. India as a Matrix Society, Indian Folklores, Proverbs and Local Idioms as a source of Management, Introduction to stories from Panchtantra.

Vivekananda's ideas on Vedant, Concept of Purusharth, Managerial Purusharth, Karma yog, Theory K of Indian Management. Basket of needs, Harm minimization & Harmonization, Overcoming cognitive dominance, Indian models of holistic person and enlightened leadership – OSHA, Corporate Rishi, VEDA Model.

Section B

Business ethos & the concept of Shubh-Labh, Spiritually guided materialism.Total Quality of Management (TQM), Indian ethics & the spirit of development. Emancipatory approach to human & social development.

Character competence, Values & ethics, Value categorization PanchmukhiVikas, Indian tools of creativity: Techniques for mind liberation, Arrival of best: A foundation principle for human values, per capita happiness.

Section C

Women's issues in the Indian social context in general and organizational context in particular – Gender issues, Discrimination, Glass ceiling, Sexual Harassment, Role Stress, Role Balancing, Concept of Yin Trinity, Feminine strengths enabling excellence and growth, Rights of women, Study of successful women from Bhartiya Scriptures

Learning Outcomes:

Upon completion of the course the student will be able to:

- Appreciate role of Indian culture ideas in developing effective management skills

- Overcome cognitive dominance and take a step towards new ideas of management

- Develop a sense of respect for wisdom from grassroots and its innovative ideas

- Develop managerial skills which are contextually and culturally relevant

Suggested Readings:

1. Sharma, S. (2007). *New mantras in corporate corridors: From ancient roots to global routes*. (1 ed) Delhi: New Age International (P) Limited, Publishers.

2. Sharma, S. (2007). *Management in new age Western windows Eastern doors*. (1ed) Delhi: New Age International.

3. Chakraborty S.K. (1996) *Human values for Managers*. (1 ed) Delhi: New Age International Ltd.

4. Ramsukhdas, S. (1995). *Srimad Bhagavad Gita. Gorakhpur: Gita Press*. Google Scholar.

5. Sharma, S. (2013). *Wisdom & consciousness from the East: Life, living & leadership*. (1 ed) jaipur: IBA Publications.

6. Shastri M. (2002) *Why? Hinduism Defined Scientifically and Rationally.* (2 ed) Jaipur: Chaukhamba Publications, Varanasi

7. Sharma, V. Translated by Gil P. (1991) *Panchtantra*. (1 ed) Delhi: Rupa & Co.

8. Coomaraswamy, A. K. (2013). *The Dance of Shiva: Fourteen Essays*. (1 ed) Delhi: Rupa Publications India

Suggested E Learning Materials:

1. Joshi,A.(2018). *Indigenous Management Systems (IMS) Part 1.* Retrieved from https://www.youtube.com/watch?v=q5K2Hff85MM

2. Purohit, H. &Joshi, A.(2018). *Shastrarth as Pedagogy for Management Education*. Retrieved from https://www.youtube.com/watch?v= LRCsbAvDAqA

3. Sharma, S. (2003). Towards Corporate VEDA: Indian Ethos and Corporate Development1. *Journal of Human Values*, *9*(2), 163-172.

4. North, K., & Kumta, G. (2018). *Knowledge management: Value creation through organizational learning*. Springer.

MGMT 419 Information Technology and MIS

	L	T	P	C
Max. Marks : 100				
(CA: 40 + ESA: 60)	4	0	0	4

Course Objectives:

1. To develop understanding of the various aspects of IT and MIS and their practical applications.

2. To develop understanding of Database Management, Data Administration, Entity Relationship Modeling etc.

3. To study the concepts of System Analysis, Role of system analyst, System development life cycle.

4. To develop understanding of the social dynamics of internet, e-commerce, mobile commerce, IPR, legal & ethical issues of IT.

Note: : The paper will contain three questions from every section aggregating nine questions. In any one of the sections, there will be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking two question from each section.

Course Content:

Section A

Definition of Information Technology (IT) & Its role in modern business, IT Capabilities and Their organizational impact, IT enabled services. Management Information Systems (MIS): Concept and Components of Information System, Definition of MIS, Need, Purpose and Objectives, Contemporary approaches to MIS: Information as a strategic resource, Use of information for competitive advantage, MIS as an instrument for the organizational change.

Concept of data, Information & Knowledge, Database Concepts: Fields, Records and Files: Basic architecture, Managing Data Resources: Introduction, the need for Data Management, Challenges of Data Management: Data Independence, Reduced data redundancy, Data Consistency, Data Access, Data administration: Managing Concurrency, Managing security, DBMS: Traditional File concepts and Environment, Database Management Systems Concepts, Types of Data Models, ER Modeling.

Section B

Systems Analysis and Design: Systems Development Life Cycle, Role of system and business analyst. Basic and essential concepts of MS-Office – word processing using MS-Word, Data Analysis using MS-Excel, Presentation skills using MS-Power Point

Social Dynamics of the Internet, Services of the Internet: Blogs, Social Networking Technology of the Internet, Social Networks in the Enterprise, Electronic Commerce: Introduction, E-commerce technology, Doing business over internet: Network, Electronic data interchange (EDI), Online payment technology, Mobile commerce, Ecommerce-portals, Search engines, E-business, E Appraisal. Use of IT & MIS in case of E- Commerce

Section C

Ethical and Legal issues in e-business ,IT & its impact on individual, organizations and society, Threats to information, Introduction to information security, Information privacy & protection - behavioral action to protect IT assets, Computer based actions to protect IT assets, Ethical practices and social impact of IT Intellectual Property Rights related to IT Services / IT Products, Overview of cyber laws.

Learning Outcomes:

Upon completion of the course the student will be able to:

- Develop an understanding of application of MIS & IT in various areas of corporate and individual life.

- Become aware of the working of various IT- based, E-commerce based, data based organizations and the utility of data/Information.

- Understand and pursue their careers in of the concepts of cloud computing, system analysis, data analysis

Suggested Readings:

1. Turban, E., Rainer, K., & Potter, R. (2014). *Introduction to Information Technology* (2 ed.)*,* New Delhi, Wiley.

2. Laudon, K.C & Laudon, J.P (2013*). Management Information Systems* (14 ed.)*,* New Delhi, Pearson.

3. Alter, S. (1999). *Information Systems: A management perspective* (3 ed.). New Delhi, Pearson.

4. Rajaraman, (2011). *Analysis and Design of Information Systems* (3 ed.), Delhi, PHI**.**

Suggested E Learning Materials:

1. Baesens, B. (2013, Spetember 25). *Intreoduction to Database Management Systems*. Retrieved March 20, 2019, from Youtube: https://www.youtube.com/watch?v=6u2zsJOJ_GE

2. Date, C. (2016, March). *O'REILLY*. Retrieved February 2019, from Safari: https://www.oreilly.com/library/view/relational-theory-for/ 9781449365431/ch01.htm

3. Learn.Org. (2009, July). *What Is Management Information Systems (MIS)?* Retrieved February 2019, from Learn.Org: https://learn.org/ multimedia/What_Is_Management_Information_Systems_MIS_- _Video.html

MGMT 422 Managerial Economics

Max. Marks : 100	L	T	P	C
(CA: 40 + ESA: 60)	4	0	0	4

Course Objectives:

1. To familiarize students with concepts and analytical tools from micro economic theory that are useful to managers in making decisions at the enterprise level, large, medium, small, tiny and other types.

2. To aware the students about various concept of demand, production, cost and implication of these concepts in managerial decision making.

3. To make clarity about the different market structures and price and output determination under different market structures.

4. To develop the knowledge about the macro economics concepts, national income, circular flow trade cycles

5. To aware the students about recent trends and policies of Indian Economy.

Note: The paper will contain three questions from every section aggregating nine questions. In any one of the sections, there will be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking two question from each section.

Course Content

Section A

Demand Distinction and Determinants, Demand Function, Elasticity of Demand: Price elasticity and Revenue relationship, Techniques of Demand Forecasting. Production function, Laws of production and their managerial applications, Optimal input combination, Cost concepts cost-output relationship

Section B

Pricing under different market structures, Price fixation under different objectives, Pricing methods in practice. Macro Economic Concepts

Micro-macro interrelations, Circular flow of economic activity, National Income concepts, Concepts and Objectives of Private Business. Meaning and Phases of Business Cycles: Economic stabilization & Role of govt. in the economy.

Section C

Concepts, recent trends (overview only) in Indian Economy, of the following:

Monetary Policy

Fiscal Policy

Foreign Trade Policy

Exchange Rate Policy

Learning Outcomes:

Upon completion of the course the student will be able to:

- Understand managerial decision making at the enterprise level and facilitate an appraisal of the macroeconomic environment with a view to understanding its implications on decision making.

- Understand the implications of economic theory in managerial decision making.

- Understand the concept of demand, production and cost and will be able to take business decisions in more accurate way.

- Understand the macro economics concepts and understand its impact on business.

- Understanding the recent trends of Indian economy and the overall business scenario.

Suggested Readings:

1. Ahuja, H. L. (2014). *Managerial Economics* (8 ed.), New Delhi, Sultan Chand & Sons.

2. Diwedi, D. N. (2015). *Managerial Economics* (8 ed.), New Delhi, Vikas Publications.

3. Koutsoyannis, A. (1975). *Modern Micro Economics* (2 ed.), London, Palgrave Mcmilan UK.

4. Mehta, P. L. (2016). *Managerial Economics ,Anaysis, Problems, and Cases* (10 ed.), New Delhi, Sultan Chand & Sons.

5. Varshney, R. L., & Maheshwari, K. L. (2014). *Managerial Economics* (22 ed.), New Delhi, Sultan Chand & Sons.

6. Gupta G. S., Paul S, Mote V.L. (2007). *Managerial Economics Concepts & Cases* (1 ed.), New Delhi, Tata Mc Graw Hill Publication.

Suggested E Learning Materials:

1. Rekhi, S. (2019). *Demand: Meaning, Laws and Demand Function.*Retrieved from http://www.economicsdiscussion.net/law-of-demand/demand-meaning-laws-and-demand-function/19383.

2. Vyas, H. (2010). *Elasticity of Demand. Ppt*. Retrieved from https://www.slideshare.net/harshalvyas/elasticity-of-demandppt-2932407.

3. Nitisha. (2019). *Techniques of Demand forecasting (Survey and Statistical methods*. Retrived from http://www.economicsdiscussion.net /demand-forecasting/techniques-of-demand-forecasting-survey-and-statistical-methods/3611.

4. Petrov, K. (2011). *Managerial Economics*. Retrieved from https:// www.youtube.com/watch?v=WYQHy0hORBQ

MGMT 423 Marketing Management

Max. Marks : 100	L	T	P	C
(CA: 40 + ESA: 60)	4	0	0	4

Course Objectives:

1. To provide an understanding of the underlying concepts, strategies and issues involved in exchange of products and services between the firm and markets.

2. To understand the distribution processes its types and factors affecting the choice of distribution channels.

3. To understand the promotion mix and various components of promotion mix.

4. To understand the product mix and related pricing strategies

Note: The paper will contain three questions from every section aggregating nine questions. In any one of the sections, there will be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking two question from each section.

Course Content:

Section A

Core concepts of marketing, Marketing Management Philosophies, Elements of marketing mix, Market Segmentation, Alternative market targeting strategies, Consumer market and buyer behaviour, Industrial markets and buyer behaviour

Product concepts, Product Life Cycle, New Product Development, Product Mix Product positioning, Branding,.

Section B

Pricing – Objective and methods. Factors influencing pricing, Physical distribution, Meaning and utility of channels of distribution, types and functions of channel members, Packaging, Direct marketing, the distribution environment in 21st century, Marketing Planning, Marketing Research, Competitive Marketing**.**

Section C

Concept of Service marketing, Marketing mix of services, how service marketing differ from product marketing. recent trends Communication skills in English/ Hindi required for marketing managers; Communication process, role of communication in business organizations, Barriers to communication, Non verbal communication, business correspondence, Report writing, E-mail writing, Letter writing, Daily reports. New trends in marketing

Learning Outcomes:

Upon completion of the course the student will be able to:

- Understand various issues and activities involved in marketing management and related activities
- Understand different concepts, strategies and issues of marketing management for effective decision making.

Suggested Readings:

1. Kotler Philip, Keller Kevind Lane, Koshy Abraham and Jha Mithileshwar (2013). *Marketing Management. A South Asian Perspective* (14 ed.), New Delhi, Pearson education.

2. Ramaswamy and Nama kumari (2013). *Marketing Management* (5 ed.) New Delhi, McMillan.

3. Stanton William J (1984). *Fundamentals of Marketing* (10 ed.). New Delhi, MC Graw Hill.

4. Bovee, Thill & Schatzma (2006). *Business Communication*, (10 ed.) New Delhi, Pearson.

Suggested E- Learning Materials:

1. Kalpana, R. (2019). *Channels of Distribution of Products: Meaning, Functions, Factors and Types*. Retrieved from http://www. businessmanagementideas.com/products/channels-of-distribution-of-products-meaning-functions-factors-and-types/2276.

2. Levitt, T. (1965). *Exploit the Product life cycle*. Retrieved from https://hbr.org/1965/11/exploit-the-product-life-cycle.

3. Kumar, A. (2017, April 6). *Marketing Management*. Retrieved from www.youtube.com/watch?v=MBp_cqFlC0g.
   Pine, J. (2014). *What consumers want.* Retrieved from www.ted.com/talks/joseph_pine_on_what_consumers_want

MGMT 425   People Management

Max. Marks : 100	L	T	P	C
(CA: 40 + ESA: 60)	4	0	0	4

Course Objectives:

 On completing the course, students are able to,

- Develop the skills to analyze the organizational behavioral issues in the context of organizational theories, models, and concepts.
- Analyze the behavior of individuals and groups within organizations in terms of key factors that influence organizational behavior.
- Prepare for leadership roles in modern organizations.
- Demonstrate the skills and knowledge needed to effectively manage human resource.
- Administer and contribute to the design and evaluation of the performance management programs

Section A

Personality - Definition, determinants of personality, Big Five Model, introduction to MBTI, major personality attributes influencing organizational behavior, personality-job fit theory, person-organization fit; Perception - Meaning: process of perception, perception distortion, application of perception in organization.

Learning- Definition, classical conditioning, instrumental conditioning, social learning, role of punishment and rewards in shaping behavior. Attitudes- Meaning, types of attitudes, cognitive dissonance theory.Values- Meaning, value system, types of values, values across cultures.

Section B

Motivation- Definition, motivation cycle, Theories of motivation: Maslow's Hierarchy of Need's Theory, Herzberg's Two Factor Theory, Theory X and Y, ERG Theory, Mc Cleland's Achievement Theory, Equity Theory.

Leadership- Definition, Theories of Leadership: trait approach, behavioral theories (Ohio State Studies, Michigan Studies, Scandinavian Studies, Blake and Mouton's Managerial grid), contingency theories: (Fiedler's contingency theory, path-goal theory, LMX theory, Hersey and Blanchard's situational theory, Leader-Participation Model), overview of Charismatic and transformational Leadership.

Groups- Formal and Informal groups, reasons for group formation, stages of group development- five stages development model, Punctuated-Equilibrium Model, Group Processes-social loafing, social facilitation effect, group vs. individual decision making, group think, group shift.

Power- Meaning: bases of power, power and politics.

Section C

HRM Concept, difference between HRM and Personnel Management.

Human resource Planning- process of HRP, techniques of demand forecasting and supply forecasting.

Job Analysis- process and methods of Job Analysis.

Procurement- Recruitment: process and sources of recruitment, Selection: process and tools of selection

Suggested Readings:

1. Robbins, Stephen P., and Sanghi,Seema(2007).*Organizational Behavior*(11 ed). Delhi:Pearson Education.
2. Luthans,Fred (2016).*Organizational Behavior*(12 ed).New York:McGraw-Hill Companies, Inc.
3. Pareek,Udai (2016).*Understanding Organizational Behaviour*(4 ed). New Delhi: SOxford University Press.
4. Dcenzo,David A., and Robbins, Stephen P. (2008). *Fundamentals ofHuman Resource Management* (8 ed).Haryana: Wiley India(p) Ltd.
5. Flippo*, Edwin B. (1984).*Personnel Management*(6 ed).Singapore: McGraw- Hill Book Co.
6. Dessler,Gary(2009).*Human Resource Management* (11 ed).Delhi: Pearson Education.

Suggested E Learning Material:

1. Johnson, J. A. (2017). Big-Five model. In V. Zeigler-Hill, T.K.
2. Shackelford (Eds.), *Encyclopedia of Personality and Individual Differences* (1-16). New York: Springer. DOI: 10.1007/978-3-319-28099-8_1212-1.
3. Smriti. (2018). *Motivation Cycle-Funadmentals of Psychology/Management Notes*. Retrieved from https://www.managementnote.com/motivation-cycle/.

4. Cappelli, P. (2018). *HR Exchange at Think.* Retrieved Fromhttps://www.youtube.com/watch?v=bTH3qEoXAhk

MGMT 434 Quantitative Research Techniques

Max. Marks : 100	L	T	P	C
(CA: 40 + ESA: 60)	4	0	0	4

Course Objectives:
1. To gain overview of the research for business management
2. To learn research tools and their application in business management
3. To learn the process of optimization
4. To understand the basics of transportation and linear programming with its application in business

Note: The paper will contain three questions from every section aggregating nine questions. In any one of the sections, there will be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking two question from each section.

Course Content:

Section A

Introduction to research, Conducting literature review, Observation, Survey and experiment methods. Sample design: Types, Sampling procedure. Data collection: Meaning and purpose, Types – Primary and Secondary sources. Tools for data collection: Questionnaire, interview; Drafting questionnaire: Validity and reliability.

Introduction to data analysis, Measures of central tendency- Mean Median and Mode. Measures of dispersion: Range and Standard deviation, Measure of association: Correlation, Regression, Method of moving averages, Method of least squares,

Section B

Introduction and application of matrices,Hypothesis - Meaning and types, test of hypotheses, Significance level, Type I & II error, Statistical tools for hypothesis: T, Z & Chi-Square, introduction to ANOVA, Factor Analysis

Section C

Transportation Model - Mathematical Formulation, Initial Basic Feasible Solution, and Optimization Assignment Problems – Its formulation, solution, Route allocation

Introduction to Linear Programming, Formulation of LPP, Graphical Analysis, Simplex Method, Basics of Game Theory, Concept of Simulation

Learning Outcomess:

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

- Undertake research for business

- Apply research tools for drawing insights for business

- Understand the role of allocation / assignment problems in business

Suggested Readings:

1. Levin, R. & Rubin D (2004) *Statistics for Management* (10 ed), Delhi, Pearson

2. Cooper R. & Schindler P (2006) *Business Research Methods* (5 ed), Delhi, Mc Graw Hill Irwin

3. Krishnaswamy, K. N., Sivakumar, A. I., & Mathirajan, M. (2006). *Management research methodology: integration of principles, methods and techniques* (3 ed), Delhi, Pearson Education India

4. Gupta, S. C., & Kapoor, V. K. (1997). *Fundamentals of applied statistics* (7 ed), Delhi, Sultan Chand & Sons.

5. Whigham, D. (1998). *Quantitative business methods using Excel* (6 ed), New Delhi, Oxford University Press.

6. Sharma, J. K. (2001). *Quantitative Techniques for Managerial Decisions* (10 ed)*, New Delhi, Macmillan.

7. Taha, H. A. (2004). *Operations research: An introduction (for VTU)* (11 ed), New Delhi, Pearson Education India.

Suggested E-Learning Materials:

1. Mitra,V.(2016). *Quantitative Research Methods.* Retrieved from https://www.youtube.com/watch?v=rADYOfgEGEo

2. Ardekani, I.(2015). *Introduction to Quantitative Research Method.* Retrieved from https://www.slideshare.net/imanog/introduction-to-quantitative-research-methods

3. Wade, T. (2017). *Qualitative and Quantitative Research-An Introduction*. Retrieved from *https://www.youtube.com/watch?v= RYmLE8UqCXU*

CS 407L Computer Lab-I

Max. Marks : 100	**L**	**T**	**P**	**C**
(CA: 40 + ESA: 60)	**0**	**0**	**6**	**3**

Course Objectives:

1. To develop the understanding of basics of Computers amongst the students and make them proeficient in using computers for their official use.

2. To provide strong foundation of Word, Excel, Power Point and their relevance; and to acquaint students with role of IT in marketing management and making financial statements.

Course Content:

1. **MS Office (Word, Excel, Power Point) Lab**

WORD

1. Writing formal letters
2. Formatting (Index, Tab, bullet, numbering, etc.)
3. Mail merge
4. Column text (table, picture, etc.)

EXCEL

5. Entering data (numeric, text, date, time, comments)
6. Editing (update values, copying, moving, drag & drop, delete / insert rows & columns)
7. Formatting (text style, text orientation, increase / decrease width of columns and rows)
8. Formulas/ Functions (financial, logical, date, time, month, statistical, lookup, etc)
9. Styles

10. Charts (bar, pie, line, etc.)

POWERPOINT

11. Creating a blank presentation

12. Using design templates and making slide show

2. Marketing Management: Visiting relevant websites and content analysis on Ps and strategy

3. Preparing financial statements using MS-Excel

4. Introduction to features of Tally

5. A Project in MS-Excel

Learning Outcomes:

Upon completion of the course the student will be able to:

- Effectively use computer skills in developing business plans.

- Be job-ready with hands-on computer skills.

Suggested Readings

1. Greenberg, A. D. (2000). Fundamental Photoshop 5.5 (1 ed.), New Delhi, Mc Graw Hill.

2. Nadhani, A. N. (2007). Implemeting Tally ERP 9 (1 ed.), New Delhi, BPB Publications.

3. Saxena, S. (2000). MS Office 2000 for Everyone (1 ed.), New Delhi, Vikas Publication.

Suggested E-Learning Material

1. Studios, S. (2018, March 24). *Adobe Photoshop For Absolute Beginners*. Retrieved March 2019, from Youtube: https://www.youtube.com/watch?v=KfXSt4XLedc

2. World, G. L. (2017, December 30). *Tally ERP 9 Basic Course for Beginners - Free Tally*. Retrieved March 2019, from Youtube: https://www.youtube.com/watch?v=1d2y7J0gESM

MGMT 435L Computer Lab – I (Excel and SPSS)

Max. Marks : 100	L	T	P	C
(CA: 40 + ESA: 60)	4	0	0	4

Course Objective:

1. To understand the basics of excel and its use for analysis.
2. To learn to apply various formulas for analysis using excel.
3. To understand the basics of SPSS and its applicability in data analysis.

Course Content:

Use of Excel: Introduction to MS Excel, Quick review on MS Excel options, Ribbons, Worksheets and Tools. Difference between Excel 2007, 2010 and 2013.Saving Excel file as CSV, Macro enable sheet, PDF and Older version.Using Excel shortcuts with full list of Excel shortcuts. Copy, Cut, Paste, Hide, Unhide, Delete and Link the Data in Rows, Columns and Sheets. Using paste special options.Formatting cells, rows, columns and sheets.Protecting and Unprotecting cells, rows, columns and sheets with or without password.Page layout, themes, background, and printer properties.Inserting pictures, hyperlinks, header/footers, shapes, and other objects in the worksheets.

Advances in Excel: Working with function, Data Validations, Working with Templates, Sorting and Filtering data and working with Reports.

SPSS: Introduction-Data Entry, Data Editor, Basic Calculations, Recoding, Missing values, Split file, Weighted Cases, Using EXCEL Data. Descriptive Statistics-Data Entry, Frequencies, Descriptive, Cross Tabs, Exploratory, Custom Tables.Visual Statistics-Chart Builder, Histograms, Box Plots, Bar Charts, Cluster Bar, Stacked Bar, Error bar, Line charts, Pie charts, Editing graphs and Axes, Statistical Testing-Parametric vs. Non parametric, Logic, Confidence Intervals, Power of the test, Normal Curve, Normality Test, Homogeneity of variance, Bootstrapping. T-Test-One Sample, Independent Sample, Paired Sample. Analysis of variance-General linear Model, Key Terms, Uni-variate, Multivariate, Repeated Measures, Contrasts, Multiple pairwise comparisons, Main effects, conditional means. Non Parametric Tests-Mann Whitney U test, Wilcoxon Signed ranks test, Kruskal Wallis Test, Friedman Test. Chi square Test-Test of Independence, 2x2 Cross tabulation, Layered cross tab, Goodness of fit. Linear Correlation and Regression.Pearson Correlation, Spearman Correlation, Kendall Tau B, Scatter Plots, Partial

correlation, Linear Regression, Logistic Regression. Advanced Analysis-Factor Analysis, Reliability Analysis, Cronbach Alpha.

Learning Outcomes:

Upon completion of the course, the student will be able to

- Use excel for data analysis and interpretation
- Use SPSS for finding statistical results and future forecasting of business
- Apply the skill attained for better performance of their job of analysis

Suggested Readings:

1. Whigham, D. (1998). Quantitative business methods using Excel (6 ed). Oxford University Press.
2. Kumar, B. (2017). Mastering MS Office: Computer Skill Development- Be future Ready (1 ed). New Delhi: V&S Publishers.
3. McCormick, K. (2017) SPSS Statistics for Data Analysis and Visualization, (5 ed). Wiley: Delhi

Second Semester

MGMT 430 Business Environment and Operations

Max. Marks : 100	L	T	P	C
(CA: 40 + ESA: 60)	4	0	0	4

Course Objectives:

1. To acquaint the students with the critical elements of the business environment, with special focus on globalization and business operations.
2. To become aware of various acts of Indian legal system with special reference to business scenario.
3. To become aware about concept of production in a manufacturing unit.
4. To learn about best practices through case studies

Note: The paper will contain three questions from every section aggregating nine questions. In any one of the sections, there will be a 'case study problem' which will be compulsory for the candidates. Candidates are

required to attempt total of six questions, taking two question from each section.

Course Content:

Section A

Business environment: Significance, External environment and Internal environment – Conceptual framework and trends. Reasons for growth in International business and trends. Overview of consumer   protection act, Indian IT Act and environmental laws, Business current affairs. Indian contract act 1872: Essentials, offer and acceptance, Parties to contract.

Section B

An overview of the legal environment of the company, Companies Act: registration, types of   companies, Prospectus, Role of directors and norms about   appointing   independent   directors,   Introduction   to   Operations Management, Production Function, Definition and types of Productivity, Factors affecting Productivity, Productivity improvement

Section C

Basics of Facility planning, Concept of Product and Service Design, Mass Production (Assembly line production system), TQM, Mass Customization, Case studies – Ford Motors (Assembly line), Toyota (TQM), Dell (Mass Customization) and IDEO (Creativity)

Learning Outcomes:

Upon completion of the course the student will be able to:

- Awareness of the business environment, especially globalization and business operations.
- Knowledge of various business laws
- Learn about the role of production in a manufacturing unit.
- Gain insights into best practices of industry for application into upcoming business challenges.

Suggested Readings:

1. Francis, C (2010) *International Business Text and Cases* (4 ed), New Delhi, PHI

2. Aswathappa K (2005) *Essentials of Business Environment* (6 ed), New Delhi, Tata Mc Graw Hill

3. Hill C (2008). *International Business* (4ed), New Delhi, Mc Graw Hill

4. Mahadevan B. (2015) *Operation Management; Theory and Practice* (5 ed), New Delhi, Pearson Education

5. Bhat K.S. (2010) *Production and Operations Management* (4 ed), New Delhi, Himalaya Publishing House

6. Bedi K. (2013) *Production and Operations Management* (10 ed), New Delhi, Oxford University Press.

Suggested E-Learning Materials:

1. Green, J., Willis, K., Hughes, E., Small, R., Welch, N., Gibbs, L.,& Daly, J. (2007). Generating Best Evidence from Qualitative Research: The Role of Data Analysis. *Australian and New Zealand Journal of Public Health*, *31*(6), 545-550.

2. Warr, S. J., Thompson, K., & Kent, M. (1993). Seed Banks as a Neglected Area of Biogeographic Research: A Review of Literature and Sampling Techniques. *Progress in Physical Geography*, *17*(3), 329-347.

3. KaruneshSaxena (2018). *Research Publication Strategy*. Retrieved from https://www.youtube.com/watch?v=ofcURrK5oqk

MGMT 412 Financial Management

Max. Marks : 100   L   T   P   C
(CA: 40 + ESA: 60)   4   0   0   4

Course Objectives :

1. To develop critical thinking and problem solving competencies, at both the individual and group levels, of financial statement analysis,

2. To familiarize the students with decision on financial planning, capital budgeting, capital structure, and issues in financial policy.

3. To apply financial theory to analyze real life situations in an uncertain environment with an incomplete data set.

Note: The paper will contain three questions from every section aggregating nine questions. In any one of the sections, there will be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking two question from each section.

Course Content:

Section A

Nature and scope of Financial Management, Techniques of Financial Analysis - Statement of change in financial position (Cash flow - Fund flow), Ratio Analysis. Investment Decision; Capital Budgeting, principles & techniques - Traditional & Discounted cash flow methods.

Section B

Projects selection under Capital Rationing, Measurement of cost of capital - Dividend Approach and CAPM. Financing Decision - Operation leverage, Financial Leverage, EBIT EPS analysis, Combined leverage, Capital Structure theories - NI, NOI, Traditional, M&M, Approach, Determinants of capital structure.

Section C

Working Capital Management - Nature of Working Capital, concepts of Working Capital, Determination of financing mix, Need & determinants of Working Capital, Computation of working capital, Working Capital Financing. Cash Management - Nature and concepts, optimum cash balance, techniques for forecasting cash. Management of Accounts Receivable - Concept, optimum credit policy, factors affecting receivables and procedures for credit. Introduction of Capital & Money Market- meaning and functions.

Learning Outcomes :

Upon completion of the course the student will be able to:

- Conduct financial analysis to form long-term financial policies for business.
- Judge the financial environment within which organizations must operate.
- Critically evaluate the financial objectives of various types of organizations
- Analyze the alternative sources of finance and investment opportunities
- Apply techniques in managing working capital .

Suggested Readings:

1. Brigham, E. F. (1979). *Financial management: theory & practice*. (1 ed.), New York, Dryden Press.
2. Van Horne James, C. (2002). *Financial Management & Policy*. (12 ed.), New Delhi, Pearson Education India.

3. Pandey, I. M. (1995). *Essentials of Financial Management,* (4 ed.), New Delhi, Vikas Publishing House.
4. Jain, P. K., & Khan, M. Y. (2005). *Basic Financial Management*. (4 ed.), New Delhi, Tata McGraw-Hill.
5. Chandra, P. (2011). *Financial Management*. (8 ed.), New Delhi, Tata McGraw-Hill Education.
6. Srivastava, R., & Misra, A. (2012). *Financial Management*. (1 ed.), New Delhi, Oxford University Press.

Suggested E Learning Materials:
1. Helfert, A. (2001). *Financial Analysis and Tools and Techniques*. Retrieved from http://alqashi.com/book/book17.pdf.
2. Saha, D. (2019). *WORKING CAPITAL MANAGEMENT*.ppt.Retrieved from https://www.scribd.com/doc/98098428/WORKING-CAPITAL-MANAGEMENT-ppt.
3. John, G. (2015). *Money Management through Financial Planning*. Retrieved From https://www.youtube.com/watch?v=AbSL1ttViYE.

CS 408L Computer Lab - II

		L	T	P	C
Max. Marks : 100					
(CA: 40 + ESA: 60)		0	0	6	3

Course Objectives:

1. To help students to develop their managerial competencies by visiting and analyzing various relevant websites in area of general business scenario as well as their area of specialization.
2. The course will help in developing the understanding to work with Excel and SPSS to solve business problems.

Course Content:

A. Core Component (45 Hours)

1. Visiting websites of business environment information providers e.g. India brand equity foundation, financial newspapers, leading market research agencies, etc.
2. Visiting websites exhibiting the legal scenario of business in India.

3. Website visit: Ministry of corporate affairs and understanding the process of new company registration and latest changes.

4. Website visit: SEBI and understanding the organization, and information availability.

5. Understanding business research through solving problems on data classification, measures of central tendency, dispersion, measures of association, T, Z, Chi-Square & ANOVA using Excel and SPSS.

6. Solving Financial Management problems on MS Excel and other relevant application software: Time value of money, ratio analysis, cost of capital, Fund flow & Cash flow, Working capital management.

B.   Specialization Component (15 Hours)

Note: Students would undergo hands on practice on following topics of any one major specialization which they have opted for:

Finance

Understanding information availability on website of NSE, Equity research companies, banks, Financial planning service providersetc. Practicing problems on MS Excel regarding EMI computation and term loans. In addition students would acquaint themselves with various financial calculators on retail banking and financial planning which are available on internet.

<div align="center">**OR**</div>

Human Resource Development
HR software for payroll, recruitment, performance management. Visit to corporate websites to learn trends in organization culture, employee engagement. Excel applications for report generation, compensation etc.Practical sessions in performance management applications.like filling goal sheets, calculating weighted score of individual employee on the selected performance indicators and payroll management.

<div align="center">**OR**</div>

Marketing
Understanding the mechanism of ordering products / books etc. online, How companies in different industries like travel and tourism services, e-tailing, banking (internet banking) and media etc. work. New trends in online job portals and placement scenarios.Studying of websites like ebay and Amazon for concepts on online auction and bidding, advertising and online payment

system.A study of SWOT analysis, competitive advantage, 4P's and online promotional activities in major sectors like FMCG, Pharmaceutical, IT, Steel and Banking.

<div align="center">**OR**</div>

Aviation

Visiting website of prominent aviation companies worldwide including airlines, support companies, regulators and identifying recent trends, procedures, management, regulations etc.

Learning Outcomes:

Upon completion of the course the student will be able to:

- Use computer skills in developing the business plans in more effective manner.
- Job readiness with the complete hands-on job skills.

Suggested Readings:

1. Turban, E.,Rainer,K.,& Potter,R. (2014). *Introduction to Information Technology* (2 ed.). New Delhi: Wiley.

2. Laudon, K.C & Laudon,J.P (2013*). Management Information Systems* (14 ed.). New Delhi: Pearson.

Suggested E Learning Materials:

1. Baesens, B. (2013, Spetember 25). *Intreoduction to Database Management Systems*. Retrieved March 20, 2019, from Youtube: https://www.youtube.com/watch?v=6u2zsJOJ_GE

2. Date, C. (2016, March). *O'REILLY*. Retrieved February 2019, from Safari: https://www.oreilly.com/library/view/relational-theory-for/ 9781449365431/ch01.htm

MGMT 436L Computer Lab – II (EViews and R)

		L	**T**	**P**	**C**
Max. Marks : 100					
(CA: 40 + ESA: 60)		**0**	**0**	**6**	**3**

Course Objective:

1. To understand the basics of EViews and its use for analysis.
2. To learn to apply various formulas for analysis using EViews.
3. To understand the basics of R and its applicability in data analysis.

Course Content:

EViews: Overviews of the EViews desktop: The EViews Desktop, EViewsWorkfiles, EViews objects. Workfiles and Workfile pages - getting data into EViews: How EViews understands/organizes data: The structure of a Workfile, Creating blank Workfiles for three types of data structures, Bringing data into blank Workfiles, Creating Workfiles by reading data in EViews., Creating Workfile pages. EViews Samples: refining your analysis: Changing the sample, Key Sample functions and if statements. Series and Groups: EViews data objects: Creating new Series and Groups, Data analysis in one click: Series and Group menu items, Auto-Series. Estimation in EViews: a first look: Specifying and estimating an Equation, Equation objects, Equation output, Multiple regression analysis. Introduction to other EViews objects: Graph objects, Table objects, Text objects, Spool objects.

Advances in EViews: Data manipulation: functions everyone should know: Basic operators and mathematical functions, Descriptive statistic functions, Statistical distribution functions, Time series functions, Cumulative and moving statistic functions, Group functions. Date functions: manipulating dated data: Basic date functions. Dummy variables: Creating dummy variables using Samples, Creating dummy variables using date functions, Creating dummy variables using other EViews functions. Frequency conversion and data merging: Page links in EViews, Frequency conversion: High to Low, Frequency conversion: Low to High, General match-merge data copying, Data match-merging. Graphing data in EViews: Graphs and Graph objects, Basic graphs of single and multiple series, Analytical graphs, Categorical graphs, Basic graph customization .Analyzing your data in EViews: basic statistics: Calculating basic statistics: Histograms, stats tables, stats by classification, one-way and N-way tabulations, covariance analysis,

Simple hypothesis and distributional tests, Odds and ends: the Series Proc menu (Generate by Classification, Resample and Interpolate).

Introduction to R programming: Installation, getting Started R, RStudio, Data Types in R: Constants, vectors, matrix, data frames, lists, Data Handing in R, Working with functions, summary measures, Data Visualization using R : Base, lattice and ggplot packages, Statistical Analysis using R: Probability Distribution using R, Statistical Analysis using R Hypothesis Testing -I Parametric, Analysis of Variance : One way and two-way ANOVA, Hypothesis Testing -II Non Parametric, Logistic Regression, Reproducible research using Rstudio knitr and markdown packages, Reproducible research using Rstudio: bookdown packages and blogs, website, Time Series Analysis, Factor Analysis.

Learning Outcomes:

Upon completion of the course, the student will be able to

- Use EViews for data analysis and interpretation
- Use R for finding statistical results and future forecasting of business
- Apply the skill attained for better performance of their job of analysis

Suggested Readings:
1. Griffiths, W. (2008). Using EViews for Principles of Econometrics (1ed). Wiley, New Delhi.
2. Agung, G.N. (2013). Panel Data Analysis using EViews(1 ed). Wiley, New Delhi.
3. Wickham, H. (2016) R for Data Science: Import, Tidy, Transform, Visualize, and Model Data, (1ed). "O'Reilly Media, Inc.Delhi
4. Grolemund, G., (2014). Hands-On Programming with R: Write Your Own Functions and Simulations, (1 ed),"O'Reilly Media, Inc. Delhi

Fourth Semester
MGMT 505 Corporate Governance and Strategy

Max. Marks : 100   L   T   P   C
(CA: 40 + ESA: 60)   4   0   0   4

Course Objectives:

1. To build the understanding of Corporate Governance structure in India and its legality.

2. To enhance the knowledge about the Corporate Governance Practices and it effect on the working of the organization.

3. To develop an understanding about strategic management of the corporate and various strategies adopted.

4. To understand the practicality of the strategic management avenue and develop its knowledge in Indian Context

Note: The paper will contain three questions from every section aggregating nine questions. In any one of the sections, there will be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking two question from each section.

Course Content:

Section A

Introduction, Evolution of Corporate Governance; Conceptual Issues of Corporate Governance; Corporate Governance Models; Corporate Governance Committees' Reports; Corporate Governance in India; Concept of Corporation, Corporate Citizenship, Owners and Stakeholders: Types of ownership.

Shareholders- Types, Rights and Privileges; Directors- Types, Role, and Powers; Measurement of Board Performance; The Learning Board Model: Professionalizing the Board; Performance of Management.

Section B

Corporate Misconduct and Misgovernance; Codes of Best Governance; Role of SEBI in the Current Scenario; Role of Company Law; International Governance. Definition of Strategic Management; Levels of Strategy;

Strategic Decision making; Strategic Management Process; Strategic Intent – Vision, Mission, and Business Definition; External Scanning; Internal Scanning.

Section C

Strategy Formulation – Ansoff model, Grand strategy, Generic Strategy, functional level strategy; Strategic Choice Models – BCG matrix, GE nine cell matrix, Hofer's Product Evaluation Matrix; Subjective and Objective factors. Strategy Implementation- Issues in strategy implementation, Project, Structure, Functional, System and Behavioral. Strategy Evaluation and Control- Strategic Evaluation process, strategic control techniques, role of organization system in evaluation. Case study analysis related to various aspect of the course.

Learning Outcomes:

Upon completion of the course the student will be able to:

- Understand the ethical aspects of corporate governance implied in the business arena.

- Understand and apply the aspects of strategic management in the working of the corporate.

- Understand the practical use of corporate governance and strategic man agement

Suggested Readings:

1. Subhash Chandra D. (2013). *Corporate Governance: Codes Systems Standards and Practices* (2 ed.). New Delhi: PHI Learning.

2. Farnando, A. C. (2017). *Corporate Governance: Principles Policies and Practices* (2 ed.).New Delhi: Pearson Publications.

3. Geeta, D., Mishra, R. K. (2008). *Corporate Governance: Theory & Practice* (3 ed.), New Delhi, Excel Books Publishing.

4. Kazmi, A. (2008). *Strategic Management& Business Policy* (3 ed.)*,* New Delhi, Tata Mcgrawhill Education.

Suggested E-Learning Materials:

1. Grimsley Shawn (2015, June). *What is stakeholder theory? – Definition and ethics*. Retrieved from Study.com: https://study.com/ academy/lesson/what-is-stakeholder-theory-definition-ethics-quiz.html

2. Kenton Will (2019. February). *SWOT Analysis*. Retrieved from investopedia: https://www.investopedia.com/terms/s/swot.asp

3. Chen James (2018, March). *Corporate Governance*. Retrieved from investopedia:
    https://www.investopedia.com/terms/c/corporategovernance.asp

MGMT 510 Indigenous Management System

Max. Marks : 100   **L   T   P   C**
(CA: 40 + ESA: 60)   **4   0   0   4**

Course Objectives:

1. To justify the rationale for studying Indigenous Management Systems (IMS)

2. To stimulate interest of students in creative ideas from Bharatiya culture

3. To draw managerial and leadership insights from various Bharatiya management systems like Gita and Arthshastra

4. To examine approaches of Bharatiya business houses and relevance for contemporary management and sustainable development

5. To explore the idea of Integrating Simplification for new business systems

Note: The paper will contain three questions from every section aggregating nine questions. In any one of the sections, there will be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking two question from each section.

Course Contents:

Section A

Rationale for studying 'Indigenous Management System', Integral unity vs. Synthetic unity, Business Management Systems in Ancient India, Corporate lessons from Shri Mad-Bhagwad-Gita. Corporate lessons from Mahabharat, Manu's Theory of Leadership, H.R. practices in Manu Smriti. Economic thought during Freedom struggle, Buddhist Philosophy for Modern Management Dada Bhai Naroji's Drain theory and its long run relevance.

Section B

Economic Nationalism, Gandhian Economics, Trusteeship and Industrial Relations, Concept of Swadeshi, Safeguarding Traditional Indian Knowledge Systems, Concepts of Community, Knowledge Protection Rights (CKPR). Economy and Polity in Kautilya'sArthashastra, Management Systems in Arthashastra, Creation and development of trusteeship Corporate enterprises in India, Corporate entrepreneurship with reference to case studies of Indian business houses.

Section C

Factors of Creation (KPCL)vs. Production, Corporate Social Dharm and Returns To Communities (RTC). Concept of PURA Model, A new role of Government from empire to umpire, Creating level Field Playing, VISWA Model, Concept of Integrating Simplification, Integrating Socialism and Capitalism

Learning Outcomes:

Upon completion of the course the student will be able to:

- Appreciate the role of inherent indigenous ideas in management

- Creatively approach management problems

- Develop sense of respect for wisdom from grassroots and its innovative ideas

- Synthesize global and indigenous perspectives of management

Suggested Readings:

1. Bansal, I. (2002). *Management Concepts in Ancient Indian Psycho-Philosophic Thought and their Significance for Present Day Organizations (1 ed.)*, Jaipur, Popular Book Depot.

2. Sharma, S. (1996). *Management in New Age: Western Windows, Eastern Doors* (2 ed.), New Age International Publication.

3. Sharma, S. (2007). *New Mantras In Corporate Corridors From Ancient Roots To Global Routes (2 ed.).* New Delhi: New Age Int. Pvt. Ltd.

4. Chatterjee, B. K. (2002). *Arindam Chaudhuri, Count Your Chickens before They Hatch (1ed.),* New Delhi: Vikas Publishing House (2001).

5. Dasgupta, Ajit K. (1993). *A History of Indian Economic Though*t (1 ed.), London and New York, Routledge history of economic thought series.

6. Bansal I. & Purohit H. (2004) *Intellectual Property Rights-The emerging Issues for Industry* (10 ed), Indore, Navjeewan Publication

7. Malhotra, R. (2013). *Being different: An Indian challenge to western universalism.* (4 ed), Delhi, Harper Collins India.

8. Nandram, S. S. (2016). *Organizational innovation by integrating simplification.* (3 ed), Delhi, Springer International Pu.

Suggested E-Learning Materials:

1. Joshi, A. (2018, Jan 3). *Indegeneous Management System an introduction.* Retrieved Feb 12, 2019, from www.youtube.com: https://www.youtube.com/watch?v=q5K2Hff85MM

2. Joshi, A. (2016, Dec 7). *Management from Bhagwad Geeta :A Few Insights.* Retrieved Feb 18, 2019, from Shastriya Prabandhan - A Bharatiya Design Thinking Approach to Education and Management: http://ankurjoshi.in/bhagwad-gita-management/

3. Sharma, S. (1999, Oct 1). *Corporate Gita: Lessons for Management, Administration and Leadership.* Retrieved March 1, 2019, from journals.sagepub.com: https://journals.sagepub.com/doi/10.1177/097168589900500203

4. Sharma, S. (2006, Jan). *Management In New Age: Western Windows Eastern Doors.* Retrieved Feb 21, 2019, from www.researchgate.net: https://www.researchgate.net/publication/304935846_Management_In_N ew_Age_Western_Windows_Eastern_Doors

5. *Swami Vivekananda Chicago Speech on 15th September,1893.* (2013, Aug 12). Retrieved Jan 5, 2019, from www.youtube.com: https://www.youtube.com/watch?v=TlwZNmgFBWM

Major/Minor Specialization Electives
Aviation Management (AM)
MGMT 403 Airline and Airport Management

Max. Marks : 100   **L   T   P   C**
(CA: 40 + ESA: 60)   **4   0   0   4**

Course Objectives:

1. The objective of the course is to introduce the students with the basic functionalities of Airports and Airlines.

2. To make students understand various security and legal aspects aligned with the airline management.

3. To introduce the functioning of airports in handling customers and goods and how the same is planned at all levels.

Note: The paper will contain three questions from every section aggregating nine questions. In any one of the sections, there will be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking two question from each section.

Course Content:

Section A

Airlines and Airport System Introduction: Airport, Airlines, Airport transportation system, Airside, Terminal, Landside, Airport security, ARFF, Aviation Industry: growth and development. Recent trends & future, Airport Planning Airport planning system, Airport master plan, Airport layout plan, Land use planning, Runway Orientation & Runway Safety, Airport organizational structure, Airline network, Air traffic, Airport capacity, Airspace capacity, Congestions and Delays, Slot Allocation.

Section B

Brief history of Air cargo business, Role of Aviation sector in supply chain management, Types of cargo products, Air cargo terminal, Air Cargo Agency, Air Cargo Rates & Cargo Charges, International Air Transport Association (IATA) regulations, Dangerous Goods Regulation. Airlines and Airport Operations Fleet Management (Planning, Assignment, Scheduling), Route & Network Planning, Crew Scheduling, Manpower planning.

Section C

Airside operation, Landside operation, Terminal operations, Airline &Aircraft product & performance. Aviation Enterprise Management, Enterprise Concept in Aviation, Business Aspect, Ownership Models, Complexity of Aviation Business, Revenue Generation & Technological Advancement, Service Aspects of Aviation, Scopes for Aviation Managers.

Learning Outcomes:

Upon completion of the course the student will be able to:

- Understand Indian Aviation structure.
- Get a practical outlook of the Aviation Management.
- Job readiness for the Aviation sector.

Suggested Readings:

1. Twell Alexander, (2007) *Airport Planning and Management* (3 ed) Ashgate Publishing Ltd. New Delhi

2. Gullaume Barghouwt, (2010) *Airlines Network Development in Europe and its implication for Airport planning* (4 ed) Ashgate Publishing Ltd. New Delhi.

3. Jank Milan, (2012) *The sustainability of Air Transport-A qualitative Analysis & Assignment* (7 ed) Ashgate Publishing Ltd. New Delhi.

Suggested E Learning Materials:

1. *Berry, T. (2019). Using Porter's Five Forces when creating your marketing plan.*Retrieved from https://www.mplans.com/articles/using-porters-five-forces-when-creating-your-marketing-plan/.

2. Srinivas. (2015). *Airport Planning and Design.* Retrieved from https://www.slideshare.net/srinivas2036/airport-planning-and-design

MGMT 408 Crew Resource Management and Aviation Safety

Max. Marks : 100	L	T	P	C
(CA: 40 + ESA: 60)	4	0	0	4

Course Objectives:

1. To introduce students to the concepts of Crew Resource Management

2. To introduce students to safe human –machine interaction.

3. To identify and categorize risk and how they relate to commercial and general aviation.

4. To provide a foundation and framework in safety and the important role of humans in safety administration.

Note: The paper will contain three questions from every section aggregating nine questions. In any one of the sections, there will be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking two question from each section.

Course Content:

Section A

Crew Resource Management (CRM) – Definition, Scope, Objectives. Basic Concepts of CRM, Management theories of CRM. CRM History. The safety culture of the organization, Importance of Safety, Enhancement of Safety. Limitations to our Performance in our Environment. Human Error and Error Management. Communication and Assertiveness. Teamwork, Leadership and Followership. Situation Awareness. Decision Making. CRM Training Methods, Developing Training Activities, Delivering Training. Success & Failure of CRM Training.

Section B

Safety Management System: Introduction, History & Evaluation, Meaning, Definition, Risk Matrix, Quality Management Principles, Emergency Reponses, Government efforts to Improve safety Airline flight Safety. Safety in Commercial Aviation: Risk Factor, Classification, Analysis, Treatment. Hazards – Definition, Methods of Identification. Hazards Control-Principles, Methods, Hierarchy, Elimination Models, Human Factors.

Section C

Air Operations Areas safety Management, CRM: Cross-Cultural Perspectives. The cockpit culture. Prevention of crew-related incidents and accidents. Introduction to Aviation Medicine. Introduction to Aviation Safety & Security, Critical Incident Stress Management in Airline, Future Perspective.

Learning Outcomes:

Upon completion of the course the student will be able to:

- Understand the basic concepts of Crew Resource Management, its history and safety cultures of various organizations.

- Understand safety management systems and human- machine interaction in this context.

- Identify and categorize risk in commercial and general aviation.

- Learn cross- cultural perspectives, the framework of safety and the role of humans in safety administration.

Suggested Readings:

1. Jensen, R. S. (2015) *Pilot Judgement and Crew Resource Management* (4 ed) New Delhi, Ashgate.

2. Leonhardt, J. (2016) *Ctitical Incident Stress Management in Aviation* (5 ed), Mumbai, Macgraw Hill

3. MacLeod, N. (2009) *Building safe systems in Aviation* (3 ed), New Delhi, Ashgate.

4. Stolzer, A. (2008) *Safety Management System in Aviation.* (4 ed), Newi Delhi, Ashgate.

Suggested E Learning Materials:

1. Jones & Bartlett Learning (2016). *Crew Resource Management Concepts.* Retrieved fromhttps://www.youtube.com/watch?v=2AtyMuYEk9M

2. FAA Safety Team Central Florida (2012). *Crew Resource Management - An Approach to System Safety.* Retrieved from https://www.youtube.com/watch?v=vshw56Zd5f8

3. George, R. Inside the secret shipping industry. Retrieved from https://www.ted.com/talks/rose_george_inside_the_secret_shipping_indu stry.

MGMT 414 Fundamentals and Principles of Aviation

Max. Marks : 100   **L   T   P   C**
(CA: 40 + ESA: 60)   **4   0   0   4**

Course Objectives:

1. The mission of the course is to provide students with a well-rounded liberal arts education, a solid foundation in business, and a focus on unique aspects of aviation as a business.

2. To understand the concept of Aviation management and fundamental delivery to the Aviation professionals.**.**

Note: The paper will contain three questions from every section aggregating nine questions. In any one of the sections, there will be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking two question from each section.

Course Content:

Section A

Introduction to Aviation industry: Introduction, history & evolution, Global & Indian Perspectives, Classification of aviation, Civil Aviation, General aviation, Military aviation, Facts & figures regarding aviation industry. Aviation Regulatory Management : International Aviation Organizations.

Section B

Indian aviation organizations, Ministry of civil aviation, Director General Civil Aviation, Airport Authority of India, Bureau of Civil Aviation Security, NACIL & other Airlines. Aviation Terminologies & Codes: Introduction, Alphabetical Codes, Products, Airplane Parts, Technological Terminologies, Airlines & Airports Codes, Configurations & Roles.

Section C

AOCC & Air Traffic Management Introduction, Communications, Elements of ATM, Functions, Shortcomings of present ATM system, Future of ATM, Introduction of AOCC (Airport Operation Control Centre), Elements, components & Framework, Future aspects of operations. Aviation Management: Basic Operations (Airport, Airline, Pax & Cargo), Air Traffic

Control, aviation security & safety, Airport prospective in different disciplines.

Learning Outcomes:

Upon completion of the course the student will be able to:

- Understand the Indian Aviation structure.
- Get a practical outlook of the Aviation Management.
- Be job-ready for the Aviation sector.

Suggested Readings:

1. Alexender. T. (2010). Azrport Plannzng & Management, (4 ed), New Delhi, Twell Alexender, Ashgate.
2. Bazargan M. (2011). Azrizens, Operations & Scheduling (5 ed), New Delhi, Ashgate

Suggested E Learning Materials:

1. Hill, Michael. And Varone, F. Retrieved from https://www. researchgate.net/publication/312814047_The_Public_Policy_Process.
2. OECD. (2012). *Public Governance of Public-Private Partnerships*. Retrieved from http://www.oecd.org/governance/budgeting/PPP-Recommendation.pdf.
3. Nathan, R. (1995). *Reinventing Government: What Does It Mean*? Retrieved from https://www.jstor.org/stable/977192?seq=1#metadata_info_tab_contents.

MGMT 520   Strategic Airlines Marketing and CRM

Max. Marks : 100	L	T	P	C
(CA: 40 + ESA: 60)	4	0	0	4

Course Objectives:

1. To understand the concepts of marketing management in Aviation Industry
2. Deliver the knowledge of product delivery with reference to the aviation industry.
3. Devise the concept of air transport industry
4. To understand the airline business environment

Note: The paper will contain three questions from every section aggregating nine questions. In any one of the sections, there will be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking two question from each section.

Course Content:

Section A

Introduction to Airline Marketing: What is Marketing, Application of marketing principles to airlines management, Marketing for Air Transport Service- Customers & market segment, Market Analysis and Planning, Business Environment of Aviation Industry, Marketing Environment and Marketing Strategies-Porter's 5 forces Model. Product/Service planning and Analysis: PLC in Aviation Industry; Fleet, Schedule & Customer service related product features, Product & Service quality, Freight as a product, Flight handling – Commercial activities.

Section B

Pricing and Revenue Management: Building blocks of Airline pricing, Uniform and differential pricing, Structure of air freight pricing, Pricing strategies, Passenger fares and Ticketing.

Distributing the product: Distribution channel strategies, Travel agency distribution system, Global distribution, Distribution channels in Air freight management.

Section C

Anatomy of a sale: AIDA and SPIN model, Sales planning; managing the sales process.

Airline Promotion: Brand building in Airline industry, marketing communication techniques, Airline advertising, Fundamentals of relationship marketing, Components of relationship marketing strategy, Frequent flier programs, Handling to passenger in Delayed flight.

Learning Outcomes:

Upon completion of the course the student will be able to:

- Understand Indian Aviation structure.

- Get a practical outlook of the Aviation Management.

- Job readiness for the Aviation sector.

Suggested Readings:

1. Stephen, S. (2007). *Airline Marketing and Management* (6 ed.), New Delhi, Ashgate Publishing LTD.

2. Alexander T. Wells, Bruce D. Chadbourne (2003) *General Aviation Marketing and Management* (2 ed.), Delhi, Krieger Publishing Company

3. Berman & Evans. (2010)*Retail Management: A Strategic Approach (5 ed.)*, Delhi, Pearson Education

Suggested E Learning Materials:

3. *Berry, T. (2019). Using Porter's Five Forces When Creating Your Marketing Plan.*Retrieved from https://www.mplans.com/articles/ using-porters-five-forces-when-creating-your-marketing-plan/.

4. Srinivas. (2015). *Airport Planning and Design.* Retrieved from https://www.slideshare.net/srinivas2036/airport-planning-and-design.

Finance and Banking (FB)

MGMT 523 Banking and Financial Services

Max. Marks : 100   **L T P C**
(CA: 40 + ESA: 60)   **4 0 0 4**

Course Objectives:

1. To understand the banking system and banking structure of India in light of the legal structure

2. To understand the banking operations in association with the retail banking in India.

3. To understand various products and services offered by the banks along with the various account operations and retail credit products offered by the banks

4. To understand the aspect of financial planning along with understanding of various third party products offered by banks and in line understands the retirement and estate planning.

Note: The paper will contain three questions from every section aggregating nine questions. In any one of the sections, there will be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking two question from each section.

Course Content:

Section A

Indian Banking Structure, Role & functions of RBI, RBI Act 1934, Banking Regulation Act 1949, KYC & AML, Banking Ombudsman, CRR, SLR, MCLR, Repo & Reverse Repo Rate, Functions of Banks. Payment banks, Small finance banks.

Retail Banking: Types of Customers, Account and Deposit, Banker Customer Relationship, Banker Customer Special Relationship, Negotiable Instruments: Cheques, Bills of Exchange, Promissory notes, Cheque collection, payer and holder in due course. Account Closure and Account Closure under Special Situation. Overview of direct banking channels

Section B

Credit: 5 C's of Credit, Loan Appraisal Process, Retail loan: Home loan, Personal loan, Educational Loan. Corporate Loans: Working capital financing, Export financing, Term loan.

Types of Mutual funds, Types of insurance: Life Insurance, General Insurance: Health, Motor vehicle, House, Accidental insurance.

Section C

Financial Planning & Wealth Management: Relevance, need, importance. Need assessment of client, developing optional plan, PF statement analysis. Retirement and Estate Planning: Relevance, Estate Planning: Succession Act (Hindu-Indian), Tax incidence of various transactions, succession efficiency. Retirement Planning- Retirement solutions & pension plans, choosing and managing retirement portfolio, reverse mortgage.

Learning Outcomes:

Upon completion of the course the student will be able to:

- Understand and analyze the banking structure of India in light of the legal structure.

- Gets a practical outlook of the retail banking and the legal formalities associated with it.

- Understand the aspects of financial planning and retirement planning which will help in better future planning of finances.

- Job readiness for financial advising and banking jobs.

Suggested Reading:

1. Gomez, C. (2011). Banking and Finance Theory. Law and Practice (1 ed.), New Delhi, PHI Learning.

2. Gopinath, M. N. (2017). Banking Principles and Operations (7 ed.), Mumbai, Snow White Publications.

3. Halan M., (2018). Let's Talk Money: You've Worked Hard for it, Now Make it Work-far You. (1 ed.), New Delhi, Harper Business

4. IIBF. (2017). Legal and Regulatory Aspects of Banking (3 ed.) Chennai, Macmillan.

5. IIBF. (2017). Principles & Practices of Banking (3 ed.), Chennai, Macmillan.   .

6. IIBF (2017). Retail Banking (3 ed.), Chennai, Macmillan.

7. Vinay Dutta, K. S. (2013). Commercial Bank Management (1 ed.), Delhi, Tata McGraw Hill.

8. PROSCHOOL, I. (2012). Retirement planning and Employee Benems (Vol. 3), Delhi, Tata MCGraw Hill Education Private Limited.

Suggested E-Learning Resources:

1. Arslanian, H. (2016, December 5). How FinTech is Shaping the Future of Banking. Retrieved from Youtube: https://www.youtube.com/watch?v=pPkNtN8G7q8

2. MSG. (2014). Case Study of the Indian Banking and Financial Services Industry using Strategic Tools. Retrieved from Managment Study Guide: https://www.managementstudyguide.com/case-study-of-indian-banking-and-financial-services-industry.htm

3. MSG. (2018, December). Management Study Guide. Retrieved from Management Study Guide: https://www.managementstudyguide.com/history-of-modern-banking.htm

MGMT 530 Taxation

Max. Marks : 100	L	T	P	C
(CA: 40 + ESA: 60)	4	0	0	4

Course Objectives:

1. To enables the students to know the basics of Income Tax Act and its implications.

2. To demonstrate knowledge of the concepts, principles, and rules of taxation of various assesses.

3. To prepare students for tax forms, recognize tax planning opportunities and recommend appropriate tax-saving strategies for decision making;

4. To address tax situations for a variety of taxpayers, such as wage earners, salespersons, owners of small business, professionals, investors, home and rental property owners, farmers, etc.

5. This course also aims at imparting basic knowledge about major indirect taxes as GST and Customs.

Note: The paper will contain three questions from every section aggregating nine questions. In any one of the sections, there will be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking two question from each section.

Course Content:

Section A

Introduction to Direct Taxes: Income Tax, Introduction to Wealth Tax. Important Provision of Income Tax Act, Basic Concepts: Assessment Years, Previous Years, Person, Income, Gross Total Income, Capital and Revenue Receipts and Expenditure, Residential Status and Incidence of Tax, Tax Free Income;

Income From Salary: Meaning, Taxability of Allowances and Perquisites, Permissible Education, Treatment of PF, Gratuity, Numerical problems on Salary calculation.

Section B

Income from Business and Profession: Basis of Charge, Scheme of Provisions, Deductions Expenses Allowed, Expenses Allowed Under

Restriction, Depreciation, Numerical problems Income From House Property: Calculation of House property Income.

Income From Capital Gains: Calculation of Short term & Long term Capital Gain. Income From other Sources, Calculations, Carry forward and Set off of Losses.

Section C

Deduction: Deduction Allowed From Total Income, Rebates and Relief; TDS: Tax Deduction at Source, Advance Payment of Tax, Filling of Returns, Tax Planning in Relation to NRIs.

Introduction to Indirect Taxes- Custom Duty; GST, Basics of IGST, CGST, SGST, UGST laws. Levy of CGST, SGST, IGST, UGST.

Learning Outcomes:

Upon completion of the course the student will be able to:

- Understand the basic principles underlying the Income Tax Act.

- Analyze the assessment procedure and representation before appropriate authorities under the law.

- Understand the intricacies and calculations associated with tax.

- To do better tax management and advisory.

Suggested Readings:

1. Singhania,V.K., & Singhania, M. (2018). *Students' Guide to Income Tax including GST.* (61 ed). New Delhi: Taxman Publication.

2. Mehrotra, H.C. (2018). *Income Tax Law.* (60 ed). Agra: Sahitya Bhawan

3. Singhania, V.K., & Singhania, K. (2018). *Direct taxes law and practice.* (61 ed). New Delhi: Taxman Publicatoin.

Suggested E-Learning Resources:

1. Clear Tax. (2019, Jan 30). *cleartax.in.* Retrieved march 1, 2019, from https://cleartax.in/s/corporate-tax:https://cleartax.in/s/corporate-tax

2. Dave, R. (2017, August 28). *https://economictimes.indiatimes.com/ wealth/tax/how-to-calculate-short-term-and-long-term-capital-gains-and-tax-on-these/articleshow/60230745.cms.* Retrieved March 2019, fromeconomictimes.indiatimes.com: https://economictimes.indiatimes.co

m/wealth/tax/how-to-calculate-short-term-and-long-term-capital-gains-and-tax-on-these/articleshow/60230745.cms

3. Ernst & Young Global Limited. (n.d.). *https://www.ey.com/in/en/services/ey-goods-and-services-tax-gst*. Retrieved March 1, 2019, from www.ey.com: https://www.ey.com/in/en/services/ey-goods-and-services-tax-gst

4. Income Tax Management. (2018). *http://incometaxmanagement.com/Pages/Taxation-System/Basic-Concepts-on-Tax-Systems-in-India.html*. Retrieved March 1, 2019, from incometaxmanagement.com: http://incometaxmanagement.com/Pages/Taxation-System/Basic-Concepts-on-Tax-Systems-in-India.html

MGMT 429 Security Analysis and Portfolio Management

Max. Marks : 100   **L   T   P   C**
(CA: 40 + ESA: 60)   **4   0   0   4**

Course Objectives:

1. This course seeks to introduce the students to the field of inquiry that focuses on the security markets and its development globally.

2. To highlight the functioning of the financial markets and its role in resource allocation.

3. To introduce the students to the various asset classes traded in financial markets and its importance.

4. Introducing and acquainting students with different theories, valuation and pricing models.

Note: The paper will contain three questions from every section aggregating nine questions. In any one of the sections, there will be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking two question from each section.

Course Content:

Section A

Nature of investment decisions and the investment decision process, The investment environment concept of investment risk and its various types. An

overview of Indian stock markets and trends, Behavioural finance and its implications, ADR, GDR, Reverse fungibility, Global indices. Analysis of fixed Income securities: Various fixed Income securities and their unique Features: Valuation of Fixed Income securities and systematic risk Involved, Major Factors in Bond Rating process, Introduction to Bond Management strategies.

Section B

Efficient market hypothesis- Various forms and significance. Fundamental analysis: Economic analysis and economic approach, Econometric model building approach industry analysis-Features necessary for industry analysis, Techniques of industry analysis. Need for company level analysis, Quantitative analysis forecasting of EPS. Traditional and modern methods qualitative analysis,

Section C

Fundamental analysis vs. Technical analysis, Meaning of technical analysis, Origin and development of technical analysis-Dow theory classical and modem technical analysis, Market indicators. Inputs to portfolio analysis-Risk and return characteristics of individual assets, Expected return and risk of portfolio, Diversification of risk, Portfolio free selection problem, selection of risk, Concept of risk free asset, Risk free lending and risk borrowing.

Learning Outcomes:

Upon completion of the course the student will be able to:

- Understand the dynamics of the markets and the role of the market participants bringing efficiency to the markets.

- Understand the concepts of valuation of financial securities.

- Understand portfolio allocation and how assets are priced in financial markets.

Suggested Readings:

1. Chandra, P. (2017). *Investment Analysis and Portfolio Management* (5 ed.), New Delhi, McGraw Hill.

2. Donald E Fischer, R. J. (2007). *Security Analysis and Portfolio Management* (6 ed.), Noida, Prentice Hall

3.   William Sharpe, A. G. (2017). *Investments* (11 ed.), Noida, Prentice Hall.

Suggested E Learning Materials:

1.   Mitra, V. (2016*). Basics of Investment, Nature & Scope, elements, Avenues.* Retrieved from https://www.youtube.com/watch?v=I69HpWIEwH0.

2.   Banerjee, A. (2018) *Stock Trend & Pattern Analysis Using Excel*. Retrieved from https://www.youtube.com/watch?v=YKrngfEEM9g.

3.   Purohit, H. & Soni, T. (2018) *Commodity Market*. Retrieved from https://www.youtube.com/watch?v=ooneWVRmBpw

MGMT 527 Strategic Financial Management

Max. Marks : 100	L	T	P	C
(CA: 40 + ESA: 60)	4	0	0	4

Course Objectives:

1.   To develop advance knowledge of the principle theories and techniques of Corporate Finance.

2.   To develop the understanding of corporate restructuring and analyze with real life examples.

3.   To develop the understanding of Derivatives and International Financial Market.

Note: The paper will contain three questions from every section aggregating nine questions. In any one of the sections, there will be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking two question from each section.

Course Content:

Section A

Inventory Management – Nature, Significance, Cost minimization through EOQ, ABC analysis. Advanced Capital Budgeting: Statistical techniques to handle risk, Decision tree utility theory. Dividend Decision – Dividend theories – Water, Gordon, Modigliani & Miller, Dividend policies, overview of Bonus Shares, Share split, Share buyback, Project appraisal and financing – concept, overview of process, financial appraisal by banks. Mergers and

Takeovers: regulatory framework, various types, how mergers increase value, valuation approaches, and case studies, motives of spin off's and divestitures.

Section B

International Financial management- an overview, International Financial management and domestic financial management, Theories of Foreign Exchange rate movement and International Parity Conditions -Purchasing Power Parity, International Fisher Effect. The Foreign Exchange markets-Functions; rates -direct and indirect quotations, Spot market and forward market, premiums and discounts, Bid - ask spread, Interest Arbitrage - Covered Interest Arbitrage and Interest Parity theory. Management of Foreign Exchange Risk -Translation exposure, Transaction exposure Measurement and Management of Transaction exposure, Economic Exposure, Transaction Exposure Versus Economic Exposure.

Section C

Derivative - Hedging Currency Risk, Hedging Risk through Forward Contracts, Indian Derivatives Market; Option Market: Types, Uses, Payoffs, Trading Strategies, Involving Options Bull-Bear, Butter Fly, Calendar and Diagonal Spread, Straddles, Strip and Straps, Options Valuation and Pricing. Factors Determining Option Price.Black Scholes Models. Concept of Delta, Theta, Gamma Vega, Exchange Traded Option- Stock, Option, Foreign Currency Option, Over the Counter Exchange Option, Index Options, Put Call Parity; Future Contracts: Introduction to Futures Markets, Future Contract and Future Trading, Hedging using Futures, Index Futures. Basics of Stock Index Future, Interest Rate Futures, Foreign Exchange and Currency Future, Mechanism of Future, Hedging, Difference between Forward and Future contracts; Interest rate Swaps - rationale, liability and asset based interest rate swaps, pricing of swaps, forwards and options on swaps.

Learning Outcomes:

Upon completion of the course the student will be able to:

- Apply the technical language and practices of financial management.

- Undertake sophisticated financial analysis with regard to corporate valuation, interest rate and currency risk management and present the information in an appropriate format.

- Evaluate, synthesize and apply the contemporary theories and empirical evidence concerning Financial Management to a range of problems and situations

- Critically evaluate the impact of macro economics and recognize the role of international financial institutions in the financial management of multinationals.

Suggested Readings:

1. Van Horne James, C. (2002). *Financial Management & Policy,* (12 ed), New Delhi, Pearson Education India.

2. Weston, J. F., Mitchell, M. L., & Mulherin, J. H. (2013). *Takeovers, Restructuring, and Corporate Governance,* (10 ed), New Delhi, Pearson New International Edition. Pearson Higher Ed.

3. Prasanna, C. (2001). *Financial Management Theory and Practice* (6 ed). Delhi, Tata McGraw-Hill Publishing Co. Ltd.

4. Brealey, R. A., Myers, S. C., Allen, F., & Mohanty, P. (2012). *Principles of Corporate Finance* (8 ed), Delhi, Tata McGraw-Hill Education.

Suggested E-Learning Materials:

1. Arslanian, H. (2016, December 5). *How FinTech is Shaping the Future of Banking*. Retrieved from Youtube: https://www.youtube.com/watch?v=pPkNtN8G7q8

2. MSG. (2014). *Case Study of the Indian Banking and Financial Services Industry using Strategic Tools*. Retrieved from Managment Study Guide: https://www.managementstudyguide.com/case-study-of-indian-banking-and-financial-services-industry.htm

3. MSG. (2018, December). *Managment Study Guide*. Retrieved from Management Study Guide: https://www.managementstudyguide.com/history-of-modern-banking.htm

Human Resource Development (HD)

MGMT 401 Advance Reading in HRD and HQD

Max. Marks : 100	L	T	P	C
(CA: 40 + ESA: 60)	4	0	0	4

Course Objectives:

1. Based on the journals articles and recent books, this course aims at exposing students to latest thinking in HRD and HQD

2. This course is also an attempt to enable the participants to understand and appreciate the role of Institution Building and their impact on society development.

3. Learning about leadership and related HRD issues in the corporate and social context and development of qualities to face the challenges of the outer world.

4. It also aims at developing excellence, motivation and human concerns while managing in a competitive scenario and to understand various concepts related with HRA, HRIS, IHRM and HRD audit.

Note: The paper will contain three questions from every section aggregating nine questions. In any one of the sections, there will be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking two question from each section.

Course Content:

Section A

Readings would be so selected as to also cover the following aspects. Institution building: Process, Values for institution building, Role of top management, Role models in institution building from social, Educational and corporate management field.

Leadership: comparison of western and Japanese leadership model, Indian models for leadership: Pioneering Innovative, Nurturant task model, Transformation leadership Indian context, Profile of an effective leader. Teamwork and Mentoring.

Section B

Role: Concept, role taking V/s role making. Integration of individual with organization, Types of role stress. Coping with stress, Role analysis process, Role efficacy- Concept and dimensions of role efficacy.

Organisation culture and its implication for managers. Organisational effectiveness. Organisation & environment interface. Indian environment and organizational behavior.

Section C

HRD audit. International Human Resource Management: Defining IHRM, Cultural differences & HRM, HR Policies across cultures, Recruiting, Selecting, Training, Appraising and Compensating international Managers. Human Resource Accounting: Concept, approaches to HRA, Controlling cost of Manpower. Introduction to HRIS. Content analysis of books in HRD and HQD

Learning Outcomes:

Upon completion of the course the student will be able to:

- Understand the concept of Institution building, the role of management in institution Building and the impact of institutions on society

- Learn about the various Indian Models of Leadership and their implications for managers

- Gain in-depth knowledge about Role and Role Analysis and their significance for the individual and organizations

- Learn about organization culture and its implication for managers

- Understand HR polices, cultural differences, IHRM, Audit of Human Resource, HRA & HRIS

Suggested Readings:

1. McCauley-Smith, C. (2017). *Book review: HRD, OD, and institution building: Essays in memory of Udai Pareek.*

2. Pareek's, U. (2017). *Undertsnading Orgaizational Behaviour* (4 ed.) New Delhi: Oxford University Press.

3. Sinha, J. B. (1995). *The cultural context of leadership and power*. (1 ed), New Delhi, SAGE Publications Pvt. Limited.

4. Chakraborty, S.K (1987). *Managerial Effectiveness and Quality of Work Life; Indian Insights*. (1 ed), New Delhi, Tata McGraw-Hill Publishing Company Limited

5. Pareek, U. (1994). *Making organizational roles effective*. (3 ed), Delhi, Tata McGraw-Hill.

6. Rao, T. V. (2014). *HRD audit: Evaluating the human resource function for business improvement*. (1 ed), Delhi, SAGE Publications India.

Suggested E Learning Materials:

1. Radjou, N. (2014). *Creative problem-solving in the face of extreme limits.* Retrieved fromhttps://www.ted.com/talks/navi_radjou_ creative_problem_solving_in_the_face_of_extreme_limits/transcript?lang uage=en.

2. Mehta, A. (2018). *New Models of Leadership.* Retrieved from https://www.youtube.com/watch?v=xC8SD2S5Hok.

3. Hunt, L. (2013). *The power of mentoring*. Retrieved from https://www.youtube.com/watch?v=Atme26C0l5E.

MGMT 417 Human Resource Development Systems

Max. Marks : 100   L   T   P   C
(CA: 40 + ESA: 60)   4   0   0   4

Course Objectives:

1. To understand the meaning of Human Resource Development and Human Resource Systems and differentiate between the concepts

2. Develop the knowledge about the various Human Resource Development Systems in the organization

3. To understand the changing trends in designing and managing Human Resource Development Systems.

4. To understand the issues involved in the implementation of HRDS.

5. Understand the need to reposition HR function to create value addition to the organization.

Note: The paper will contain three questions from every section aggregating nine questions. In any one of the sections, there will be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking two question from each section.

Course Content:

Section A

Changing role of HRD in Liberalized Economy, Trends in HR: Present and future; HRD climate; Role of HRD in improving effectiveness of a firm; Introduction to SHRM.

Work system: Work planning and role analysis; Performance Management: Potential Appraisal, Performance Appraisal- Methods and processes of performance appraisal, 360 degree appraisal. Recruitment, Induction & Socializing Systems

Section B

Career and development system: Career development and planning, Assessment centers, Career management, Motivational aspects of HRD, Practices in career management.

Training system: Identification of training and development needs, Managing the training system, Evaluating the effectiveness of training and development program, Cross cultural training, Action research in training.

Section C

Reward system: Job Evaluation- process and methods; Practices in wage payment, Paying for performance, Monetary and non monetary aspects of reward systems, Fringe Benefits, Trends in reward system

Learning Outcomes:

Upon completion of the course the student will be able to:

- Understand the fundamental differences among Human Resources, Human Resource System and Human Resource Development.

- Understand the changing trends in HRDS.

- Identify and work in each of the Human Resource Development Systems.

Suggested Readings:

1. Pareek, U & Rao V.T. (2003). *Designing and Managing Human Resource Development Systems* (3 ed.), New Delhi, Oxford and IBH Publishing Co. Pvt. Ltd.

2. Pareek, U. (2006). *Organizational Behavior Processes.* (3 ed) New Delhi: Rawat Publications.

Suggested E Learning Materials:

1. Farsight.(2019). Organizational effectiveness through HRD in the Changed Liberalized markets.Retrieved from https://farsightitsolutions.com/organizational-effectiveness-through-hrd/.

2. Mohanty, R. (2012). Shrm-Introduction.Retrieved from https://www.slideshare.net/rajivmohanty/shrm-introduction.

3. Mehta, A. (2018). New Trends in HRM. Retrieved from https://www.youtube.com/watch?v=dAFSHgr-Udk

4. McCord, P.(2015). HR lessons from the world of Silicon Valley start-ups. Retrieved from https://www.ted.com/talks/patty_mccord_lessons_from_a_silicon_valley _maverick_new_ways_of_working_and_collaborating

MGMT 424 Organization Development and Change Management

Max. Marks : 100	L	T	P	C
(CA: 40 + ESA: 60)	4	0	0	4

Course Objectives:

On completing the course, students are able to,

1. Gain an insight into how to lead, adapt, and manage change.
2. Develop skills to collaboratively manage the culture of an organization to attain the goals and purposes of the organization.
3. Develop the skills to design interventions as needed.
4. Learn the technicalities of counseling and will gain skills for counseling as intervention

Section A

Organizational Change: Reasons for change, Organizational evolution and life cycle, Process of organizational change, Guidelines for facilitating change,

Role and skills of change agent, Internal and external change agents, Issues in client-consultant relationship. 'Resistance to change'

Concept, need for O.D, Changing corporate context and organization development, Integrating OD and organization strategy, competitive advantage and role of OD History and various stems of O.D., Values, Assumptions and beliefs in O.D., The O.D. Process.

Section B

O.D. interventions – classification, individual development, Personal effectiveness, Sensitivity training, Life and career planning interventions,

Group and team interventions, Role analysis, Process consultation, Team building, Visioning, Appreciative inquiry, Responsibility charting.

Inter-Group intervention–Organization mirroring, Partnering, Comprehensive interventions– Future search conference, Confrontation meeting, Survey feedback, Grid O.D., Structural Interventions, Quality and O.D.

Section C

Counselling: Introduction, Counselor's attitude and skills in counselling, Process of counselling, Problems in counselling- with counselor, with staff and with process, Issues in counseling.

Managing change in era of mergers and acquisitions.

Suggested Readings:

1. French, Wendell L., and Cecil, Bell H.(2014) *Organization Development* (6 ed).New Delhi: PHI.
2. Cummings, Thomas G., and Worley, Christopher G. (2007). *Organization Development and Change* (8 ed). Haryana: Thomson.
3. Singh, Kavita (2011). *Organisation Change and Development* (2 ed). New Delhi: Excel Books.
4. Nigel**,** Maclennan (1998). *Counselling for Managers*. Vermount: Grower Paperback.

Suggested E Learning Materials

1. Moores, K., & Yuen, S. (2001). Management accounting systems and organizational configuration: a life-cycle perspective. Accounting, organizations and society, 26(4-5), 351-389.

2. HEATHFIELD, S. (2018).What is resistance to change? Retrieved from https://www.thebalancecareers.com/what-is-resistance-to-change-1918240.

3. Zala, Y. (2014). Team Building.Retrieved from https://www.slideshare.net/maximus66/team-building-presentation-35292365.

MGMT 512 Industrial Relations Management

Max. Marks : 100	L	T	P	C
(CA: 40 + ESA: 60)	4	0	0	4

Course Objectives:

1. To understand the conceptual and practical aspects of industrial relations at the macro and micro levels with respect to changing economic, political and social scenario.

2. To understand management strategies to design the tools for Employee Empowerment and Employee Participation.

3. To introduce the various Labor Laws and the recent changes made in it to have a deep knowledge of laws to ensure adequate safety measures in the workplace.

4. To understand the human resource and industrial relation perspectives on the conflict in the employment relationship.

5. To have a deep knowledge of strategies regarding workforce acquisition, workforce management, and workforce optimization.

Note: The paper will contain three questions from every section aggregating nine questions. In any one of the sections, there will be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking two question from each section.

Course Content :

Section A
Industrial Relations Perspectives

IR and the emerging socio economic scenario.Discipline and Grievance management; Negotiation and collective settlements.Role and future of Trade Unions.Trade Union strategies towards liberalization and technological change.Employee response to industrial restructuring and organizational re-engineering.

Employee empowerment and quality management Participative Management and Co-ownership; Decision Circles for participative decision making and problem solving. Productivity Bargaining and Gain Sharing. Internal and External Equity in Compensation systems. Fringe Benefits, Incentives and Retirement plans. Compensation practices of MNCs. Strategic compensation systems.

Section B
Legal Framework Governing Industrial Relations

Emergence and objectives of labour laws and their socio-economic environment. TheWorkmen's Compensation Act 1923, The Payment of Wages Act – 1936; The Employees Provident Funds and Miscellaneous Provision Act 1952.The payment of Gratuity Act 1972.

The Factories Act 1948.The Industrial Disputes Act 1947. The Trade Union Act 1926. Need for reforms in the current legal frameworks and the existing laws. The ESI ACT.

Section C
New Trends in Industrial Relations Management

From Industrial Relations to Human Relationships Management. Human Capital Management .Human Values approach to IR eg- 'Human Rights & Duties' and 'Honesty, Responsibility and Devotion.'From conflict approach to cooperation approach : Harmonization paradigm of IR. Changing role of state and industrial relations in the developed, newly developed and developing economics. Industrial Relations and globalization

Learning Outcomes:

Upon completion of the course the student will be able to:

- Understand various issues related to compensation, performance management, organization development, safety, wellness, benefits, employee motivation, training and others.

- Design various strategies related to Human Resource of the Organization.

- Understand various laws that protect worker's rights, improve worker safety, prevent child labor and increase workers' bargaining power relative to their employers.

Suggested Readings:

1. Monappa, A., Nambudiri, R. and Selvaraj, P. (2012). *Industrial relations and labour laws.* (3 ed) New Delhi, Tata McGraw-Hill Education.

2. Koontz, H., & Weihrich, H. (1990). *Essentials of management.* (2 ed), New York: McGraw-Hill.

3. Greenwood, J. H. (2015). *Handbook of industrial law: A practical legal guide for trade union officers and others*.

4. Locke, R. M., Kochan, T. A., & Piore, M. J. (1997). *Employment Relations in a Changing World Economy*. (1 ed), Cambridge, MA: MIT Press.

Suggested E Learning Materials

1. *Quain, Sampson. (2019). The role of trade unions in Industrial Relations.* Retrieved from https://smallbusiness.chron.com/role-trade-unions-industrial-relations-65197.html.

2. Yadav, R. (2011). *The Workmen's Compensation Act, 1923*. Retrieved from https://www.slideshare.net/ranjeet143yadav/workmen-compensation-act-1923.

3. Sachdeva,S.(2018). *Introduction to Industrial Employment (Standing Orders) Act 1946*. Retrieved fromhttps://www.youtube.com/ watch?v =RQfE66gRkyM

Marketing Management (MM)

MGMT 522 Advertising and Brand Management

Max. Marks : 100   **L T P C**

(CA: 40 + ESA: 60)   **4 0 0 4**

Course Objectives:

1. The objective of this course is to enable students to appreciate the various issues and activities involved in advertising and brand management

2. Correlate the role of Advertising and Brand in Marketing Management

3. To apprehend the importance of marketing communication channel in Marketing Mix

4. To design effective communication messages for promotion mix

Note: The paper will contain 3 questions from every section aggregating nine questions. In any one of the sections, there would be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking at least one question from each section.

Course Content:

Section A

Defining advertising - Meaning and scope, Brief history of development and growth of advertising, Benefits of advertising, Criticism of advertising. Role of marketing in the marketing strategy of a firm. Relationship of advertising with other elements of promotion mix, Legal ethical and social issues in advertising

Advertising agency: Need, organizing and functions of ad agency, Agency pitching process, Types of ad agencies, Choice of ab ad agency, agency compensation, client agency relationship.

Section B

Strategic Advertising Research, Planning an ad campaign: Advertising Planning, Advertising objectives, Advertising budget, Advertising Media Strategy, media selection, media planning and buying ,Creative Strategy: Facets of creative strategy, Planning and managing creativity in advertisement, Developing an ad campaign

Section C

Digital Marketing – SEO, SEM, Web Analytics, Email marketing, Social Media Marketing, Blog Marketing, Mobile Marketing

Brand Management : Introduction, History and its current importance, Strategic Brand Management Process, Current challenges in building the brand, Brand elements, Brand Personality, Brand Positioning , Basic concepts of brand equity and Brand Reposition concept.

Learning Outcomes:

Upon completion of the course the student will be able to:

- Select appropriate promotion mix to meet marketing objectives

- Analyze and implement branding strategies to solve business problems

- Understand various issues and limitations involved in promotion mix

Suggested Readings:

1. Batra Rajeev, John G. Myers, David A. Aaker (1996). *Advertising Management* (5 ed.), The University of Michigan, Prentice Hall

2. Keller K L, Parameswaran M G, Jacob I (2008). *Strategic Brand Management* (3 ed.), New Delhi, Pearson

Suggested E-Learning Resources:

1. Gaur, M. (2017). Advertsing agency, role and types.Retrieved from https://www.slideshare.net/MonikaGaur1/advertising-agency-role-and-types.

2. Nalawalla, Z. (2018). New Trends in Marketing: Ideas on Digital Marketing. Retrieved from https://www.youtube.com/watch?v= Fj5DfjtTYec

3. Curleigh, J. (2013). How to enhance and expand a global brand. Retrieved from https://www.ted.com/talks/james_curleigh_how_to_ enhance_and_expand_a_global_brand.

MGMT   407   Consumer Behavior

Max. Marks : 100	L	T	P	C
(CA: 40 + ESA: 60)	4	0	0	4

Course Objective:

1. To develop an understanding of concepts and application of consumer behavior.

2. To develop an understanding of consumer as an individual and its marketing implications.

3. To develop an understanding of consumer's group dynamics including family, culture, groups, etc. and their marketing implications.

4. To develop an understanding of consumer's decision making process, its influencing factors and their marketing implications.

5. To develop an understanding of consumer behavior modelling and their marketing implications.

6. To develop an understanding of organizational buying and its process.

7. To develop an understanding of how better CRM can be conducted by studying consumer behavior.

Note: The paper will contain three questions from every section aggregating nine questions. In any one of the sections, there will be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking two question from each section.

Course Content:

Section A

Consumer Behavior- Nature, scope and Application. Consumers and market segments, limitations of Demographics in predicting consumer behaviour, lifestyle and psychographic segmentation.

Consumer as an Individual: Consumer needs and motivation, Theories of personality and their implications for consumer behaviour, Consumer perception and attitude. Theories of learning and communications.

Section B

Consumers in their social and cultural settings: Group dynamics, reference groups and consumer behaviour. Influence of family and social class. Influence of cultural, sub cultural and cross-cultural aspects on consumer behaviour.

Consumer decision processes: Problem recognition, search and evaluation, purchasing processes and post purchase behaviour, High involvement and low involvement consumer decisions.

Section C

Opinion leadership and its dynamics.Diffusion of innovation. Modelling consumer Behavior: Traditional models of consumer behaviour, Howard and Sheth model, Recent developments in modelling buyer behaviour, organizational buying behaviour: Influences, the buying situation, decision making process, concept of Customer Relationship Management and its Managerial Application Consumer Behaviour in non profit sectors

Learning Outcomes:

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

- Understand consumer behavior in different settings.

- Apply consumer behavior knowledge in marketing and its applications.

- Apply the knowledge of CRM in its marketing applications.

Suggested Readings:

1. Blackwell, R. D., Miniard, P. W., & Engel, J. F. (2003). *Consumer Behavior* (9 ed.). Australia: Thomson.

2. Schiffman, L., & Kanuk, L. (2007). *Consumer Behavior* (9 ed.), New Delhi, Pearson.

3. Loudon, D. L., & Bitta, A. J. (1993). *Consumer Behavior: Concepts and Applications* (4 ed.), New York, McGraw-Hill.

Suggested E Learning Materials:

1. Lee, H. J., Jeong Cho, H., Xu, W., &Fairhurst, A. (2010). The influence of consumer traits and demographics on intention to use retail self-service checkouts. *Marketing Intelligence & Planning*, *28*(1), 46-58.

2. Pine, J. (2014). *What consumers want*. Retrieved from https://www.ted.com/talks/joseph_pine_on_what_consumers_want

3. University of Tasmania (2016). *Th*e *psychology behind consumer behavior*. https://www.youtube.com/watch?v=vJR2HwvrzCQ

MGMT 428 Sales and Distribution Management

Max. Marks : 100	L	T	P	C
(CA: 40 + ESA: 60)	4	0	0	4

Course Objectives:

1. To understand the meaning of the concepts of sales & distribution management

2. To develop knowledge about Salesmanship and various issues related to it

3. To understand the meaning of the concepts of Sales Quotas, Sales Territory, Sales Control recruitment, selection training and evaluation in sales

4. To study the distribution management, channel intermediaries in Indian context

Note: The paper will contain three questions from every section aggregating nine questions. In any one of the sections, there will be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking two question from each section.

Course Content:

Section A

Objective & functions of sales management, Formulating personal selling strategies. Qualities of the effective sales executive, Salesmanship, organisation of sales department.

Sales force Management-Recruitment, Selection, Training, Motivation, Compensation, Evaluation of Sales persons.

Section B

Controlling the sales effort - Sales budget, Sales quota, Sales territories, Sales control & cost analysis, Distribution Functions: Role of Intermediaries, Role of distribution in service sector.

Section C

Channel strategy, selection of channels, Dealer selection, motivation & evaluation, Indian Distribution system.

Physical distribution- Logistics for physical distribution, Transportation, warehousing inventory management, Recent trends in whole selling & retailing & dealers network.

Learning Outcomes:

- Understand the concepts of sales management

- Become well versed with the concept of distribution management and the related operations of various companies

- Develop understanding and choose one of the sales and distribution management areas like sales, logistics, channel management as their career option

Suggested Reading:

Upon completion of the course the student will be able to:

1. Still, R., Cundiff, W., & Govani, N.P (2016). *Sales Management : Decisions, Strategies and cases* (6 ed.)*,* New Delhi: PHI.

2. S.L. Gupta (2013). *Sales and Distribution Management* (3ed.)*,* New Delhi: Excel Books.

3. Allen, P. (). *Sales and sales management* (2 ed.), London: Macdonald & Evans.

4. Kapoor, S, Kansal, P. (2005). Basics of Distribution Management (3 ed.), Delhi: PHI.

Suggested E Learning Materials:

1. Starr, Rob. (2017*). What Makes a Good Salesperson? 25 Qualities to Look For*. Retrieved from https://smallbiztrends. com/2017/08/what-makes-a-good-salesperson.html.

2. Pollitt, D. (1999). *Physical distribution and logistics management in the digital era", International Journal of Physical Distribution & Logistics Management*. Retrieved from https://doi.org/ 10.1108/09600039910757752.

3. Rao, K.S.(2014). *Introduction to Sales and Distribution Management*. Retrieved from https://www.youtube.com/watch?v=tTB52_VMCTc.

MGMT 509 Global Marketing Management

Max. Marks : 100	L	T	P	C
(CA: 40 + ESA: 60)	4	0	0	4

Course Objectives:

1. To understand the scope and challenges of International Marketing

2. Correlate the role and implementation of marketing mix in Global Marketing

3. To analyse the emerging trends in globalization

4. To comprehend the significance of procedure, documentation and promotional measures in international marketing

5. To assess the role of electronic marketing in Global marketing

Note: The paper will contain three questions from every section aggregating nine questions. In any one of the sections, there will be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking two question from each section.

Course Content :

Section A

Major problems faced by the firms in international marketing. Theories of international trade, International product life cycle, Tariff and Non tariff barriers, Positive and negative aspects of multinational companies. Ethnocentric, polycentric and geocentric orientation. Tradingblocks-NAFTA, ASEAN, MERCOSUR, EU etc.

Marketing mix for international marketing, Standardised marketing mix vs. Customisation of marketing mix, product adaptation and modification, pricing.

Section B

Distribution channels, using marketing research for international marketing. Information needs and data sources.

Business promotion in International arena: Traditional way, New Trends Online Marketing-Need, various Business Models, Understanding Online Customer, Challenges, Ethical Issues, Advantages and Disadvantages, strategies, push technologies, online catalogues.

Section C

BOP and its relevance for Marketing managers, Role of Government in Export Promotion, Export Procedures and documentation, Custom Formalities. Insurance, Preshipment Inspection.

Strategic Orientation in international marketing, Which market to enter, Mode of entry, Expanding base, Negotiations with International Customers, Partners and Regulators, Relations of International Marketing with other Departments, Strategy for Building a company wide marketing orientation, Using Intranet and Extranet, Introduction to creating a web page, Performance Evaluation

Learning Outcomes

Upon completion of the course the student will be able to:

- Understand emerging trends in global markets and learn how to use those trends in business management
- Understand procedure and promotional measures used in global marketing
- Understand documentation procedure required for export and import in the Indian context.

Suggested Readings:

1. Daniels (2017). *International Business* (15 ed.). Noida: Pearson.
2. Cateora (2018). *International Marketing* (16 ed.). New Delhi: Tata McGraw Hill.
3. Keegan (2017). *Global Marketing* (8 ed.). New Delhi: Pearson.

Suggested E Learning Materials:

1. Nalawalla, Z. (2018). *New Trends in Marketing: Ideas on Digital Marketing.* Retrieved fromhttps://www.youtube.com/watch?v= Fj5DfjtTYec

2. Dromgoole, S. (2013). *The future of marketing, from Plato to Bill Hicks.* Retrieved fromhttps://www.youtube.com/watch?v=z8oTLlItoV0

3. Fernstudium (2016). *International Marketing - Vodcast 1: Introduction to International Marketing.* Retrieved from https://www.youtube.com/ watch?v=PVTf3A-T0W4

Public Policy and CSR (PC)

MGMT 409   CSR and Social Entrepreneurship

Max. Marks : 100	L	T	P	C
(CA: 40 + ESA: 60)	4	0	0	4

Course Objectives:

1. To stimulate the interest of students towards Public Policy, CSR, and Social Entrepreneurship and inherent Bharatiya ideas

2. To examine the scope and complexity of corporate social responsibility (CSR)

3. To establish the importance of traditional Bharatiya sustainable practices and enable participants to critically analyze CSR practices of Indian companies

4. To apply the framework for analyzing business-society-government dynamics and examine interplay of stakeholder theory and social entrepreneurship.

5. To develop a strategic decision matrix by analyzing case studies of social enterprises in India.

Note: The paper will contain three questions from every section aggregating nine questions. In any one of the sections, there will be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking two question from each section.

Course Content:

Section A

Concept of Corporate Social Responsibility (CSR) and Corporate Social Dharm (CSD), Legal provisions in companies act,

Strategic CSR, Sustainable development initiatives of Indian business houses, PURA model, Traditional models of sustainable development

Section B

Concept of shared Value, Sustainable Development Goals

Definition of Social Entrepreneurship, Concept of Loksangrah and Nishkaam Karm from BhagwadGeeta, Types of Social Entrepreneur-ship initiatives

Framework of Business-Society-Government

Section C

Stakeholder theory and role of social entrepreneur, Challenges faced by social entrepreneurs Legal scenario with respect to social entrepreneurship in India

Triple bottom line, Cases of social entrepreneurship in India, stories of women entrepreneurs, Farmer as a social entrepreneur.

Strategic Decision Matrix, Design Thinking

Learning Outcomes:
Upon completion of the course, the student will be able to:
- Identify linkages of management and public policy

- Creatively approach social problems

- Develop a sense of respect for wisdom and sustainable development approaches from grassroots and its innovative ideas

- Analyze dynamics of social sector development

Suggested Readings:
1. Baxi, C. V., & Prasad, A (2005). *Corporate social responsibility: concepts and cases: The indian experience*. (1 ed) New Delhi Excel Books India.

2. Elkington, J., & Hartigan, P. (2008). *The power of unreasonable people: How social entrepreneurs create markets that change the world*. (1 ed), Harvard Business Press.

3. Kalam, A. P. J. A. (2011). *Target 3 billion: PURA: Innovative solutions towards sustainable development*. (1 ed), New Delhi, Penguin Books India.

4. Werther Jr, W. B., & Chandler, D. (2010). *Strategic corporate social responsibility: Stakeholders in a global environment*. (3 ed), Delhi Sage.

5. Sharma, S. (2007). *New mantras in corporate corridors: From ancient roots to global routes*. (1 ed), New Delhi, New Age International (P) Limited, Publishers.

6. Bansal, R. (2011). *I have a dream*. Westland.

7. Ramsukhdas, S. (1995). *Srimad Bhagavad Gita*. Gorakhpur: Gita Press.

8. Bansal, R. (2013). *Follow Every Rainbow*. Westland.

Suggested E Learning Material:

1) Audiopedia. (2017, April 07). What is Corporate Social Responsibility. Retrieved 2019, from Youtube: https://www.youtube.com/watch?v=xzEnoG_Fn5s

2) Satpathy, B. M. (2013). The 'Dharma' and 'Karma' of CSR from the Bhagavad-Gita. Journal of Human Values , 173-187.

MGMT 415 Fundamentals of Public Policy and Public Management

		L	T	P	C
Max. Marks : 100					
(CA: 40 + ESA: 60)		4	0	0	4

Course Objectives:

1. To understand the basics of the process of public policy.

2. To be able to take informed business decision based on policy scenario.

3. To understand the role of institutional theory in public policy.

4. To understand the concepts of Public Managing and Public Governance.

Note: The paper will contain three questions from every section aggregating nine questions. In any one of the sections, there will be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking two question from each section.

Course Content:

Section A

Indian and Western conceptualization of Policy, Public Policy as Academic Discipline, Basics of Public Policy, The need of Public Policy.

Categorization of Models of Public Policy Analysis - Descriptive, Prescriptive, Conceptual and Ideal. Types of Models of Public Policy Analysis - Linear, Incremental, Systems, Interactive, Rationalist

Section B

Basics of Institutional Theory, Definition of institutions, Types of institutions - formal and informal; organic and pragmatic institutions; endogenous and exogenous Legal pluralism and Public Policy.

Section C

Public Management and New Public Management, Public-Private Partnership, Role of Civil Society in Governance Principles of Public Governance, Regulatory frameworks. Concept of Re-inventing Government

Learning Outcomes:

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

- Obtain a thorough knowledge on the various aspects of Public Policy.

- Use the public scenario understanding to develop an unbiased decision.

Suggested Readings:

1. Frank Fischer, Forester John, Miller Gerald, *Handbook of Public Policy Analysis: Theory, Politics, and Methods (Public Administration and Public Policy),* (7 ed) New Delhi, Oxford.

2. Gaebler Ted, Osbome David, *Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector,* (3 ed), Mumbai, Addison-Wesley

3. North Douglass C., *Institutions, Institutional Change and Economic Performance,* (4 ed), New Delhi, Cambridge University Press

Suggested E Learning Materials:

1. Lammers, John & A. Garcia, Mattea. (2017). Institutional Theory Approaches. 10.1002/9781118955567.wbieocl 13.

2. Norback M. (2017, September). Institutional theory. Retrieved February 2019, from Gul.Gu: https://gul.gu.se/public/pp/public_ courses/ course84481/published/1543830612230/resourceId/42691832/ content/UploadedResources/Lecture20institutional20theory20foundation 20in20managementPDF.pdf

MGMT 416 Fundamentals of Public Policy Implementation

Max. Marks : 100	**L**	**T**	**P**	**C**
(CA: 40 + ESA: 60)	**4**	**0**	**0**	**4**

Course Objectives:

1. To understand the process of public policy implementation.

2. To understand role of bureaucracy, civil society, multi-lateral institutions, and corporate in achieving objectives of public policy.

Note: The paper will contain three questions from every section aggregating nine questions. In any one of the sections, there will be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking two question from each section.

Course Content:

Section A

Indian and Western conceptualization of Policy Implementation, Top-down and bottom-up approach of policy implementation. Merits and Dements of Centralization and Decentralization Categorization of Models of Public Democracy and Policy Implementation, Bureaucratic model of governance, Street Level Bureaucracy. Role of Multilateral institutions in policy implementation.

Section B

Civil society and policy implementation, corporate role in governance outcomes, CSR as a tool for effectiveness in policy implementation.

Institutions and their role in creating public good, key focus areas of public policy -education and health, Public-Private Partnership for effective policy implementation

Section C

Social Audits for reducing implementation gaps, e-govemance as a tool for effective implementation, Social awareness programs and their role in achieving outcomes of a policy, social media and its role in policy process

Learning Outcomes:

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

- Draft and propose a policy in the corporate that will be of a larger benefit to people.
- Job- readiness to work in the corporate domain of CSR.

Suggested Readings:

1. Anderson James, *Public Policy Making.* (1 ed) New Delhi, Congage Learning

2. Gerald Miller and Fischer Frank, *Handbook John of Public Policy Analysis: Theory, Politics, and Methods (Public Administration and Public Policy)*, (3 ed), New Delhi, SAGE Publication.

3. Sinha R. P., *E-Governance in India: Issuejnitiatives*, (1 ed), New Delhi, Concept Publishing Co.

Suggested E Learning Materials:

1. Department of Economic Affairs, Ministry of Finance. (2011). National Public Private Partnership Policy. New Delhi: Government

2. Learnmg, G. (2018, October 22). Public Policy Implementation. Retrieved January 2019, from Youtube: https'//www.youtube.com/ watch?v =7d70pETFYi8

3. Pie, M. (2002). Implementing the Institutions of Democracy. International Journal on World Peace, 3-31.

MGMT 507D   Dissertation

Max. Marks : 100	L	T	P	C
(CA: 40 + ESA: 60)	0	0	8	4

Course Objectives:

1. To encourage the students to undertake research work in area of their interest.
2. To develop basic understanding of Research and analytical statistical techniques amongst students.

Guidelines for Preparation and Submission of Dissertation

- Students would choose the Title (preferably interdisciplinary in nature).

- The students have to submit their dissertation atleast 10 days before commencement of semester examination and should have already cleared the check for plagiarism.

- FORMAT : The front cover shall bear the title of the dissertation, the name of the student, the name of the degree for which the dissertation in submitted, and the year of submission.

- PAPER &TYPE : All copies of the dissertation shall be presented in a permanent and legible form in typescript or in print.

- PUBLICATION : Every student would prepare a research paper suitable for publication and submit before the end of semester examination. All such papers may be published in form in form in an e-book. Students are encouraged to go for publications in journals.

- GUIDANCE : Faculty members whould provide regular guidance to students.

- LAYOUT : The Preliminary Pages.

- Cover page

- Title page

- Declaration by student

- Acknowledgements

- Table of contents

- List of figures

- Tables or illustrations

- List of abbreviations (Mandatory if used)

- The Main Text : Introduction

- Review of literature

- Research methodology

- Data presentation & Data analysis (Observations)

- Findings

- Conclusions & Recommendations

- Bibliography

Mechanism

- Submission of proposal to the concerned faculty mentor by last week of January

- Draft Submission of dissertation and research paper to the faculty members by last week to March.

- Final submission and viva-voce in the third week of April.

Marking Scheme : Max Marks = 100

Internal Evaluation :

- 40 Marks based on
    - Quality of proposal (10 marks)
    - Regularity of work (10 marks)
    - Quality of research paper out of dissertation work (20 marks)

- External evaluation during viva-voce.
    - Quality of report (20 marks)
    - Presentation (10 marks)
    - Q&A (10 marks)
    - Potential for social benefit (10 marks)

Further information will be provided during the first week of the semester.

Learning Outcomes:

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

- Understand the mechanism of identifying a problem and evolving the solution using standardized Quantitative and Qualitative tools.

- Comprehend the process of writing a dissertation document.

Retail Management (RM)

MGMT 420 Mall and Store Management

	L	T	P	C
Max. Marks : 100				
(CA: 40 + ESA: 60)	4	0	0	4

Course Objectives:

1. The objective of the course is to make the students appreciate & understand the various aspects related to Mall & Store Management

2. To develop decision making skills with respect to Mall & Store Management.

3. To develop managerial skills with respect to Mall & Store Management.

4. To understand retail pricing.

Note: The paper will contain three questions from every section aggregating nine questions. In any one of the sections, there will be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking two question from each section.

Course Content:

Section A

Retail store operations, Key role in a store environment, Retail store design and space management, Atmospherics and layout, The circulation plan, Visual merchandising, Methods of display. Retail store locations: Types of retail location, choosing a retail location, methods of evaluating trading area.

Section B

Organization structure and human resource management in retail. Product & merchandise management, Factors affecting the merchandising function, The function of buying for different types of organizations, Life style merchandising, Merchandise planning, Merchandise procurement and category management.

Section C

Retail pricing and evaluating merchandise performance, Elements of retail price, Determining the price, Retail pricing strategies, Merchandise allocation, Evaluating merchandise performance.

Retail MIS, Unique needs of technology in retail, Factors affecting the use of technology, Applications of technology – electronic data interchange (EDI), Data base management, Data warehousing, Data mining, radio frequency identification (RFID), E-commerce and e-tailing.

Learning Outcomes:

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

- Understand various issues and activities involved in mall and store management.

- Develop decision making skills respect to mall and store management.

- Develop managerial skills with respect to mall and store management.

- Understand concepts of retail pricing evaluate merchandise performance, elements of retail pricing.

Suggested Readings:

1. Pradhan Swapana (2017). *Retail Management* (5 ed.). New Delhi, Mc Graw Hill Companies

2. Bajaj Chetan, Tuli Rajnish & Srivastava Nidhi Varma (2010). *Retail Management* (2 ed.). New Delhi, Oxford Higher Education

3. Levy Micheal & Berton A Weitz (2007). *Retail Management* (5 ed.). New Delhi, Tata Mc Graw Hill.

Suggested E Learning Materials:

1. Hughes, K. (2015). *Experiential Retail: The need for positive disruption.* Retrieved from https://www.youtube.com/ watch?v=6Qo 945hCHt8

2. Shechtman, R. (2013). *Changing the Retail Story*. Retrieved from https://www.youtube.com/watch?v=fbnWY-swsK0.

3. Rogers, D. (2013). *The Science of Shopping and Future of Retail.* Retrieved from https://www.youtube.com/watch?v=qVJAr5eGOKA.

MGMT 426   Retail Environment and Management

Max. Marks : 100	L	T	P	C
(CA: 40 + ESA: 60)	4	0	0	4

Course Objectives:

1. The course strives to make the students understand the emerging retail environment in the Indian and global context and general aspects related to Retail Management.

2. To understand the retail trends in Asia and the World.

3. To understand retail strategies.

4. To understand the legal issues in retailing

Note: The paper will contain three questions from every section aggregating nine questions. In any one of the sections, there will be a 'Case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking at least one question from each section.

Course content :

Section A

Retailing: concept scope and characteristics, Evolution of retail in India, Drivers of retail change in India, Challenges to retail development, Emerging organizations, Debates over FDI and larger stores, Careers in retailing. Trends in retail in Asia and the world.

Section B

Retail models and theories of retail development, Classification of retailers on the basis of ownership, Operational structure and merchandise offered, Non store retailing. Retail strategy, Mission and purpose of organization situation analysis, Strategic alternatives, International expansion, Retail value chain.

Section C

Financial aspects of retail: Costing, revenue and profit margin planning, measures of performance, measuring store and space performance, measuring employee productivity, ethics in retailing.

Legal issues in retailing: Various laws and their implications, security issues and their management, managing relations with customers, competitors, suppliers, employees, society and government, emerging opportunities and challenges in international market, retail opportunities in rural areas and corporate response.

Learning Outcomes:

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

- Understand various issues and activities involved in retail environment and management prevailing in Asia and the World markets.

- Understand different strategies in retail, international expansion and retail value chain.

- Understand different legal issues prevailing in the retailing, various laws related to retailing and their implications.

Suggested Readings:

1. Bajaj Chetan, Tuli Rajnish & Srivastava Nidhi Varma (2010). *Retail Management* (2 ed.). New Delhi: Oxford Higher Education.

2. Pradhan Swapana (2017). *Retail Management* (5 ed.). New Delhi: Mc Graw Hill Companies.

3. Levy Micheal & Berton A Weitz (2007). *Retail Management* (5 ed.). New Delhi: Tata Mc Graw Hill.

Suggested E Learning Resources:

1. Burke, R. (2014). *How stores track your shopping behavior*. Retrieved from https://www.youtube.com/watch?v=jeQ7C4JLpug.

2. Romero, T. (2016). *Technology will change retail shopping - but it's not what you think*. Retrieved from https://www.youtube.com/watch?v=TuD3IerTOms.

MGMT 427 Retail Operations and Supply Chain Management

Max. Marks : 100
(CA: 40 + ESA: 60)

L T P C
4 0 0 4

Course Objectives:

1. The course strives to make the students understand the emerging operation and supply chain environment in the Indian and global context.

2. It seeks to provide the conceptual framework and develop managerial skills to understand the relevant issues.

Note: The paper will contain three questions from every section aggregating nine questions. In any one of the sections, there will be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking two question from each section.

Course Content:

Section A

Concept & Importance of Operations & SCM, Objectives, Trends, Decision phases. Processview. Achieving strategic fit Obstacles to achieving fit. Expanding strategic scope. Supply chain drivers & framework. Supply Chain Integration: push, pull & push-pull systems.

Section B

Business Processes Mapping, Measuring performance-Cycle time, Business Process Re-engineering, Total Quality Management, Root Cause Analysis, Six Sigma, Inventory management & risk pooling Bullwhip Effect : quantification, coping, lead time reduction trade offs,

Section C

Logistics Network Configuration, Transportation & Warehousing issues : Modes of transportation. Design Options IT enabled SCM: Concept, practices & challenges Procurements: Objectives, Supplier Evaluation and Selection, Pricing and revenue management Strategic alliances in SCM Building long term relations. Coordination in Supply Chain.

Learning Outcomes:

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

- Understand logistics management and how it applies in practice.
- Job-readiness to handle managerial position in retail stores.
- Understand the working of the retail stores and intricacies associated with the same.

Suggested Readings:

1. Bajaj Chetan, Tuli Rajnish & Srivastava Nidhi Varma (2010). *Retail Management* (2 ed.). New Delhi: Oxford Higher Education.
2. Pradhan Swapana (2017). *Retail Management* (5 ed.). New Delhi: Mc Graw Hill Companies.
3. Levi, D. S., Kaminsky, P., & Levi, S. E. (2019). *Designing and Managing the Supply Chain:* Concepts, Strategies, and Case Studies (4 ed.), Delhi, McGrawHill.
4. Shapiro, J. (2006). *Modeling the Supply Chain* (2 ed.), Delhi, Cengage Learning.

Suggested E learning Materials:

1. Ganeshan, R., & Harrison, T. P. (1995). An Introduction to Supply Chain Management. Retrieved 2019, from http://lcm.csa.iisc.ernet.in: http://lcm.csa.iisc.ernet.in/scm/supply_chain_intro.html
2. Malhotra, Y. (1998). Business Process Redesign: An Overview. Retrieved 2019, from http://www.brint.com: http://www.brint.com/papers/bpr.htm

MGMT 518 Retail Marketing and Crew Resources Management

Max. Marks : 100	L	T	P	C
(CA: 40 + ESA: 60)	4	0	0	4

Course Objectives:

1. To understand role of retail in marketing management
2. To evaluate, assess and apply various retail strategies
3. To understand issues, problems and solutions related to customer relationship management
4. To develop decision making skills with respect to relationship management

Note: The paper will contain three questions from every section aggregating nine questions. In any one of the sections, there will be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking two question from each section.

Course Content :

Section A

The role of marketing in retail, The retail marketing mix, Retail customer: Consumer decision making, Shopping behaviour, Consumer's image of retail stores, The STP Approach: segmenting, targeting, positioning, The retail communication mix

Section B

Brand management in retail: Techniques and managerial issues The concept and evolution of relationship marketing in retail, Customer lifetime value and management, The concept of customer service, Measuring the gaps in service: Knowledge gap, Standards gap, Delivery gap, Communication gap, Gathering customer information and enhancing loyalty: Pull, Pure, Push, Purchase, Purge, Loyalty strategies.

Setion C

System creation for relationship management, Database requirement and preparation, e-CRM, Record management, Customer services, Catalogue preparation, Sales force automation, CRM ecosystem, Operational CRM, analytical CRM, Collaborative CRM.

CRM vendors, selecting CRM solutions managing change, Training workforce for CRM, Call center operations, CRM orientation throughout organization

Learning Outcomes:

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

- Develop managerial skills with respect to retail management
- Understand different strategies in retail, able to take effective decision based on situation analysis and marketing environment
- Develop decision making skills respect to Customer Relationship Management

Suggested Readings:

1. Bajaj Chetan, Tuli Rajnish & Srivastava Nidhi Varma (2010). *Retail Management* (2^n ed.), New Delhi, Oxford Higher Education.
2. Pradhan Swapana (2017). *Retail Management* (5 ed.), New Delhi, Mc Graw Hill Companies.

3. Levy Micheal & Berton A Weitz (2007). *Retail Management* (5 ed.), New Delhi, Tata Mc Graw Hill.

Suggested E Learning Materials:

1. Jones & Bartlett Learning (2016). *Crew Resource Management Concepts.* Retrieved from https://www.youtube.com/watch?v= 2AtyMuYEk9M

2. FAA Safety Team Central Florida (2012). *Crew Resource Management - An Approach to System Safety.* Retrieved from https:// www.youtube.com/watch?v=vshw56Zd5f8

3. George, R. Inside the secret shipping industry. Retrieved from https://www.ted.com/talks/rose_george_inside_the_secret_shipping_indu stry

Sports Management (SM)

MGMT 413 Foundation of Sports Management

Max. Marks : 100   **L   T   P   C**
(CA: 40 + ESA: 60)   **4   0   0   4**

Course Objectives:

1. To provide overview of sports scenario in the country and prepare students to manage the sports events.
2. To familiarize the students with the booming sports industry of India.
3. To develop and understanding of the business aspect of sports Industry.
4. To enhance knowledge about the sports world.

Note: The paper will contain three questions from every section aggregating nine questions. In any one of the sections, there will be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking two question from each section.

Course Content:

Section A

Sports scenario in India and the world: need for sports management, important events, sports and society-relevance, opportunities, sports promotion by Go-I associations and regulation. Sports Law- overview of the laws related to sports injuries, employment, doping, organizing events, workplace issues and contract.

Section B

Managing Sports Events: preparation, exploring opportunities, venue arrangements, sponsorships, safety, legal aspects. Green Event Management. Promotion of Events-ways to promote, doing tie-ups and networking, communication with journalists, writing persuasive proposals, and making effective presentations.

Section C

Managing sports facilities and logistics, overview of sports nutrition, sports psychology and risk management during the sports events.

Learning Outcomes:

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

- Demonstrate effective planning abilities including time management, resource management, delegation skills and organizational skills.
- Development of leadership and teamwork, transfer of knowledge to other learning areas, work cooperatively in other subjects; work with groups in a leadership role.
- Become leaders and managers of sports industry.

Suggested Readings:

1. Andy Gillentine, R. B. (2015). *Foundation of Sports Management* (3 ed.), United Kingdom, UXbridge, Fitness Info Technology.

2. John Beech, S. C. (2013). *The Business of Sports Management* (2 ed.). United Kingdom: Pearson.

3. Westerbeek, H. (2014). *Managing Sports Facilities.* (1 ed), New Delhi, Viva Books Pvt Ltd.

Suggested E Learning Materials:

1) TEDx Talks, (2013). Discerning Sports in India. Retrived from Yoututbehttps://youtu.be/z0G-49DxZiw.

2) TEDx Talks, (2016). Making India a Global Sports Powerhouse. Retrived from Youtube https://youtu.be/DOOFW1oHh5o

MGMT 501 Advance Reading in Sports

Max. Marks : 100	L	T	P	C
(CA: 40 + ESA: 60)	4	0	0	4

Course Objectives:

1. To delve deeper into emerging trends in sports management by understanding interdisciplinary dimensions of sport.

2. The course aims to shape managers and leaders of future in the sports industry.

Note : The paper will contain three questions from every section aggregating nine questions. In any one of the sections, there will be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking two question from each section.

Section A

Introduction to National and International Sports Associations, Emerging trends in sports event management-like IPL, Pro kabbadi, etc. women contribution in sports.

Section B

Study of prominent sports personalities of world and especially of India, brand ambassadors and sports promotion, linkages with social development. Case studies of prominent sports organizations of world and especially of india.

Section C

Sports Tourism, Sports and economic development, Emerging trends in sports marketing, Relationship between culture, Social development and sports.Research in sports, Emerging trends in sports management, Technology and sports management.

Learning Outcomes:

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

• Understand emerging trends in sports management and interdisciplinary dimensions of sports.

• Become the leaders and managers of sports industry.

• Promote sports as tourism and an instrument for social development.

Suggested Readings:

1. Beech, John and Chadwick, Simon - The Business of Sport Management. (1 ed), New Delhi, Pearson 2013

2. Gillentine, Andy, Foundations of Sports Management, (5 ed), New Delhi, McGraw-Hill. 2009

3. Stewart, Smith - Introduction to Sports Marketing, (3 ed), London Routledge 2014

4. Westerbeek Hans, Managing Sport Facilities and Major Events.New Delhi, Viva Books Pvt. Ltd. 2005

Suggested E Learning Materials:

1. Audiopedia, T. (2017, March). *What is Sports Tourism?* Retrieved December 2018, from Youtube: https://www.youtube.com/ watch?v= mJXTFDGlsIM

2. Rai, M. (2017, December). *The 11 Most Famous Indian Sportspersons*. Retrieved December 2018, from culture trip: https://theculturetrip.com/ asia/india/articles/the-11-most-famous-indian-sportspersons/

Business Analytics (BA)

MGMT 437 Financial Analytics

Max. Marks : 100	L	T	P	C
(CA: 40 + ESA: 60)	4	0	0	4

Course Objective:

1. To understand the various statistical tools used for financial analysis
2. To understand the aspects of Time Series analysis and important aspect of Financial Analysis.
3. To understand the aspects of VAR and its related calculations.

Note: The paper will contain three questions from every section aggregating nine questions. Candidates are required to attempt total six questions, taking two questions from each section.

Course Content:

Section A

Introduction: Nature and scope of applying Econometrics in Finance; Understanding the structure of data for analysis and applications; Data

Generating Process; Financial Time Series & their characteristics; Asset returns; Distributional properties of returns; Stylized facts of Financial Time Series.

Regression Analysis – A review: Correlation vs. Causation vs. Regression; Regression Model: Linear Functional relationship between variables; Assumptions of Regression Model; Estimating the Regression Model; Goodness-of-Fit of the Model; Diagnostic check and Model Significance; Dummy Variables; Violations of OLS assumptions – Detection, Tests, and Consequences-Heteroscedasticity, Autocorrelation, and Multi-Collinearity.

Event Study Analysis: Outline of an Event Study; Measuring Normal Performance – Constant Mean Return, Market Model; Measuring Abnormal Returns – Estimation of Market model, Statistical properties of abnormal returns; Aggregation of Abnormal returns. Sensitivity to Normal Return Model.

Compulsory Assignment: Testing CAPM, testing time series return persistence, Market timing analysis or Style analysis, Testing various trading strategies success.

Section B

Introduction to Time Series: Basic Concepts - Stochastic Processes; Stationary Processes; Purely Random Processes; White Noise Processes; Definition of Stationary Time Series; Importance of Stationary Time Series; Tests of Stationarity- Graphical Method; Autocorrelation Coefficient &Correlogram; Unit Root tests –Dickey Fuller Test, Augmented Dickey-Fuller Tests, Phillips-Perron Unit root test; Transforming Non-Stationary Time Series into Stationary Time Series - Trend Stationary and Difference Stationary Stochastic Process.

Smoothing of Time Series: Averaging Methods – Mean; Moving Average; Exponential Smoothing Methods – Single Exponential Smoothing; Holt's Linear Model; Holt-Winters' Model.

Univariate Time Series Modelling & Forecasting: Autoregressive models; Moving Average Models; ARMA models; Autoregressive Integrated Moving Average (ARIMA) Models; Box-Jenkins Methodology – Identification, Estimation & Diagnostic Checking.

Measuring Volatility in Financial Time Series: Volatility – Meaning & Measurement – Historical Volatility, Implied Volatility, EWMA, Autoregressive models; Econometric models of volatility – ARCH & GARCH models; Estimation of ARCH/GARCH models; Extensions of GARCH models -Asymmetric GARCH; EGARCH; GARCH in mean; Testing for ARCH/GARCH effects; Stochastic volatility models; multivariate GARCH modelling. Percentage change in volatility.

Compulsory Assignment: Forecasting of stock returns, macroeconomic variables, Estimating and forecasting volatility of major stock indices. **Preparation of research paper will be start after the completion of GARCH Model.**

Section C

Vector Auto regression (VAR) Models: Estimation of VAR; Forecasting with VAR; VAR and Causality tests, VARs with exogenous variables; Impulse responses and variance decomposition; Stationarity and unit-root testing.

Co-integration: Meaning, concept of Spurious Regression; Co-integration – Definition & testing for co-integration; Testing for Co-integration - Engle-Granger Test, Johansen Test; Error Correction Models.

Switching Models: Concept of Switching models; Modelling seasonality in financial data; Markov Switching models; Threshold Autoregressive models, Estimation of Threshold Autoregressive model, Specification tests.

Panel Data: Introduction; Unit root tests; Pooling of data; Panel Data techniques – Fixed Effects and Random effects models; Suitability of these models.

Conducting Empirical research in Finance: Selecting a topic; Research proposal; Literature review; Getting the data; Selecting the technique and computer software; Presenting the research findings – Research reports.

Compulsory Assignment: Testing capital structure theories (Panel Data). Research papers finalized and send to SCOPUS/Web of Science/ABDC/ABS indexed Journal.

Suggested Readings:

1. Gujarati, Damodar N, and Dawn C. Porter. Basic Econometrics. Boston, Mass: 7 ed. McGraw-Hill, 2009.
2. Jeffrey M. Wooldridge. Introductory Econometrics A Modern Approach 5th ed. South western Cengage learning, 2013.
   Baltagi, B. H. Econometric Analysis of Panel Data. 3rd ed. John Wiley & Sons. 2005

MGMT 536 Marketing Analytics

Max. Marks : 100	**L**	**T**	**P**	**C**
(CA: 40 + ESA: 60)	**4**	**0**	**0**	**4**

Course Objectives:

1. To understand the scope of marketing Analytics.
2. To understand the functionalities of Big Data in Marketing Analytics.
3. To understand the customer perspective behind any purchase decision.
4. To understand the impact of advertising and media on the market and analyse the same for future forecast.

Note: The paper will contain three questions from every section aggregating nine questions. Candidates are required to attempt total six questions, taking two questions from each section.

Course Content:

Section A

Big Data, Opportunity and Challenges, Analytics Overview of Analytics, Marketing Analytics, The Data – Information – Knowledge Continuum,Demand forecasting using expert modeler, building the basic model, an additive model with trends and seasonality, Forecasting new product sales – The Bass Diffusion Model. Conjoint Analysis: Products, Attributes, and levelsPrice Sensitivity Analysis, Value Based Pricing, Developing a Conjoint Simulator

Logistic Regression: Logistic Regression Model, Maximum Likelihood Estimate of Logistic Regression Model

Discrete Choice Analysis: Random Utility Theory, Discrete Choice and Price Elasticity, Incorporating Price and Brand Equity into Discrete Choice Analysis, Dynamic Discrete Choice Modelling, Dynamic Pricing Model for profit optimization.

Section B

Cluster Analysis, Using Conjoint Analysis to Segment a Market, Using Classification trees for segmentation, constructing a decision tree model

Correspondence Analysis: is a versatile andeasily implemented analytical method that can do much to assist marketers in detecting and explaining relationships among complex marketing phenomena.

Basic Customer Lifetime Value Calculation Template, An explicit model for multiplier with fixed margins, Calculating Lifetime Customer value with varying margins Allocation of Marketing Resources: Resource Optimization between Customer Acquisition and Customer Retention, Customer Churn Model, Modelling the Relationship between Spending and Customer Acquisition and Retention, Basic Model for Optimizing Retention and Acquisition Spending, Market Basket Analysis and Lift, RFM Analysis and Optimization of Mail CampaignsAllocating Retail Space and Sales Resources

Section C

Digital Analytics: Advertising: Media Selection Models, Pay per Click (PPC) Online Advertising, Text Mining: Giving Structure to Unstructured Text, Applying Text Mining in Real Life, Sentiment Analysis,Viral Marketing, Networks, Importance of a node, Watt's model, Model building for viral marketing,

Learning Outcomes:

- To understand how to develop analytics model and apply them to marketing problems,
- To understand the potential of analytics and data for gaining actionable insights and supporting marketing decisions;
- To deepen the participants' understanding of how these vast quantities of data can be used to enhance the efficacy of the marketing efforts (current customer retention, new customer acquisition, and overall customer base value maximization).

Suggested Readings:

1. Hair, Black, Babin and Anderson (2010) Multivariate Data Analysis: A Global Perspective, 7th Edition, Pearson
2. Farris, Bendle, Pfeifer and Reibstein Marketing Metrics: The Definitive Guide to Measuring Marketing Performance, 2nd Edition,
3. Wayne L. Winston (2014) Marketing Analytics, 1st Edition, Wiley India, New Delhi
4. Richard M. Johnson, Sawtooth Software, Ketchum Kathleen A. Olberts, Chevron Chemical Company, San Ramon (1996), Using Conjoint analysis in pricing studies: Is one price variable enough? , Sawtooth Software

Entrepreneurship and Family Business (E&FB)

MGMT 440   Social Entrepreneurship

Max. Marks : 100	L	T	P	C
(CA: 40 + ESA: 60)	4	0	0	4

Course Objectives:

1. To learn the importance of social entrepreneurs & social entrepreneurship in the process of development.
2. Learn to analyse social problems and identify opportunities to solve problems.
3. Equip to create social venture with skills and competencies following the elements of entrepreneurship process and models.
4. Learn to follow the social value creation through the entrepreneurial journey.
5. Develop the knowledge to create, grow, sustain social venture for larger social impact.

Note: The paper will contain 3 questions from every section aggregating nine questions. In any one of the sections, there would be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking at least one question from each section

Course Content

Section - A

Society and Social Change: Discourses around social, economic and environmental Challenges in the process of development, Social Entrepreneurship and SDG, Role of entrepreneurs for social change.

Social Entrepreneurship: Concept of Social Entrepreneurship, perspectives of Social Entrepreneurship, Differences between social entrepreneurship and philanthropy, government welfare programs, non-profit organizations, Principles of Social Entrepreneurship, Mission and Vision building of social entrepreneurship.

Social Enterprises and Entrepreneurial Eco-system: Stakeholders Mapping, Government initiatives and policies, support system of other non-government and international agencies.

Section – B

Social Entrepreneurship Process & Initiatives: PCDO Framework, the practices and traits of Social Entrepreneurship, Case study analysis from different sectors – Renewable Energy, Health Care, Education, Livelihood, Cooperative models.

Business Model: Concept of inclusive business models, identifying a social business opportunity & innovation, Business Model Canvas, business models (Not-for profits, hybrid business models, community based models.

Funding and Fund raising for Social Ventures – Issues and Implications with funding, social investment funding sources , investing in social venture, use of technology for raising funds, localized approaches to mitigate fund crisis like SHG Models, Models of Grameen Bank, SEWA, nature of relationship building with donors and investors.

Section –C

Scaling up of the Venture – Issues with scaling up of social venture, Methods to scale social enterprise, role of different agencies in scaling up.

Social Marketing: Concept of social marketing, Social Marketing Approaches, Planning a Social Marketing Programme.

Social Impact Assessment: Measuring the social impact of a venture, measurable indicators to understand impact, communication strategy to communicate about own products and their impact.

Business Plan: Development of Business Plan and pitching their plan.

Learning Outcomes:

On the completion of the course, students will be expected to:

- Acquire knowledge and understanding about the concept of social entrepreneurship and its relevance in relation to the constant social and economic changes in the society.

- Develop the skills to create impactful venture amidst of resource scarcity and application of resource mobilization tools and techniques.
- Develop skill and competencies to understand problems and address solutions with innovative solutions through the application of social entrepreneurship principles, tools and techniques.
- Develop knowledge about the process of creating social venture and sustainable model.

Suggested Readings
1. Nicholls, A. (ed.) (2006): '*Social entrepreneurship new models of sustainable social change. Oxford Press, Oxford.*
2. Bornstein, D. (2005). *How to change the world: Social entrepreneurs and the power of new ideas*. Oxford University Press,
3. Prahlad.C .K. (2004). *The fortune at the bottom of the pyramid: Eradicating poverty through profits*. Wharton School Publishing, Pennysylvania.
4. Yunus, M. (2010).*Building social business: A new kind of capitalism that serves humanity's most pressing needs*.Public Affairs.
5. Scofield .R. (2011).*The Social entrepreneur's handbook: How to start, build, and run a business that improves the world*. McGraw Hill, USA
6. Praszkier, R. ,Nowak, A.(2012). *Social entrepreneurship: Theory and practice*. Cambridge University Press. New York.

Suggested E-Learning Material
1. Dees, J.G.(1998) „The meaning of Social Entrepreneurship", Access online at www.gpnnet.com/perspective/social_entrepreneurship.htm
2. Entrepreneurship and the Sustainable Development Goals . Access online at https://www.researchgate.net/publication/327921292_Entrepreneurship_and_the_Sustainable_Development_Goals
3. Harnessing core business for development impact . Access online at https://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/3566.pdf
4. Measuring the 'Inclusivity' of Inclusive Business. Access online at https://www.researchgate.net/publication/259551936_Measuring_the_'Inclusivity'_of_Inclusive_Business

5. Drayton, "Everyone a Changemaker" access online at https://www.ashoka.org/file s/innovations8.5x11FINAL _0.pdf
6. Planning a Social Marketing Program, Access online at https://socialmarketing.blogs.com/r_craiig_lefebvres_social/20 08/09/planning-a-social-marketing-program.html
7. Sahlman. , "How to Write a Great Business Plan," Access online at http://e145.stanford.edu/upload/articles/sahlman.pdf
8. 11 Innovative Crowdfunding Platforms for Social Good . Access online at http://mashable.com/2011/10/20/crowdfunding-platforms-social-good/
9. Venture Philanthropy, Defined. Access online at http://www.socialinnovationeurope.eu/magazine/finance/articles-reports/venturephilanthropy-defined
10. Michael Porter Lecture: www.youtube.com/watch?v=z2oS3zk8VA4
11. Pitch Competition video - HUMANOSPHERE, (Top high school, college and senior SE pitch competition winners), http://humanosphere.kplu.org/2012/10/seattle-pitches-social-enterprise/
12. How to Pitch Your Social Enterprise. http://www.socialbrite.org/2008/10/14/how-topitch-your-social-enterprise/
13. SE ToolBelt, "Social Enterprise Elevator Pitch." https://docs.google.com/document/preview?id=1iXNRxaLnuwkpW QG51QlGX7vgY B6xE29isor8H5e6UpE&pli=1

Case Study:

1. Grameen Bank: www.gsbapps.stanford.edu/cases/documents/SM116.pdf
2. The Jaipur Foot. http://bottomofpyramid.blogspot.com/2004/06/case-of-jaipurfoot.html
3. Aravind Eye Hospital
4. Narayana Hridayalaya
5. Frontier Markets
6. The Jaipur Rugs

MGMT 537   Entrepreneurship and Family Business

Max. Marks : 100	L	T	P	C
(CA: 40 + ESA: 60)	4	0	0	4

Course Objectives:

1. To develop ability of students to generate new ideas and make them learn to work systematically towards development of innovative product services.
2. To inculcate among students' different entrepreneurial skills and competencies that can accelerate the process of venture creation.
3. To enhance students understanding on the challenges of the family business and equip students to seize the emerging business opportunities.

Note: The paper will contain 3 questions from every section aggregating nine questions. In any one of the sections, there would be a 'case study problem' which will be compulsory for the candidates. Candidates are required to attempt total of six questions, taking at least one question from each section.

Course Content

SECTION – A

Concept of Entrepreneur, Traits and competencies and functions of an entrepreneur, Types of entrepreneur, Relation between Society, Technology and Entrepreneurship. Concept of Entrepreneurship, Myths about Entrepreneurship, Types of Entrepreneurship, Gender and Entrepreneurship, Entrepreneurship as a career option, Role of Entrepreneurship in the wealth building and creating impact. Creativity and Innovation, how to think through and think big, Effectuation Theory, Principles of Effectuation, Grassroots Innovation.

Design Thinking – Introduction to the Design Thinking Process – Identification of the problem, Generation of Idea, Identifying Customer Segments, Value proposition, Lean Canvas, Idea Validation

SECTION – B

Developing Business Model, Sizing the opportunity, Building MVP, Concept of Start-up, Incubation Centres.Entrepreneurial Finance and Venture Capital:

Concept of debit, credit, cost, Capital, Venture Capital, financial statement, cash flow, budget making, Concept of Unit Economics.

Financial and Non-financial Support: Revenue Streams; Pricing and Costs, Sources of Funds

Entrepreneurial Marketing: Marketing: Positioning; Channels and Strategy, Sales: Sales Planning. Team: Importance of Team building; Complimentary skill sets

Legal Issues: Brief Overview of Intellectual Property Rights, Patent, Trademarks, Copy Rights, Trade Secrets, Licensing and GI, Business Plan Writing.Programme and Policies to promote entrepreneurship Eco-system in India.

SECTION – C

The Nature, Importance and Uniqueness of Family Business and how it is different from other business.Issues and Process for Entering Family Business, Crafting Family Business Strategies,Governance, Communication and Conflict Resolutions in Family Business.Gender and Family Business.

Learning Outcomes:

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

- Students will acquire knowledge and skills about the entrepreneurial process from the idea generation to the setting up of start-ups.
- Gain Understanding of various sources of funds of finance for start-ups.
- Develop insights around different component of the family business.
- Drive innovation in their family businesses with the understanding of new age management tools & competencies.

Suggested Readings

1. Passiante, G., Romano, A. (2016). Creating Technology Driven Entrepreneurship: Foundations, Processes and Environment (4ed). Palgrave Macmillan, New Delhi.
2. Bygrave, W. &Zacharakis, A. (2011). Entrepreneurship (1sted). John Wiley & Sons Inc, New Delhi.
3. Maurya, A. (2012). Running Lean: Iterate from Plan A to A Plan that works (2ed). O'Reilly, New Delhi.

4. Agarwal, R. Srinivasan, S (2010). Accounting Made Easy (2nded.) McGraw Hill Education

5. Poza, J. E., Daugherty, S.M. (2013). Family Business (4th ed.), Cengage Unlimited.

6. Heinonen, J., Vainio-Korhonen, K. (2018). Women in Business Families: From Past to Present (1sted). Routledge: Taylor & Francis Group.

Suggested E Learning Materials:

1. What makes entrepreneurs entrepreneurial? Saras D. Sarasvathyhttps://www.effectuation.org/sites/default/files/research_papers/what-makes-entrepreneurs-entrepreneurial-sarasvathy_0.pdf

2. The Path to Epiphany: The Customer Development Model: https://web.stanford.edu/class/archive/engr/engr140a/engr140a/cgi-bin/MFP/wp-content/uploads/2015/03/Session-4-Customer-Development.pdf

3. Why the Lean Start Up Changes Everything by Steve Blank Harvard Business Review, 2013 https://hbr.org/2013/05/why-the-lean-start-up-changes-everything

4. Innovation in the post-succession phase of family firms: Family CEO successors and leadership constellations as resources. https://www.sciencedirect.com/science/article/abs/pii/S1877858517302735 , https://doi.org/10.1016/j.jfbs.2020.100336

5. Starting a family business as a career option: The role of the family household in Mexico. sciencedirect.com/science/article/abs/pii/S187785851730205X#abs0010, https://doi.org/10.1016/j.jfbs.2020.100338

6. Intention of offspring to join the family enterprise: a study of Indian businesseshttps://www.tandfonline.com/doi/full/10.3402/aie.v1i1.5641, https://doi.org/10.3402/aie.v1i1.5641

7. Case Studies: The Reliance Group Split-up: What Went Wrong with the Indian Conglomerate? http://www.ibscdc.org/Case_Studies/Entrepreneurship/Family%20Businesses/FMB0005.htm

8. Governance System of Family Business: A Case study of Godrej Group. https://www.researchgate.net/publication/325036958_Governance_System_of_Family_Business_A_Case_study_of_Godrej_Group

List of Reading Electives

MGMT 532R Corporate Banking - I

Max. Marks : 100	L	T	P	C
(ESA: 100)	0	0	4	2

Course Objectives:

1. To understand about corporate banking products and services offer by various Banks.

2. To understand the concept and significance of branch profitability.

3. To understand about all the BASEL norms which are designed to improve the regulation, supervision and risk management within the banking sector.

4. To understand the concept of credit bureau.

5. **Note:** The question paper will contain five questions and candidate will be required to attempt any three.

Course Content: Learning modules detailing the following:

Branch Profitability, Corporate Internet Banking, Credit Bureau, Basel norms, Structured Products

Learning Outcomes:

Upon completion of the course the student will be able to:

- Understand corporate banking products and services

- Understand the concept and significance of branch profitability.

- Gain knowledge about all BASEL norms

- Gain knowledge that will make them job ready.

Suggested Readings:

1. Gopinath, M. N. (2017). *Banking Principles and Operations* (7 ed.). Mumbai: Snow White Publications.

2. IIBF. (2017). *Corporate Banking* (3 ed.). Mumbai: Macmillan.

3. IIBF. (2017). *Principles & Practices of Banking* (3 ed.). Mumbai: Macmillan.

4. Vinay Dutta, K. S. (2013). *Commercial Bank Management* (1 ed.). Mumbai: Tata McGraw Hill.

Suggested E Learning Materials:

1) Learning Sessions (2017, Oct). *Basel Norms.* Retrieved from https://www.youtube.com/watch?v=x_sOTObwx7g

2) CRIF India(2017,Jun) *What is credit bureau* Retrieved from https://www.youtube.com/watch?v=OlT9z8cO4LU

MGMT 534R Digital Marketing

	L	T	P	C
Max. Marks : 100				
(ESA: 100)	0	0	4	2

Course Objectives:

1. To understand the components of digital marketing and its role in promotion mix

2. To learn various activities performed under digital marketing

3. To understand the application of digital marketing tools in marketing management

Note: The question paper will contain eight questions and candidate will be required to attempt any five questions.

Course Content:

Benefits of DM, Business environment and various modes of DM, and innovations, Developing the optimal strategy, Ethical issues, Steps to success and Case of successful DM campaigns.

Learning Outcomes:

Upon completion of the course the student will be able to:

• Understand and implement digital marketing tools

• Get a practical outlook of the digital marketing and its implementation in marketing promotion

- Gain knowledge that will make them job ready for the marketing job

Suggested Reading:

1. Chaffey, D. and Ellis-Chadwick, F. (2012). *Digital Marketing: Strategy, Implementation and Practice.* (1 ed), Harlow, Pearson Education.

2. Dodson, I. (2016). *The art of digital marketing.* (1 ed), Hoboken, New Jersey: Wiley.

3. Yan, D. (2014). *Understanding Digital Marketing : Marketing Strategies for Engaging the Digital Generation* (3 ed), Kogan Page.

Suggested E Learning Materials:

1. Shazwan, R (2017, Aug). *Ethical issues in online business* Retrieved from https://www.youtube.com/watch?v=JHIZdG4NVn8

2. Web Training Academy (2015,April) *Digital Marketing* Retrieved from https://www.youtube.com/watch?v=HAYYzA8lIKo

MGMT 521R Advance in Mutual Funds

Max. Marks : 100	L	T	P	C
(ESA: 100)	0	0	4	2

Course Objectives:

1. To Develop Understanding of Mutual Funds so that they should compare the risks and expected yields after adjustment of tax on various instruments while taking investment decisions.

2. To develops students understanding and skills in investment area and various options available in mutual funds.

Note: The question paper will contain eight questions and candidate will be required to attempt any five questions.

Course Content:

Introduction of mutual funds, history of mutual funds, role of SEBI in mutual fund Industry, Net Asset Value (NAV) of a scheme, Types of mutual funds and schemes, how to invest in mutual funds, SIP, SWP, STP, performance of mutual fund scheme. Tax saving scheme, Fund of Fund scheme, Assured return scheme.

Mutual fund application form, Offer document, KYC, Certificate of account, how to choose mutual fund scheme, Redressal of complaints, Consumer protection, Difference between mutual funds and IPO, Nominee on mutual fund investment.

Learning Outcomes:

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

- Advise on various aspects of Mutual Funds.

- Be Equipped with the knowledge to clear NISM V Module.

- Job-readiness in Mutual Fund industry.

Suggested Readings:

1. Bank & Finance- "http://www.ncfe.org.in/financialeducation/banking"http://www.ncfe.org.in/financial-education/banking

2. Financial Planning –The road to your financial future- Understanding Mutual Funds-http://www.ncfe.org.in/financial-education/mutual-fund

3. "https://www.kotaksecurities.com/"https://www.kotaksecurities.com/

4. "http://flame.org.in/"http://flame.org.in/

5. NISM Mutual fund distributor 5 A Certification examination

6. NISM-Series-V-B: Mutual fund Foundation certification examination.

7. Let's Talk Money by Monika Halan.

Suggested E- Learning Materials:

1. Mutual fund course can be accessed from - "https://alison.com/course/financial-funds" https://alison.com/course/financial-funds

2. Basics of mutual funds can be accessed from- HYPERLINK "https://www.elearnmarkets.com/courses/display/basics-of-investing-in-mutual-funds"https://www.elearnmarkets.com/courses/ display/basics-of-investing-in-mutual-funds

MGMT 529R Supply Chain Management

Max. Marks : 100	**L**	**T**	**P**	**C**
(ESA: 100)	**0**	**0**	**4**	**2**

Course Objectives:

1. To develop understanding of basics of SCM.

2. To develop basic understanding of role of mathematics in SCM.

3. To develop understanding of inventory management in SCM.

4. To develop understanding of role of internet and customer centric orientation in SCM.

5. To stimulate thought process of students with help of suitable case studies.

Note: The question paper will contain eight questions and candidate will be required to attempt any five questions.

Course Content:

Basics of SCM, Performance Measurement and Decisions Making.Basic Mathematics in SCM.Cost Management in SCM.Inventory Management in Supply Chain.Role of Internet Technologies and E-Commerce in SCM.Customer and Service Management.

Learning Outcomes:

Upon completion of the course the student will be able to:

- Have a basic understanding of SCM.

- Understand and apply mathematics behind SCM.

- Understand inventory management in real world scenarios.

- Understand the role of internet and customer centric orientation in SCM.

- Secure jobs in the SCM industry.

Suggested Readings:

i. Chopra, S., Meindl, P., &Kalra, D. (2016). *Supply Chain Management* (6 ed.), Delhi, Pearson.

ii. Handfield, R. B., & Nichols Jr., E. L. (1998). *Introduction to Supply Chain Management* (1ed.), New Delhi, Pearson.

iii. Levi, D. S., Kaminsky, P., & Levi, S. E. (2019). *Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies* (4 ed.), New Delhi, McGrawHill.

iv. Shapiro, J. (2006). *Modeling the Supply Chain* (2ed.), London, Cengage Learning.

v.   Tayur, S., Ganeshan, R., & Magazine, M. (Eds.). (1999). *Quantitative Models for Supply Chain Management*. (3ed), Delhi, Springer.

Suggestive E-learning Resources:

3. Ganeshan, R., & Harrison, T. P. (1995). An Introduction to Supply Chain Management. Retrieved 2019, from http://lcm.csa.iisc.ernet.in: http://lcm.csa.iisc.ernet.in/scm/supply_chain_intro.html

4. Malhotra, Y. (1998). Business Process Redesign: An Overview. Retrieved 2019, from http://www.brint.com: http://www.brint.com/papers/bpr.htm

5. Narahari, Y., & Biswas, S. (2016). Supply Chain Management: Modeling and Decision Making. Retrieved 2019, from http:// lcm.csa.iisc. ernet.in: http://lcm.csa.iisc.ernet.in/scm/coimbatore/ index.htm

MGMT   531R   Advanced Readings in HRM

Max. Marks : 100	L	T	P	C
(ESA: 100)	0	0	4	2

Course Objectives:

1. This course aims at exposing students to latest thinking in Human Resource Management

2. This course enables the participants to understand and appreciate the role of Institution Building and their impact on society development.

3. Learning about leadership and related HRD issues in the corporate and social context and development of qualities to face the challenges of the outer world.

4. It also aims at developing excellence, motivation and human concerns while managing in a competitive scenario and to understand various concepts related with HRA, HRIS, IHRM and HRD audit

Note: The question paper will contain eight questions and candidate will be required to attempt any five questions.

Course Content: Learning modules detailing the following:

Worker's Participation in Management, TQM, Quality Circles, JIT, Six Sigma, Quality of Work life, Employee Empowerment, Virtual HR, HR Reengineering, Mobility: Promotion, Demotion, Transfer & Separation, Balanced Score card, Introduction to HR Analytics.

Learning Outcomes:

Upon completion of the course the student will be able to:

- Gain in-depth knowledge about various HR concepts, role and Role Analysis and their significance for individual and organizations

- Cope with stress arising due to role ambiguity

- Learn about organization, organization culture, environmental interface and its implication for managers

- Understand the HR polices , cultural differences &IHRM

- Learn about Audit of Human Resource, HRA & HRIS

Suggested Readings:

1. McCauley-Smith, C. (2017). *Book review: HRD, OD, and institution building: Essays in memory of Udai Pareek.*

2. Pareek's, U. (2017). *Undertsnading Orgaizational Behaviour* (4 ed.) New Delhi: Oxford University Press.

3. Sinha, J. B. (1995). *The cultural context of leadership and power*. (3 ed), New Delhi, sage Publications Pvt. Limited.

4. Pareek, U. (1994). *Making Organizational Roles Effective*. (2 ed), New Delhi, Tata McGraw-Hill.

5. Rao, T. V. (2014). *HRD audit: Evaluating the Human Resource Function for Business Improvement*. (2 ed), New Delhi, SAGE Publications India.

Suggested E Learning Material:

a. IITR (2018, Mar). *Total Quality Management*. Retrieved from https://www.youtube.com/watch?v=yWlAOFs04go

b. Quality Gurus (2013, Jan) *Introduction to six sigma* Retrieved from https://www.youtube.com/watch?v=wEBPVQ7W2wg

MGMT 533R Corporate Banking - II

Max. Marks : 100	L	T	P	C
(ESA: 100)	0	0	4	2

Course Objectives:

1. To understand about corporate banking products and services offer by various Banks.

2. To understand the products offer for MSME financing by Banks.

3. To understand about international banking products and services offer by Banks like treasury products, trade services, Forex etc.

4. To understand the concept of rural business credit and the products offer by the Banks for same.

Note: The question paper will contain eight questions and candidate will be required to attempt any five questions.

Course Content:

Trade Services, Treasury Products, Derivatives, UCP, Rural Business Credit, MSME

Learning Outcomes:

Upon completion of the course the student will be able to:

• Understand term loans, working capital loans, project financing etc.

• Understand about the products and services offer for MSME financing.

• Job- readiness specifically in Corporate Banking and international banking division of Banks.

Suggested Readings:

1. Gopinath, M. N. (2017). *Banking Principles and Operations* (7 ed.). Mumbai: Snow White Publications.

2. IIBF. (2017). *Corporate Banking* (3 ed.). Mumbai: Macmillan.

3. IIBF. (2017). *Principles & Practices of Banking* (3 ed.). Mumbai: Macmillan.

4. IIBF. (2017). International *Banking* (3 ed.). Mumbai: Macmillan.

5. Vinay Dutta, K. S. (2013). *Commercial Bank Management* (1 ed.). Mumbai: Tata McGraw Hill.

Suggested E Learning Materials:

1. Tutorial point (2018, Jan). *Rural credit in India.* Retrieved from https://www.youtube.com/watch?v=NBWF_gKwJZk

2. Mettascliub (2017, Feb) *What is MSME*. Retrieved from https://www.youtube.com/watch?v=KGjfQfZ_WTM

MGMT 535R Entrepreneurship

Max. Marks : 100	L	T	P	C
(ESA: 100)	0	0	4	2

Course Objectives:

1. To facilitate students to recognize, create and shape opportunities, so that they can provide the leadership and build team generating economic and social value

2. To understand the basic concepts of venture creation

Note: The question paper will contain eight questions and candidate will be required to attempt any five questions.

Course Content: Learning modules detailing the following:

Benefits of being an entrepreneur, Business environment and searching the right venture, Developing the right Business Plan, Project Financing, Marketing and Managing People, Steps to success and Case of successful entrepreneurs

Learning Outcomes:

Upon completion of the course the student will be able to:

- Get insights related to dynamics of entrepreneurship ecosystem and generate economic and social value.

- Gain knowledge of customer development, customer validation, and competitive analysis while utilizing design thinking.

- Able to create a business plan that articulate and apply financial, operational, organizational, market, and sales knowledge.

Suggested Readings:

1. Desai, V. (2012). *The Dynamics of Entrepreneurial Development & Management* (5 ed.), Mumbai, Himalaya Publishing House.

2. Drucker, P. F. (1985). *Innovation and Entrepreneurship* (1 ed.), Uttar Pradesh, Harper Collins.

3. Gupta, A.K. (2016). *Grassroots Innovations (Minds On the Margin Are Not Marginal Minds)* (1 ed.), New Delhi, Random House India.

4. Hisrich, R. D., Manimala, M. J., Peters, M, P. & Shepherd, D. A. (2014*). Entrepreneurship* (9 ed.)*,* New Delhi, McGraw Hill.

5. Jain, P. C. (1999). *Hand Book for New Entrepreneurs* (1 ed.)*,* New Delhi, Oxford University Press.

6. Roy, R. (2011). *Entrepreneurship* (2 ed.), New Delhi, Oxford University Press.

Suggested E-Learning Materials:

1. Barringer, B. R. (2009). *Preparing Effective Business Plans: An Entrepreneurial Approach.* Retrieved March 1, 2019, from www.pearson.com: https://www.pearson.com/us/higher-education/ product/Barringer-Preparing-Effective-Business-Plans-An-Entrepreneurial-Approach/9780132318327.html?tab=contents

2. Jose, T. (2019, Jan). *Micro, Small and Medium Enterprises (MSME): The Importance in Indian Economy.* Retrieved Feb 20, 2019, from www.clearias.com: https://www.clearias.com/micro-small-and-medium - enterprises-msme/

3. Toppr. (n.d.). *Meaning and Concept of Social Entrepreneurship.* Retrieved Feb 23, 2019, from www.toppr.com: https://www.toppr.com/

guides/business-management-and-entrepreneurship/social-entrepreneur ship/meaning-and-concept-social-entrepreneurship/

4. Women Entrepreneurs India. (n.d.). *Success Stories.* Retrieved Feb 22, 2019, from www.womenentrepreneursindia.com: https://www.women entrepreneurs india.com/success-stories.php

MGMT 528R Strategic Planning in IT

Max. Marks : 100	**L**	**T**	**P**	**C**
(ESA: 100)	**0**	**0**	**4**	**2**

Course Objectives:
1. To develop advanced learning in level of collaboration, communication, and engagement in Information Technology.
2. To update the student in current environment as well as the dynamic changes in Information technology.

Note: The question paper will contain eight questions and candidate will be required to attempt any five questions.

Course Content:

Strategic perspective of Information Technology; IT-enabled environment scanning, Information Technology portfolio management, Information Technology and Organization designing, IT-enabled strategy and firms performance, IT-enabled marketing capabilities, Integrating business relations, ERP : Issues, challenges and benefits, IT-enabled economic growth.

Learning Outcomes:
Upon completion of the course the student will be able to:
*   Understand and apply strategic Management in their jobs.
*   Provide a competitive edge to the students while in job

Suggested Readings:
1. Bruce A. Walters, Zaiyong Tang (2006) : *IT-enabled Strategic Management: Increasing Returns for the Organization,* (2 ed), New Dlhi, IGI Global
2. Sheikh A.M (2010): *Information Technology and Strategic Management* (3 ed) Delhi, S Chand & Company
3. J R Shravana Deepan (2017): *Information Technology & Strategic Management,* Fundazone

Suggested E-Learning Resources:

1. Juran (2016).*6 Steps to Successful Strategic Planning.* Retrieved from https://www.youtube.com/watch?v=Mpqf6w5iBqI

2. Reeves, M. (2015). *Your strategy needs a strategy.* Retrieved fromhttps://www.ted.com/talks/martin_reeves_your_strategy_needs_a_str ategy

3. Sachdev, U. (2017). *The future of voice technology.* Retrieved from https://www.ted.com/talks/umesh_sachdev_the_future_of_voice_technol ogy

MGMT 542R Data Visualization for Analytics

Max. Marks : 100	L	T	P	C
(ESA: 100)	0	0	4	2

Course Objective:

1. Examine, navigate, and learn to use the various features of Tableau

2. Assess the quality of the data and perform exploratory analysis

3. Create and design visualizations and dashboards for your intended audience

4. Combine the data to and follow the best practices to present your story

Note: The paper will contain nine questions. Candidates are required to attempt any five questions.

Course Content:

Introduction to Tableay, Visual Literacy, Visual Analysis, Visualizations for Business, Visualizations of Tomorrow

Learning Resources

- https://www.edx.org/course/data-visualization-a-practical-approach-for-absolu
- https://www.coursera.org/specializations/data-visualization?ranMID=40328&ranEAID=fDhiRyMTeO8&ranSiteID=f DhiRyMTeO8-eYX.zyE5eYZ6CxgvDABIng&siteID=fDhiRyMTeO8-eYX.zyE5eYZ6CxgvDABIng&utm_content=1&utm_medium=partner s&utm_source=linkshare&utm_campaign=fDhiRyMTeO8
- https://www.pluralsight.com/courses/data-visualization-using-tableau-public?clickid=THBQQbwStxyJRvk0ElylqXhuUknR0xV-fXYkzU0&irgwc=1&mpid=1252819&utm_source=impactradius&utm _medium=digital_affiliate&utm_campaign=1252819&aid=7010a0000 01xAKZAA2

MGMT 540R Research Methodology

Max. Marks : 100	**L**	**T**	**P**	**C**
(ESA: 100)	**0**	**0**	**4**	**2**

Course Objective:

1. To understand the nuance of research and its implications.

2. To understand the aspects of data and its types

3. To understand the basic aspect of sampling

Note: The paper will contain 8 questions in all, the candidate need to attempt 5 questions is all from the complete paper.

Course Content

Introduction: Concept of Research and Its Application in Various Functions of Management, Types of Research, Types of Business Problems Encountered by the Researcher, Problems and Precautions to the Researchers. Process of Research: Steps Involved in Research Process. Research Design: Various Methods of Research Design, Collection of Data. Review of Literature, Types and importance.

Concept of Sample, Sample Size and Sampling Procedure, Various Types of Sampling Techniques, Determination and Selection of Sample Member, Types of Data: Secondary and Primary, Various Methods of Collection and Data, Preparation of Questionnaire and Schedule,

Suggested Readings:

1. Saunders M, Lewis. P, Thornhill. A (2019) Research Methods for Business students, (8 ed) Prentice Hall, New Delhi
2. Cooper and Schindler (2019) Business Research Methods, (12 ed) Tata Mc Graw Hill, New Delhi
3. Gravetter (2018) Research Method for Behavourial Sciences (5 ed) Cengage Learning, New Delhi

Suggested E Learning:

1. Introduction to Research Methodology, University of Liverpool https://youtu.be/nv7MOoHMM2k , retrieved on, June 28, 2020
2. Drobala. R., Introduction to Business Research Methodology, https://youtu.be/FkhFSSL-AZY, Retrieved on 8 July 2020
3. Rai B., Sampling and Sampling Distributions, https://youtu.be/cgUA9Y3KjU8, retrieved on 28 June 2020.