

BIKANER TECHNICAL UNIVERSITY, BIKANER
बीकानेर तकनीकी विश्वविद्यालय, बीकानेर



SCHEME AND SYLLABUS

MBA

PROGRAMME

(III AND IV SEMESTER)

Effective From Session: 2020-21

SYLLABUS

MBA 2nd Year – III Semester

Dual Specialization is proposed: Six Subjects (Three from each group) the student will get specialized in two Majors.

THEORY											
SN	Category	Course		Contact hrs/week			Marks				Cr
		Code	Title	L	T	P	Exam Hrs	IA	ETE	Total	
1	PCC	M -301	Business Policy and Strategic Management	3	0	0	3	30	70	100	3
2	PEC	3 subjects from any two elective groups	Elective I (First Group)	3	0	0	3	30	70	100	3
3			Elective II	3	0	0	3	30	70	100	3
4			Elective III	3	0	0	3	30	70	100	3
5			Elective I (Second Group)	3	0	0	3	30	70	100	3
6			Elective II	3	0	0	3	30	70	100	3
7			Elective III	3	0	0	3	30	70	100	3
					Sub Total	21	0	0			
PRACTICAL & SESSIONAL											
8	PS	M-309	Practice School - III	0	0	3	3	50	50	100	3
9	SI	M-310	Summer Internship	0	0	3	3	50	50	100	3
			Sub Total	0	0	6				200	6
TOTAL OF III SEMESTER				21	0	6				900	27

P: Practical, **Cr:** Credits, **ETE:** End Term Exam, **IA:** Internal Assessment

List of Electives (III Semester)

SUBJECT CODE	FINANCE
FM-311	Security Analysis and Portfolio Management
FM-312	International Financial Management
FM-313	Indian Financial Markets and Services
FM-314	Strategic Cost Management and Control
FM-315	Mergers, Acquisitions and Corporate Restructuring
	MARKETING
MM-321	Integrated Marketing Communication
MM-322	Retail Management
MM-323	Sales Distribution and Logistics Management
MM-324	Product & Brand Management
MM-325	Business to Business marketing
MM-326	Strategic Marketing
	HUMAN RESOURCE MANAGEMENT
HR-331	Training & Organizational Development
HR-332	Strategic Human Resource Management
HR-333	Leadership, Change Management and Managerial Effectiveness
HR-334	Human Resource Planning and Compensation Management
HR-335	Psychological, Psychometric testing & Self Assessment
HR-336	Recruitment and Selection
HR-337	Personality Development and business Etiquette
HR-338	Human Resource Development
	BUSINESS ANALYTICS
BA-341	Basics of Data
BA-342	Marketing Analytics
BA-343	Predictive Analytics
BA-344	Human Resource Analytics
BA-345	Simulation Modelling
	AGRI BUSINESS MANAGEMENT
AB-351	Introduction to Agri Business Management
AB-352	Agri Business Environment in India
AB-353	Food Retail Management
AB-354	Agri Supply Chain Management
AB-355	Agriculture Marketing
	ENTREPRENEURSHIP & SMALL BUSINESS MANAGEMENT
ES-361	Entrepreneurship - Theory & Practice
ES-362	Innovation and Creativity
ES-363	New Enterprise Creation & Start-Up
ES-364	Family Business Management
ES-365	Business Plan Preparation

M-301 - BUSINESS POLICY AND STRATEGIC MANAGEMENT

1. COURSE OBJECTIVES

1. Develop the key dimensions of strategic management - Analysis, Evaluation, Choice & Implementation
2. To instil diagnostic, practical and creative skills in students to analyse and evaluate a range of business solutions in differing business contexts
3. Demonstrate knowledge and understanding of organisations' ability to implement chosen strategies and identify the areas requiring change.

2. COURSE CONTENTS

Introduction: Business and Policy, Evolution of Strategy. Strategic Intent - Vision, Mission, Objectives, Strategies, Policies. Levels of Strategy - Corporate, Business & Functional. Strategic Management Model. Strategic Decision Making Process, Mintzberg's mode of Strategic Decision Making.

Scanning the Environment: External Analysis - Natural, Societal and Task Environment, Porter's Industry Analysis, Strategic Groups, Strategic Types, Hypercompetition, Industry Life Cycle Analysis. Internal Analysis - Resource based approach (VRIO Framework), Business Models, Value Chain Analysis.

Strategy Formulation: SWOT Analysis, Competitive Profile Matrix (CPM). Corporate Strategy - Growth, Stability and Retrenchment. Portfolio Analysis - BCG Matrix & GE Business Screen. Corporate Parenting. Business Strategy - Porter's Competitive (Cost Leadership, Differentiation & Focus) and Cooperative Strategies. Functional Strategy - Marketing, Financial, HRM, R&D, Operations, Purchasing, Logistics & IT Strategy.

Strategy Implementation: Developing Programs, Budgets & Procedures, Achieving Synergy, Flexible type of Organizational Structures (Matrix, Network & Cellular). Re-engineering & Six Sigma, Staffing & Directing, Management by Objectives (MBO) and Total Quality Management (TQM), McKinsey 7-S Framework.

Evaluation & Control: Evaluation & Control in Strategic Management, Measuring Performance : Types of Control, Activity Based Costing and Enterprise Risk Management (ERM). Strategic Information System : Enterprise Resource Planning (ERP), RFID Technology. Problems in measuring performance, Guidelines for proper control.

Recent Developments: Ethics in Strategic Management, Ethical and Unethical Conduct, Corporate Social Responsibility (CSR), Business Obligations, Corporate Sustainability, Corporate Governance : Roles and Responsibilities of Board of Directors, Trends in Corporate Governance. Social Audit.

3. COURSE OUTCOMES

1. Identify and recognize the various levels at which strategic decision making happens in an organization.

2. Discuss and define the factors that shape the SWOT analysis of a firm and develop an environment appraisal that will lead to formulation of strategic plans.
3. Analyze the suitability of strategies that firms have developed in the real world scenario to achieve valuable outcomes.

4. REFERENCE BOOKS

1. Thomas L Wheelen - J David Hunger, Concepts in Strategic Management & Business Policy, Publisher : Pearson
2. Charles W.L. Hill - Gareth R Jones, Strategic Management, Publisher : Cengage Learning
3. Fred R David, Strategic Management, Publisher : Pearson
4. Azhar Kazmi, Business Policy and Strategic Management, Publisher : Tata McGraw Hill

5. TEXT BOOKS

1. Jay B Barney - William S Hesterly, Strategic Management & Competitive Management - Concepts & Cases, Publisher : Pearson
2. P Subba Rao, Strategic Management, Publisher : Himalaya Publishing
3. R Srinivasan, Strategic Management - Indian Context, Publisher : Prentice Hall of India
4. Ramaswamy and Namakumari, Strategic Planning, Publisher : MacMillan India Ltd

6. SPECIAL NOTES

- Case studies : At least once case study from each module.
- Presentation : Individual/ Group presentation can be assigned
- Group Discussions : GD can be done on subject topics in modules
- Assignments : Individual/ Group Assignments can be allocated
- Guidelines for students and teachers : Newspaper, Magazines and Bulletins related to subject area to be referred
- Recent News/Articles : Journals, News Feeds, Articles to be referred

M – 309 PRACTICE SCHOOL – III

In this semester, the practice school theme will remain same as earlier. Students need to do both the activities after the classroom study and these activities will be selected by competent authority. The details need to be submitted online on university portal.

I. Industry Interaction

Students need to work 3 hours/week in an organisation, preferably having turnover more than 20 lakhs and have more than 20 employees

Along with the points mentioned in practice school in second semester, students will work on the topic as per the elective chosen for specialization to understand the practical aspect related with it.

II. Social Responsibility

Being a responsible citizen, student has to work for any relevant social & environmental issue.

- a. Contribution to increasing the income of any street vendor or any needy person from underprivileged section of the society.
- b. Cleanliness Campaign, plantation and care of plants.
- c. Donation of his/her belongings which is of no use to him/her to needy ones
- d. Conservation of natural resources (soil, natural resources, plants and animals)
- e. Girl child and women safety and empowerment.
- f. Blood donations and help of needy people at hospitals
- g. Educating the street children or in schools when and where needed
- h. Skits/Nukkad-Natak on any topic of social or environmental concern
- i. Any other activity related to society welfare and environment.

M-310 SUMMER INTERNSHIP

1. COURSE OBJECTIVES

1. To provide an opportunity for students to apply theoretical concepts in real life situations at the work place;
2. To familiarize students about corporate culture and enable them to learn resilience, goal orientation and resource management.

2. COURSE CONTENTS

Students are required to join 8 weeks Summer Internship work in field/industry after second semester and shall submit a report of the same at the end of third semester. The important points to be considered are:

1. Summer Internship shall be related to his/her subjects/specialization of MBA or to any other functional area. An internal mentor/guide shall be appointed for each student. It is mandatory for the student to seek advance written approval from the internal mentor and Head of Department about the topic and organization before commencing the Summer Internship. Internal mentor/guide needs to take regular update during the period to evaluate the actual working of the student.
2. The students need to submit the report within 2 weeks' time after completion of summer training period. And this report will be evaluated via internal and external Viva-Voce.
3. The report shall be handwritten and should not exceed 40 pages along with daily diary (works accomplished with date)
4. Summer Internship can be carried out in any Company, Voluntary Organization, NGO, MSME, Public Sector Units, Society, and Cooperative etc. on any research project.
5. The work may be based on primary / secondary data or may be an operational assignment involving working by the student on a given task/assignment/project/ etc. in an organization / industry.

3. STRUCTURE OF THE REPORT

A. Cover Page

B. Two certificates

1. Certified by the Respective Faculty Guide & Head of the Department(Certificate I)
2. Certificate from the Industry (on company's letter head) (Certificate II)

C. Chapterization -

1. Executive Summary
2. Introduction – Introduction of the Project
3. Organization Profile - Organization where the student has undergone training including the brief history of the organization, its structure, performance products/services and problems faced.
4. Research Methodology - Outline of the problem/task undertaken
5. Research Analysis - with relevant activity charts, tables, graphs, diagrams, etc.
6. Conclusion - including Suggestion, Recommendations (if any), Student Learning and Acknowledgement to the Concerns
7. References - in appropriate Referencing Styles. (APA, MLA, Harvard, Chicago Style etc.)

CERTIFICATE -I

This is to certify that (Name of the Student), bearing Roll No (xxxx), is a bonafide student of Master of Business Administration Course of the Institute (Batch), affiliated to Bikaner Technical University, Bikaner, Rajasthan.

Summer Internship on “(Title of Report)” is prepared by him/her under the guidance of (Name of the Guide), in partial fulfillment of the requirements for the award of the degree of Master of Business Administration of Bikaner Technical University, Bikaner, Rajasthan.

Signature of Internal Guide

Signature of HOD

CERTIFICATE -II

Certificate from the Industry (on company's letter head)

FINANCE

FM-311 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

1. COURSE OBJECTIVES

1. To impart knowledge regarding the theory and practice of security analysis and investment decision making.
2. To acquainting students with a conceptual and analytical framework of evaluating a security, risk return trade off process, practical application of capital markets and skills for the portfolio construction and evaluation.
3. To develop an investment understanding and prepares students for careers in area of finance and investment.

2. COURSE CONTENTS

Introduction to Investment: Meaning and Significance of Savings and Investment, Elements of Investment, Avenues of Investment, Approaches to Investment Analysis.

Return and Risk: Meaning and Type of Return holding Period Return, Expected Return, Annualised Return, Measurement of Return, Risk- Meaning and Types of Risk, Systematic v/s Non-systematic Risk, Measurement of Risk.

Security Market in India and Valuation of Securities: Introduction to Indian Financial Market, Organization and Functioning of Securities Market, Types of Market, Stock Market Indices, Regulatory Environment - Stock Exchanges in India- BSE, NSE, ISE, OTCEI, Trading and Settlement, Regulation of Stock Exchanges - SEBI, RBI, DCA, BFS, Terminology, Trading Mechanism, Investor Protection, Valuation of Securities.

Fundamental Analysis: Concept, Objectives and Beliefs, Framework- Economic Analysis, Industry Analysis and Company Analysis, Intrinsic Value Approach to Valuation of Bonds and Equity Shares.

Technical Analysis: Charting Tools, Market Indicators, Dow Theory, Elliot Wave Theory, Random Walk Theory, Moving Average and Exponential Moving Average, Efficient Market Theory.

Portfolio Construction: Portfolio Construction: Constructing an Optimal Portfolio using Markowitz and Sharpe's Index Model, Capital Market Theory: Efficient Frontier, Capital Market Line (CML), Security Market Line (SML), Capital Asset Pricing Model, Arbitrage Pricing theory

Portfolio Management: Portfolio Management: Portfolio execution, portfolio revision and Performance Evaluation of Managed Portfolios. Sharp Ratio; Treynor Ratio; Jensen's Alpha, Introduction to Mutual Funds.

3. COURSE OUTCOMES

On completion of this course, the students will be able to:

1. Provide students with a conceptual and analytical framework of Investment and compliance requirements laid down by SEBI.

2. Familiarizing students with practical application of financial markets.
3. Understanding of application of portfolio theory for portfolio construction and evaluation.

4. REFERENCE BOOKS

1. Prasannachandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2008.
2. V. A. Avadhani, Securities Analysis and Portfolio Management, Himalaya Publishing House, 2008.
3. V. K. Bhalla, Investment Management, S. Chand & Company Ltd., 2008

5. TEXT BOOKS

1. Donald E. Fischer & Ronald J. Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition, 2011.
2. Reilly & Brown, Investment Analysis and Portfolio Management, Cengage Learning, 10th edition, 2016.
3. S. Kevin, Securities Analysis and Portfolio Management, PHI Learning, 2012.

FM- 312 INTERNATIONAL FINANCIAL MANAGEMENT

1. COURSE OBJECTIVES

1. To introduce the Students with the international financial environment and its implications in a globalised world.
2. To Understand & analyze the recent developments and trends in global financial markets and global foreign exchange Marking
3. To grasp and evaluate the international momentary system especially the IMF
4. To know the foreign exchange rate mechanism.

2. COURSE CONTENTS

Introduction to International Financial Management: Concept, Theories, contents. Recent trends and challenges in international Finance. **International Monetary System:** Concept, Evolution of International Monetary System, different exchange rate regimes, International monetary Fund and risk, Exchange rate mechanism.

International investment strategies: FDI and portfolio investment, International Financing sources and cost of foreign Borrowings, Cross currency management.

Balance of payments: Concept, items, types of transactions, types of accounts and significance of BOPs: Disequilibrium in BOPs: its types, current account deficit and its implications. Remedial measures for correcting disequilibrium in BOPs. **International Payments** Gateway Exchange Risk Management – hedging.

Foreign Exchange Rate: Meaning, types and determinants of foreign exchange rate, Spot market and Forward Market, The Real Exchange Rate, Real Effective Exchange Rate (REER) Cross Rates, Foreign Exchange Rate Forecasting currency derivate.

Exchange Rate Determination: The Purchasing Power parity (PPP) Theory, The absolute form and the relative form, Interest Rate parity Theory, The Balance of Payments Theory.

Global Financial Markets: Recent developments and challenges. Global foreign Exchange Markets: characteristics & recent trends.

3. COURSE OUTCOMES

On successful completion of the course students will be able to:

1. Understand international financial management, capital and foreign exchange market.
2. Analyze, apply and evaluate information within the global financial environment of foreign exchange to solve problems and make informed decisions.
3. Review the problems of dealing in foreign currency and the advantages and disadvantages of overseas funding
4. Recognize and calculate forward exchange rates given spot rates
5. Identify market conventions on exchange rate quotation and correctly calculate those quotations
6. Demonstrate an integrative understanding of the foreign exchange market and the relationships between interest rates, spot and forward rates and expected inflation rates

4. BOOKS RECOMMENDED

1. V. V. Sharan, International Financial Management, PHI - EEE Latest Edition
2. Eun & Resnick, International Financial Management Tata McGraw Hill Latest Edition
3. Alan Shapiro, Multinational Financial Management John Wiley Publication Latest Edition
4. Siddaiah, Thummluri, International Financial Management, Pearson.
5. Avadhani , V. A., International Financial Management, Himalaya Publishing House
6. Sinha P. K. and Sinha Sanchari: International Business Management. Excel Books
7. Apte, International Financial Management, Tata McGraw Hill Publishing Company Ltd.
8. Chrunilam, Francis, International Economics ,Tata McGraw Hill Publishing Company Ltd.
9. Eitemen , Stonhill and Moffett, Multinational Business Finances, Pearson
10. C. Jeevanandan, Foreign Exchange & Risk Management, Sultan Chand Latest Edition
11. Siddieh, International Financial Management PHI Latest Edition
12. P. G. Apte International Financial Management PHI Latest Edition
13. O. P. Agrawal International Financial Management Himalaya Latest Edition
14. E. Clark International Financial Management Cengage Latest Edition
15. MadhuVij International Financial Management Excel Books Latest Edition
16. J. Madura International Financial Management South Western Publication Latest Edition

5. PRACTICAL COMPONENT

1. Students should study the documentation in international finance (For example, How the application for letter of credit is made, How the forward contracts are entered into), prepare a report and submit it to concerned faculty).
2. Students should take any multinational company and study its cash / credit / loan / working capital management system and give a Public Presentation.
3. Students should take up one country such as India and look up its BOPs, Foreign Exchange Rates, Theories of Exchange Rate Determination, Management of Foreign Exchange Exposure, Exchange Rate Forecasting.

FM – 313 INDIAN FINANCIAL MARKETS AND SERVICES

1. COURSE OBJECTIVES

1. Familiarizing the students with the Indian capital market, its operations, instruments, regulations etc.
2. Helping students in acquiring analytical skills in the market analysis in the context of raising medium and long term funds.
3. Familiarizing the students with the operations of secondary market mechanism.
4. Developing an appreciation among the students for the interfaces among government policies, capital market, investors and firms.

2. COURSE CONTENTS

Structure of Financial System: Role of Financial System in Economic Development; Financial Markets and Financial Instruments - Capital Markets and Money Markets; Primary Market Operations; Secondary Market Operations – Regulation, Functions of Stock Exchanges, Listing, Formalities; Role of SEBI - Financial Services Sector Problems and Reforms.

Financial Services: Concept, Nature and Scope of Financial Services, Regulatory Frame Work of Financial Services, Growth of Financial Services in India, Types of Financial Services – Capital Market Services & Money Market Services.

Financial Intermediaries: Banking Financial Corporations, Non Banking Financial Corporations & laws governing Non Banking Financial Corporations; Insurance Corporations - Role of IRDA, Regulatory Framework of Government in Banking - Role of **RBI**.

Merchant Banking: Meaning, Types, Responsibilities of Merchant Bankers, Role of Merchant Bankers in Issue Management, Regulation of Merchant Banking in India.

Venture Capital: Growth of Venture Capital in India, Financing Pattern under Venture Capital, Legal Aspects and Guidelines for Venture Capital.

Leasing: Types of Leases, Evaluation of Leasing Option Vs. Borrowing.

Credit Rating: Meaning, Functions, Debt Rating System of CRISIL, ICRA and CARE.

Factoring, Forfeiting and Bill Discounting: Types of Factoring Arrangements, Factoring in the Indian Context.

Mutual Funds: Concept and Objectives, Functions and Portfolio Classification, Organization and Management, Guidelines for Mutual Funds, Working of Public and Private Mutual Funds in India.

Debt Securitization: Concept and Application, De-mat Services - Need and Operations, Role of NSDL and CSDL.

Allied Financial Services: Pension Funds, Insurance Services, Bancassurance, Reinsurance, e-banking, Hire Purchase, Asset Reconstruction Companies, Asset Liability Management, Derivatives, Credit Cards. Micro/ Macro Finance, Financial Inclusion, Behavioral Finance.

3. COURSE OUTCOMES

On completion of this course, the students will be able to:

1. Understand the role and function of the financial system in reference to the macro economy.
2. Demonstrate an awareness of the current structure and regulation of the Indian financial services sector.
3. Evaluate and create strategies to promote financial products and services.

4. REFERENCE BOOKS

1. M Y Khan, “Financial Services”, Tata McGraw-Hill, 7th edition
2. Ravi M. Kishore, “Financial Management”, Taxmann’s, 6th edition.
3. Bhole. L.M. and Jitendra Mahakud “Financial Institutions & Markets – Structure, Growth & Innovations”, Tata McGraw-Hill, 5th edition.
4. Anthony Saunders & Marcia Millon Cornett, “ Financial Markets & Institutions”, Tata McGraw-Hill, 5th edition.

5. TEXT BOOKS

1. G. S. Batra – Financial Services & Market.
2. Meir Khan – Financial Institutions and Markets, Oxford Press.
3. I M. Bhole - Financial Institutions and Market, TATA McGraw Hill.
4. V. A. Avadhani - Marketing of Financial Services, Himalayas Publishers, Mumbai.
5. Vasant Desai - Indian Financial Systems, Himalaya Publishers.

FM – 314 - STRATEGIC COST MANAGEMENT AND CONTROL

1. COURSE OBJECTIVES

1. To apply various cost management techniques for planning and controlling performance in order to set, monitor and control strategic objectives.
2. To develop skills of analysis, synthesis and evaluation in cost management to address challenges and issues which might affect or influence the management of performance within organizations

2. COURSE CONTENTS

Introduction to Strategic Cost Management: Concept of Strategic Cost Management, Limitations of Traditional Cost Management, Traditional vs. Strategic Cost Management, Cost Accounting to Cost Management- Elements of costs- Classification of costs-Methods of

costing-Cost Management Tools- A Strategic View to Cost Management- Preparation of a cost sheet.

Overheads, Classification and Collection, Difference between Cost Allocation and Cost Apportionment, (Full fledged Problems on Primary and secondary distribution, Simultaneous equations, Absorption of Overhead, Theory on Under and Over absorption of Overhead).

Marginal Costing – Nature and Scope- Applications-Break even charts and Point, Decision Making (all types with full problems) Differential Cost Analysis, Advantages and Disadvantages of Marginal Costing.

Budgetary Control:- Objectives of Budgetary control, Functional Budgets, Master Budgets, Key Factor Problems on Production Budgets and Flexible Budgets. **Standard Costing**:- Comparison with Budgetary control, analysis of Variances, Simple Problems on Material and Labour variances only.

Demerits of Traditional Costing, Activity Based Costing, Cost Drivers, Cost Analysis Under ABC (Unit level, Batch Level and Product Sustaining Activities), Benefits and weaknesses of ABC, Simple Problems under ABC. **Lean System and Innovation**: Introduction to Lean System, Just-in-Time (JIT), Kaizen Costing, 5 Ss, Total Productive Maintenance (TPM), Cellular Manufacturing/ One-Piece Flow Production Systems, Six Sigma (SS).

Strategic-based performance measurement system: balanced score card – prospective and limitations; establishing objectives and performance measures in different perspectives of balance score card; productivity measurement and control; productivity efficiency; partial and total productivity measurement; measuring changes in activity and process efficiency; quality cost management and reporting system. **Cost Reduction, and Cost Control**, Target Costing – its Principles, Balanced Scorecard as a performance measure- Features- Purpose, Reasons for use of Balanced scorecard.

3. COURSE OUTCOMES

On successful completion of this course, student should be able to:

1. Understand cost drivers
2. Apply alternative cost accounting methods
3. Analyze cost and value
4. Analyze and evaluate cost management strategies

4. BOOKS RECOMMENDED

1. Drury, Colin, Management Accounting and Control, Thomson Learning.
2. Horngren, Datar Foster, Cost Accounting, Pearson Education.
3. Hansen and Mowen, Cost Management, Thomson Learning.
4. Kaplan, Atkinson and Young, Management Accounting, Pearson Education.
5. Kaplan, Atkinson, Advanced Management Accounting, Pearson Learning.
6. Anthony, Robert N., and Govindrajana, Vijay, Management Control System, McGraw Hill.

FM – 315 - MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING

1. COURSE OBJECTIVES

1. To develop understanding of the economic activity of M & A taking place in the Indian economy.
2. To examine the merger and acquisition process in the capital market.
3. To illustrate the leading methods used in the valuation of a firm for merger analysis
4. To get familiarity with the techniques of corporate restructuring.

2. COURSE CONTENTS

Introduction to Merger and Acquisition: Concept and classification of Mergers and Acquisitions (M & A), motives behind the M & A, advantages and disadvantages of M & A, types of mergers and steps for a successful merger, Difference between Merger, Amalgamation, Absorption, Reconstruction and Takeover, Reverse Merger and Recent Examples of M&A in India.

M & A – A Strategic Perspective: Industry Life Cycle and Product Life Cycle Analysis in M&A decision, strategic approaches to M&A- SWOT analysis, BCG matrix.

Corporate Restructuring: Meaning and Need of corporate restructuring, Methods of Restructuring- Joint Ventures, Sell-Off And Spin Off - Equity Carve-Outs, Leveraged Buy Outs (LBO) - Management Buy Outs (MBO) - Master Limited Partnerships (MLP) - Employees Stock Option Plans (ESOP).

Merger Process and Financing Mergers

Merger Process: Dynamics of M&A process - identification of targets – negotiation - closing the deal, Five-stage model – Due diligence– Types - due diligence strategy and process - due diligence challenges, Process of merger integration – organizational and human aspects – managerial challenges of M & A.

Methods of Financing Mergers: Cash Offer, Share Exchange Ratio – mergers as a capital budgeting decision, Synergies from M&A: Operating and Financial Synergy.

Synergy, Valuation and Accounting for Amalgamation

Synergy: Meaning and its different types, role of industry life cycle, value creation in synergy, theoretical factors affecting M & A activity.

Valuation: Valuation approaches, basis of valuation, different methods of valuation, valuation of synergy, corporate control and LBO.

Accounting for Amalgamation: Amalgamation in the nature of merger and amalgamation in the nature of purchase- pooling of interest method, purchase method – procedure laid down under Indian Companies Act 1956.

Legal and Regulatory Framework of M & A: Provisions relating to M & A of Companies Act 1956 /2013, Income Tax Act 1961, SEBI Act, SEBI takeover Code, Foreign Exchange Management Act.

Post-Merger Integration: Integration Planning, factors in post-merger integration model, post-merger integration model, strategic interdependence and autonomy, political and cultural aspects in integration, cultural profiling and assessment of cultural compatibility, HRM issues, and problems in integration and five rules of integration process.

3. COURSE OUTCOMES

1. Developed understanding of the economic activity of M & A taking place in the Indian economy.
2. Ability to examine the merger and acquisition process in the capital market.
3. Ability to illustrate the leading methods used in the valuation of a firm for merger analysis.
4. Familiarity with the techniques of corporate restructuring.

4. REFERENCE BOOKS

1. Merger and Acquisitions (Text and Cases) by B Rajesh Kumar, Tata Mc Graw Hills.
2. Merger and Acquisitions by Machiraju, New Age Publications.
3. Mergers and Acquisitions and Corporate Restructuring” – Patrick Gaughan, Wiley India, New Delhi.
4. Value Creation from Mergers and Acquisitions, Sudi Sudarsanam – 1/e, Pearson Education.
5. Merger Acquisitions & Corporate Restructuring – Chandrashekar Krishna Murthy & Vishwanath. S.R – Sage Publication.
6. Mergers, acquisitions and Corporate Restructuring, Nishikant Jha, Himalaya Publishing House.
7. Corporate Restructuring, Bhagaban Das, Debdas Raskhit and Sathya Swaroop Debasish, Himalaya Publishing.

TEXT BOOKS:

1. Mergers and Acquisitions - A P Dash, I K International Publishing, New Delhi
2. Mergers and Acquisitions and Corporate Restructuring – Prasad R Godbole, 2nd Edition, New Delhi
3. Mergers and Acquisitions by Rajinder Aurora, Kavita Shetty, Sharad Kale, Oxford University Press.
4. Mergers, Restructuring And Corporate Control, Fred Weston, Kwang S Chung, Susan E Hoag, 4/e, Pearson Education.
5. Corporate Finance-Theory and Practice – Aswath Damodaran – John Wiley & Sons.
6. Takeovers, Restructuring And Corporate Governance, Weston, Mitchell And Mulherin - 4/e, Pearson Education, 2003.

MARKETING

M-321 - INTEGRATED MARKETING COMMUNICATION

1. COURSE OBJECTIVES

1. Structure an integrated marketing communications campaign plan based on the application of marketing concepts, principles, and practices within an organization.
2. Examine how integrated marketing communications help to build brand identity and brand relationship, and create brand equity through brand synergy.
3. Develop an integrated cross-media strategy and creative message and concept to reach the target audience and deliver the brand promise through an IMC campaign.

2. COURSE CONTENTS

Introduction: Meaning, Objectives and Tools of Marketing Communication, Promotional Mix Elements and Key Features of IMC, Benefit of IMC, IMC Framework - Marketing Communication Process and IMC Process Model, IMC RABOSTIC Planning Model, IMC Mix Model.

Advertising - Objectives, Budgeting & Ad Agency

Advertising: Meaning, Functions, Benefits and Role. Message Strategies, Types of Advertisement. **Objectives and Budgeting:** Value of Objectives, Determining IMC Objectives, DAGMAR Approach, Establishing and Allocating Promotional Budget. **Ad Agency:** Types, Role, Agency Selection Process, Agency Remuneration, Client Agency Relationship.

Creative Strategy

Creativity and Advertisement, Planning Creative Strategy - Creative Challenges, Taking Creative Risks, Creative Personnel. The Creative Process, Creative Strategy Development. Appeals & Execution Styles - Types of Advertising Appeal, Execution Framework, Sources & Spokesperson. Creative Tactics - For Print, Television and Online Advertising, Evaluating Creative Output.

Media Planning: Basic Terms, Concepts & Problems in Media Planning. Developing the Media Plan - Market Analysis & Target Market Identification, Establishing Media Objectives, Developing and Implementing Media Strategies, Evaluation & Follow Up. Evaluating Media Mix - Television, Radio, Magazines, Newspaper, Outdoor, Direct Mail, Digital/ Interactive.

Developing IMC Program

Sales Promotion: Scope and Role of Sales Promotion, Growth of Sales Promotion, Consumer Oriented Sales Promotion, Trade Oriented Sales Promotion. Public Relation - Definition, Role & Functions, Public Relation & Promotional Mix, Process of Public Relations. Personal Selling - Objectives & Features, Process in Personal Selling. Publicity and Corporate Advertising.

Digital, Social Media & Alternative Marketing

Digital Marketing: Meaning, Growth & Rapid Adoption of Internet, Web 4.0, E-Commerce, Mobile Marketing, Digital Strategies, SEO. **Social Media:** Social Media Sites, Social Media and Its Marketing Strategies. **Alternative Marketing:** Buzz Marketing, Product Placements & Branded Entertainment, In-Store Marketing, Alternative Media Venues - Video Game, Cinema & Other Alternatives.

3. COURSE OUTCOMES

1. Demonstrate a comprehensive understanding of Marketing Communications theories and concepts.
2. Understanding the structure of the communications industry and the complexities involved in media management.
3. Plan and manage the strengths and weaknesses of different marketing communications strategies and tools.

4. REFERENCE BOOKS

1. George E Belch - Michael A Belch, Advertising and Promotion: An Integrated Marketing Communication Perspective, Publisher: McGraw Hill Education.
2. Terence A Shimp - J Craig Andrews, Integrated Marketing Communications, Publisher: Cengage Learning.
3. Chris Fill, Marketing Communications, Publisher: Pearson.

5. TEXT BOOKS

1. Kenneth E Clow - Donald Baack, Integrated Advertising, Promotion and Marketing Communications, Publisher: Pearson.
2. David Pickton - Amanda Broderick, Integrated Marketing Communications, Publisher: Pearson.
3. Larry Percy, Marketing Communications, Publisher: Elsevier.

M-322 - RETAIL MANAGEMENT

1. COURSE OBJECTIVES

1. Apply the principles, practices, and concepts used in retail marketing management.
2. Understand the conceptual and organizational aspects of the retail sector, including strategic planning and management in the retail industry.
3. Identify the approaches to and guidelines used to analyze and solve retailers' problems and make decisions in retail organizations.

2. COURSE CONTENTS

Introduction to Retail: Meaning, Characteristics and Significance of Retail, Evolution of Indian Retail Industry, Drivers of Retail Change, Retailing Functions, Elements of Retail Marketing, Wheel of Retailing, Product Retailing vs. Service Retailing, Indian vs. Global Scenario.

Retail Consumer & Retail Formats

Retail Consumer: Demographics & Lifestyle, Population-Social-Economic Trends, Shopping Attitude & Behaviour of Retail Consumer, Retail Buying Process. **Retail Format Classifications:** Ownership Based, Store Based, Non Store Based and Other Formats.

Retail Strategy: Target Market & Retail Format, Retail Marketing Mix Strategies, Strategic Retail Planning Process, Retail Pricing Strategies, Promotional Mix in Retailing, Human Resources in Retail Organizations, Retail Financial & Operational Performance: Financial Statements, Retail Performance Measures, Dipstick Parameters.

Retail Location & Merchandise Management

Retail Store Location & Site Analysis, Store Design and Layout, Types of Layout, Visual Merchandising and Atmospherics, Visual Merchandising Techniques. **Merchandise Management:** Merchandise Plans & Implementation, Merchandise Process, Merchandise Assortment, Category Management, Inventory Management.

Retail Store Management

Store Management: Facility Management, Energy Management & Security of Retail Premise, POS-Checkout System. Customer Relationship Management: Benefits, Principles, Strategies, Components, CRM & Loyalty programs. Logistics & Supply Chain Management in Retail, The Retail Information System, Research in Retailing.

Recent Trends & Developments

Rural Retailing: Indian Scenario, Rural Retail Brands & Strategies, Future of Rural Retailing. **Private Labelling:** Private Label & National Brand, Growth Drivers, Advantages & Disadvantages. **E-Tailing:** Introduction, Growth and Future Prospects. **Franchising:** Introduction, Types and Benefits, Organized & Unorganized Retailing, Role of IT in Retailing, FDI in Retailing.

3. COURSE OUTCOMES

1. Understand the functions of retail business and various retail formats and channels.
2. Analyze and understand Retail Market, Pricing, Promotion, Operations and HR Strategy.
3. Understand key drivers of retail supply chain and integrate various Supply Chain Partners

4. REFERENCE BOOKS

1. Barry Berman - Joel R Evans, Retail Management - A Strategic Approach, Publisher : Pearson
2. Roger Cox - Paul Brittain, Retailing, Publisher : Prentice Hall
3. Chetan Bajaj - Rajnish Tuli, Retail Management, Publisher : Oxford University Press
4. K.V.S Madan - Fundamentals of Retailing, Publisher : McGraw Hill Education

5. TEXT BOOKS

1. Gibson G Vedamani, Retail Management, Publisher : Pearson

2. Swapna Pradhan, Retailing Management - Text & Cases, Publisher : McGraw Hill Education
3. S.C. Bhatia, Retail Management, Publisher : Atlantic
4. Michael Levy - Barton A Weitz, Retailing Management, Publisher : McGraw Hill Education

M-323 - SALES DISTRIBUTION AND LOGISTICS MANAGEMENT

1. COURSE OBJECTIVES

1. To familiarize the students with the importance of gaining market access and coverage as well as providing customer service.
2. To make students understand proper design and management of sales force, marketing channels, physical distribution systems in the context of the Indian Marketing environment.
3. To make the students understand the key principles of organizing and managing Sales Force.

2. COURSE CONTENTS

Introduction: Introduction to Sales Management & Sales Organization, Nature, Characteristics and Objective of Sales Management, Roles and Responsibilities of Sales Manager, Sales Function & Policies, Sales Management and Salesmanship, Relationship between Sales and Marketing.

Personal Selling & Sales Planning

Personal Selling: Nature, Scope and Objectives, Approaches and Process of Personal Selling, Automation in Personal Selling, Buyer Seller Dyad. **Sales Planning:** Analyzing Market Demand & Sales Potential, Sales Budget, Formulating Selling Strategies, Designing Sales Territories and Sales Quota.

Organizing & Directing Sales Force: Designing the Structure and Size of Sales Force, Recruitment and Selection of Sales Force, Leading and Motivating the Sales Force, Training and Compensating the Sales Force, Evaluation of Sales Force Performance.

Channel Management: Introduction, Marketing Channels, Designing and Planning of Channels, Selection and Recruitment of Channel Partners, Channel Motivation, Channel Relationships Management, Channel Evaluation, Information Systems for Channels, Multichannel Marketing System, Channel Policies & Legal Issues.

Distribution and Supply Chain

Introduction and Understanding Distribution System, Vertical and Horizontal Marketing System, Transportation-Warehousing & Packaging, Inventory Control System, IT & Logistics Management. **Supply Chain:** Introduction and Key Drivers of Supply Chain, Components of Supply Chain, Typology of Supply Chain, Cycle of Supply Chain.

Recent Developments

Sales Management Information System, Relationship Marketing, Role of E-commerce in Selling, International Sales Management, ERP: Concept and Evolution of ERP, Supply Chain & ERP, Quick Response & Accurate Response System in Supply Chain Management, Green Supply Chain Management.

3. COURSE OUTCOMES

1. Recognise and demonstrate the significant responsibilities of sales person as a KEY individual.
2. Describe and Formulate strategies to effectively manage company's sales operations through Distribution channels, Logistics and Supply Chain Management.
3. Evaluate the role of Sales manager and his/ her responsibilities in recruiting, motivating, managing and leading sales team.

4. REFERENCE BOOKS

1. Richard R Still - Edward W Cundiff - Norman A.P. Govoni - Sandeep Puri, Sales and Distribution Management, Publisher : Pearson
2. Dr. S.L. Gupta, Sales and Distribution Management, Publisher: Laxmi Publications Pvt. Ltd.
3. Tapan K Panda - Sunil Sahadev, Sales and Distribution Management, Publisher : Oxford University Press

5. TEXT BOOKS

1. David Jobber - Geoff Lancaster, Selling and Sales Management, Publisher : Pearson
2. Krishna K Havaladar - Vasant M Cavale, Sales and Distribution Management, Publisher : McGraw Hill
3. Ramendra Singh, Sales and Distribution Management, Publisher : Sultan Chand & Sons

M-324 - PRODUCT & BRAND MANAGEMENT

1. COURSE OBJECTIVES

1. Examine brand concepts in real-life setting by articulating the context of and the rationale for the application.
2. Describe the process and methods of brand management, including how to establish brand identity and build brand equity.
3. Formulate effective branding strategies for both consumer and business products/ services.

2. COURSE CONTENTS

Product Decisions: Marketing Mix and Product Strategy - Integrated Approach, Role of Product in Value Delivery, Product Hierarchy, Levels of Product, Product Characteristics and Product Classifications, Product and Service Differentiation, Product Life Cycle Marketing Strategies.

Product Strategy: Product Mix Decisions, Product Systems, Product Line Strategies, Product Mix Pricing, Packaging- Labelling- Warranties & Guarantees, Product Manager's Role in Organization, New Product Development Process and its Challenges, Consumer Adoption Process.

Brand Management & Branding: Concept of Brand, Brand vs. Product, Types of Brands, Role and Significance of Brands, Categories of Brands, Branding Challenges & Opportunities, Brand Knowledge, Strategic Brand Management Process, Brand Building Blocks.

Brand Positioning: Concept, Target Market, Nature of Competition, Points of Parity and Points of Difference. Positioning Guidelines: Defining and Communicating the Competitive Frame of Reference, Choosing Points-of-Difference, Establishing Points-of-Parity and Points-of-Difference, Straddle Positions, Updating Positioning over time, Developing a Good Positioning.

Branding Strategy & Brand Elements: Brand Personality, Brand Awareness, Brand Loyalty, Brand Identity - Concept, Sources, Designing Brand Identity, Brand Extension - Meaning and Types. Brand Reinforcement & Brand Revitalization. Brand Elements & Criteria for Choosing Brand Elements, Global Marketing Programs - Advantages & Disadvantages, Standardization versus Customization. Global Brand Strategy.

Brand Equity: Meaning, Definition & Significance, Customer Based Brand Equity, Sources of Brand Equity, Brand Value & Brand Strength, Brand Equity Models - Brand Asset Valuator Model, Brand Dynamics Model, Brand Resonance Model. Building Brand Equity, Measuring Brand Equity: Cost Based Method, Price Based Method, Customer Based Method.

3. COURSE OUTCOMES

1. Apply the fundamental concepts of product and brand development and management.
2. Use the brand positioning framework to develop a brand, keep it relevant, expand a brand internationally, and reposition a brand.
3. Use tools and metrics to analyze competitors and develop positioning strategies.

4. REFERENCE BOOKS

1. Philip Kotler - Kevin Lane Keller, Marketing Management, Publisher : Pearson
2. Kevin Lane Keller, Strategic Brand Management, Publisher : Pearson
3. Kirti Dutta, Introduction to Branding, Publisher : Oxford University Press
4. Alina Wheeler, Designing Brand Identity, Publisher : Wiley

5. TEXT BOOKS

1. Paul Baines - Chris Fill - Kelly Page, Essentials of Marketing, Publisher : Oxford University Press
2. J.N. Kapferer, The New Strategic Brand Management, Publisher : Kogan Page
3. Jerome McCarthy, Essentials of Marketing, Publisher : McGraw Hill
4. Ramanuj Majumdar, Product Management in India, Publisher : PHI Learning

M-325 - BUSINESS TO BUSINESS MARKETING

1. COURSE OBJECTIVES

1. Describe the applications, challenges and the dynamic environment of B2B marketing, including the unique nature of organizational buying behaviour.
2. Design strategies and structures to effectively serve the B2B market.
3. Apply a systematic approach to problem solving and decision making in business marketing organizations through the use of case studies.

2. COURSE CONTENTS

Introduction: Business Marketing, Consumer Market vs. Business Goods Market, Economics of Business Product's Demand, The Resellers Market, Types of Business Markets, Classifying Business Products, Organizational Procurement Characteristics, Creating Customer Value Proposition.

Assessing Marketing Opportunities: Organizational Buying & its Models, Role of Buying Centre, Ethics in Purchasing, Business Market Segmentation: Requirements & Benefits, Bases for Segmenting Business Markets, Segmentation Process, Implementing Segmentation Strategy, Estimating Segment Demand, Methods of Forecasting Demand, Targeting & Positioning Strategies.

Product Planning & Sales Force Management: Building a strong B2B Brand, Product Quality & Customer Value, Developing Business Product Strategy, Analyzing Business Product Life Cycle, Developing Strategies for new and existing products. Business Service Marketing: Prospects & Challenges. Managing the Industrial Sales Force.

Formulating Channel Strategy: Business Marketing Channel, Participants in the Business Marketing Channel: Distributors & Manufacturers Representatives, Role of Other Channel Members. Channel Design and Channel Administration, E-Commerce & its Key Elements, Strategic Role of E-Commerce, Crafting an E-Commerce Strategy & its Implementation.

Pricing Strategy: The Meaning of Value in Business Markets: Benefits & Value Based Strategies, Pricing Process in Business Markets: Objectives, Demand Determinants, Value Based Pricing, Cost Determinants, Competition. Pricing across the Product Life Cycle, Responding to Price Attacks by Competitors, Competitive Bidding, Leasing.

Business Marketing Communication: Role of Advertising: Integrated Marketing Communication, Enhancing Sales Effectiveness, Increased Sales Efficiency, Creating Awareness, Managing Business to Business Advertising: Advertising Objectives, Expenditures, Messages, Selecting Advertising Media for Business Markets, Measuring Advertising Effectiveness, Trade Show & Exhibition Strategy.

3. COURSE OUTCOMES

1. Make conscious choices of models of analysis and other theoretical tools designed for the challenges that companies face in B2B markets.
2. Use theory to critically analyse firm specific issues in B2B markets.

3. Make presentations in front of an related audience (both verbal and non-verbal skills in presentation).

4. REFERENCE BOOKS

1. U.C. Mathur, Business to Business Marketing, Publisher: New Age International.
2. Ross Brennan, Business to Business Marketing, Publisher: Sage Publication.
3. Kim Ann King, The Complete Guide to B 2 B Marketing, Publisher: Pearson FT Press.

5. TEXT BOOKS

1. Michael D Hutt - Thomas W Speh, Business Marketing Management, Publisher: South Western Cengage Learning.
2. Heidi Taylor, B 2 B Marketing Strategy, Publisher: Kogan Page.
3. Alan Zimmerman - Jim Blythe, Business to Business Marketing Management, Publisher: CRC Press.

M-326 - STRATEGIC MARKETING

1. COURSE OBJECTIVES

1. Summarize the volatile and changeable nature of the market place and organise marketing theories and knowledge accordingly.
2. Use techniques for undertaking strategic market analysis and formulating marketing strategies.
3. Use financial problem-solving techniques to marketing opportunity analysis.

2. COURSE CONTENTS

Introduction: Strategic Marketing: Meaning & Nature. Process of Strategic Marketing, Levels of Strategies: Corporate, Business & Functional. Types of Strategies: HR, Marketing, Financial, Operational. McKinsey's 7S Framework for analysing and improving organizational effectiveness.

Strategy Formulation & Implementation: Strategy Formulation: Vision, Mission, Objectives and Goals, Competitive Advantage & Sources of Competitive Advantage, Experience & Value Effects, Product and Market Strategies. **Strategy Implementation:** Implementation & its importance, Fundamental Principles, Assessing Ease of Implementation, Constraints in Implementation.

Strategy Evaluation & Control: Control: Basic Principles, Effective Control System, Management Control, Financial Control, Performance Appraisal, Benchmarking, Controlling Marketing Performance. Corporate Restructuring: Need and Forms. Evaluation of Strategic Alternatives, Types of Strategic Alternatives.

Segmentation, Targeting, Positioning & Branding: Evaluating market segments, Establishing organisational capability, Strategic alignment of assets and competencies (targeting), Strategic nature of making target segment choices, Positioning, Perceptual mapping, Positioning alternatives, Creating brand equity, Brand valuation, Brand name strategy, Combined brand strategies.

New Emerging Strategies: Nature of Product, New Product Development and its introduction strategies, Planned or unplanned strategy, Withdrawals/ Obsolescence, Contingency/ Alternative Strategic Planning, Managing Innovation.

Recent Developments: Customer Relationship Management: Strategic vs. Operational CRM, Lifetime Customer Value, Eco Friendly Strategies, Public Private Partnerships, Corporate Social Responsibility, Marketing Ethics and Strategic Marketing Decision Making.

3. COURSE OUTCOMES

1. Compare and contrast the key principles of marketing strategy.
2. Assess relevant strategy options to multiple marketing challenges, and recognise trade-offs.
3. Think strategically about marketing issues and provide recommendations.

4. REFERENCE BOOKS

1. Alexander Chernev, Strategic Marketing Management, Publisher: Cerebellum Press.
2. Alan R Andreasen - Philip Kotler, Strategic Marketing, Publisher: Pearson.
3. Douglas West - John Ford - Essam Ibrahim, Strategic Marketing, Publisher: Oxford.

5. TEXT BOOKS

1. Musadiq A Sahaf, Strategic Marketing, Publisher: Eastern Economy Edition.
2. S Shajahan, Strategic Marketing: Text & Cases (Indian Perspective), Publisher: Viva Books.
3. Tony Proctor, Strategic Marketing: An Introduction, Publisher: Taylor & Francis Ltd.

HUMAN RESOURCE MANAGEMENT

HR-331 - TRAINING & ORGANIZATIONAL DEVELOPMENT

1. COURSE OBJECTIVES

1. The course would facilitate understanding of the role, importance and place of training in organizations as well as the approach to adult learning.
2. To assist students to understand the processes of change in organizations and implement various behavioral science principles and practices in the form of interventions towards the goals of effective organization development.

2. COURSE CONTENTS

Introduction to Employee Learning and Development in Organizations: Employee and Organization Learning, the forces influencing working & learning, classification of learned capabilities, learning theories, the basic principles of learning, the learning process, mental & physical processes, the learning cycle, age influences on learning.

Training: Introduction, relationship, meaning, designing effective training, forces influencing working & learning, training practices, strategic training, and training needs assessment. Transfer of Training: implementation of the training programme.

Training Methods: Traditional training methods: presentation methods, hands-on methods, group building methods. Choosing training methods, E-learning & use of technology in training, , developing effective online learning, blended learning, simulations, mobile technology & training methods, systems for training delivery.

Evaluation of Training & Employee Development: Reasons for evaluating training, overview of the evaluation process, evaluation practices, evaluation designs, threats to validity, considerations in choosing as evaluation designs, determining ROI, determining costs, measuring human capital & training activity.

Employee Development: Introduction, approaches to employee development, the development planning process, company strategies for providing development, special issues in training & employee development.

Introduction to OD: Definition, Introduction & Foundations of Organizational Development: Conceptual Framework of OD, Characteristics of OD, Participation & Empowerment, Teams & Teamwork, Parallel learning structures.

OD Interventions & OD Process: Definition, factors to be considered, choosing & sequencing intervention activities, classification of interventions: individual (coaching, counseling, training, behavioral modeling & mentoring), group (conflict management, group facilitation, group learning, self-directed work teams, team building & virtual teams). Restructuring organizations, OD in global settings, future direction in OD.

3. COURSE OUTCOMES

The aim of the course is to provide participants with an introduction to employee training and organisational development. Upon successful completion of the course you are expected to:

- CO 1: Have basic knowledge of individual and organisational Learning Theories.
- CO 2: Prepare training schedules and plans for employees and organisation.
- CO 3: Have adequate knowledge to evaluate effectiveness of training programme and development of organisation.
- CO 4: Have basic awareness of organisation development process.

4. REFERENCE BOOKS

1. Janakiram B, Biztantra, Training and Development, 2007.

5. TEXT BOOKS

1. Naik G Pandu, Training and Development, Excel Books, 2007.
2. Noe A. Raymond, Employee Training & Development, McGraw Hill, 2008.

HR-332 - STRATEGIC HUMAN RESOURCE MANAGEMENT

1. COURSE OBJECTIVES

1. The purposes of this course is to understand Strategic HRM
2. Provide knowledge of Aligning HR systems with business strategy
3. Prepare students for Strategy formulation, and evaluating of Strategies for performance and development with knowledge of global economy factors.
4. Exposure of Balance Score Card approach.

2. COURSE CONTENTS

Understanding Strategic HRM: Traditional vs. strategic HR, “best fit” approach vs. “best practice” approach, HR strategy and the role of national context, sectoral context, and organizational context on HR strategy and practices.

Aligning HR systems with business strategy: Sustained competitive advantage - how HR adds value to the firm – HR as scarce resource – non- substitutable resource, linking HRM practices to organizational outcomes.

HR Audit: Auditing HR practices and department, linking strategy to HRM practices – corporate HR philosophy and companywide HR standards – HRM leading strategy formulation, SHRM: Universalistic, Contingency, Configurational, Congruence Approaches and integrated HR systems.

HR Strategy in work force utilization: Efficient utilization of human resource – cross training and flexible work assignment – work teams – non unionization, strategies for employee shortages, strategies for employee surpluses.

Strategies for Performance and Development: Typology of performance types – marginal performers – under achievers – stars – solid citizens, recruitment and selection strategy typology, incentive alignment, psychological contracting.

Evaluating the Effectiveness of SHRM: Overview of evaluation – scope – strategic impact – level of analysis – criteria – level of constituents – ethical dimensions, approaches to evaluation – audit approach – analytical approach.

Balanced Score Card: Perspective, bench marking, accounting for HRM – purpose of measuring cost and benefits of HRM – employee wastage and turnover rates – cost of absenteeism – measuring human resource cost.

The Future of SHRM: SHRM practice in the future, Change, Restructuring and SHRM, Competencies of HR Professional in a SHRM Scenario.

3. COURSE OUTCOMES

The aim of the course is to provide participants with an exposure to human resource management. Upon successful completion of the course you are expected to:

- CO 1: Understand the importance of HRM and align with organisation.
- CO 2: Formulate the strategies for organisational development.
- CO 3: Have adequate knowledge of evaluating performance of strategies and development of organisation.
- CO 4: Have basic awareness of Balance Score Card approach.

4. REFERENCE BOOKS

1. Bohlander, Snell & Sherman, Managing Human Resources, 2012
2. Pearce & Robinson, Strategic Management: Formulation, Implementation & Control, 12th Edition, 2010, McGraw Hill
3. Noe, Hollenbeck, Gerhart, Wright-IRWIN, Human Resources Management-Gaining a competitive advantage, 6th Edition, 2007
4. Das, Pulak, Strategic Human Resource management, Cengage Learning, 2011 Latest Edition
5. Charles R. Greer, Strategic Human resource management, Pearson Latest edition
6. James Baron and David Kreps, Strategic Human resources, Wiley Latest edition

5. TEXT BOOKS

1. Jeffrey A Mello, Strategic Human Resource Management, South Western Thomson Learning, 2001
2. Tanuja Agarwala, Strategic Human Resource Management, 6th Edition, 2009, Oxford University Press.

HR-333 - LEADERSHIP, CHANGE MANAGEMENT & MANAGERIAL EFFECTIVENESS

1. COURSE OBJECTIVES

1. The purpose of this course is to understand impact of leadership on effectiveness of organisations.
2. Provide knowledge of managing change in organisation.
3. Prepare students for aligning leadership and change to achieve organisational effectiveness.
4. Exposure of learning organisations.

2. COURSE CONTENTS

The nature and importance of Leadership: Meaning of leadership – leadership as a partnership – leadership vs. management – the Impact of leadership on organizational performance – leadership roles – the satisfactions and frustrations of being a leader. Traits, Motives, and characteristics of leaders: Personality traits of effective leaders’ leadership motives-cognitive factors and leadership.

Effective Leadership Behaviour and Attitudes: Task-related attitudes and behaviours – relationship-oriented attitudes and behaviours – super leadership: leading others to lead themselves – 360-degree feedback for fine-tuning leadership approach.

Leadership Styles: The leadership continuum: classical leadership styles – the boss-centered vs. employee-centered leadership continuum – the autocratic participative free rein continuum- the leadership grid styles – the entrepreneurial leadership style – gender differences in leadership style – selecting the best leadership style.

Developing Teamwork: Team leadership vs. solo leadership – advantages and disadvantages of group work and team work – the leaders role in the team-based organization-leader behaviour and attitude the foster teamwork. Leadership development, succession and the future: development through self-awareness and self-discipline – leadership development programmes.

Understanding Change: Nature of change – forces of change – perspective on change: contingency perspective – population ecology perspective institutional perspective – resource-dependence perspective. **Types of Change:** Continuous change – discontinuous change – participative change – directive change. Implementing change: assemble a change management team – establish a new direction for change – prepare the organization for change – set up change teams to implement change – align structure, systems and resources to support change – identify and to remove road blocks to change – absorb change into the culture of the organization.

Managerial Effectiveness & Learning Organizations

Introduction to effectiveness, The antecedents of organizational learning, techniques, structures and processes for developing effectiveness in organization, steps of creating learning organizations, practices of learning organizations.

3. COURSE OUTCOMES

The aim of the course is to provide participants with an exposure to impact of leadership on organisations effectiveness. Upon successful completion of the course you are expected to:

CO 1: Understand the role of leader in organisation.

CO 2: Manage the required structural changes for achieving organisational effectiveness.

CO 3: Have adequate of implementing changes for organisational development.

CO 4: Have basic awareness learning organisation.

4. TEXT BOOKS

1. Dean Anderson & Linda Ackerman Anderson-Beyond Change Management-2010. Published by Pfeiffer.
2. Gary Yukl- Leadership in Organizations 8th edition-Pearson 2013.
3. John Denton-Organizational Learning and Effectiveness, Psychology Press, 1998, ISBN- 0415192145, 9780415192149

HR-334 - HUMAN RESOURCE PLANNING AND COMPENSATION MANAGEMENT

1. COURSE OBJECTIVES

1. To understand the purpose, process and applications of human resource planning in the context of different organizational strategies.
2. To create a critical appreciation and knowledge of understanding the determinants of human resource requirements. And the means for meeting those requirements.
3. To create practical awareness about the current trends in human resource planning in global companies.
4. The course aims to impart knowledge in the design, implementation and administration of compensation and benefits in the organizations, taking into account the legal provisions.
5. This would enable the future HRD manager to leverage compensation in creating a high performing organization.
6. It will facilitate the student to become a contemporary compensation manager by gaining insights into current practices of compensation in Indian organizations.

2. COURSE CONTENTS

Introduction HR Planning and Corporate Strategies: Definition and concept of HRP, benefits, process. HRP components, HR planning as a strategic process-employees as resources-goal attainment, linking HR process to strategy, involvement in strategic planning process, strategic HR Planning model, staffing system.

Job Analysis and HR Forecasting: Meaning and definition, job analysis process, techniques of job analysis, methods and practice of job analysis, competency based approach.

Forecasting Manpower Needs, the Forecasting Process, Inventorying available talent, Projecting Future Talent Supply, forecasting Staffing Requirements. Index analysis-expert forecasts-delphi technique-nominal group technique-HR budget and staffing table, scenario forecasting, regression analysis.

Career Planning and Succession Management: Definitions, concepts, stages of career development process and organizational HR Policies, carrier Anchors – Stages of growth and career, career processes Succession management process and Management development programmes, objectives of MDP's, Job rotation, Auditing MDP's management development methods, challenges of succession management, Replacement analysis.

Introduction to Compensation and Benefits: Meaning, components, types. Piece rated, time rated and skills based approaches. Characteristics of the best compensation plans. Fixed pay and variable pay, Understanding the terminologies compensation, benefit, salary, pay, basic pay, wage, allowance, incentive, commission, reward, recognition, perquisite, fringe benefit, subsistence allowance, reimbursement, consolidated pay, stipend, service charges, pay scales, severance pay, terminal benefit, bonus, joining bonus, retention bonus, relocation pay, increment, and stagnation increment.

Economic theories of Wages: Importance of economic theories in the understanding of compensation and benefits, the evolution of just wage doctrine of Thomas Aquinas, subsistence wage theory of Adam Smith and David Ricardo, wage fund theory of John Stuart Mill and Nassau Senior, marginal productivity theory of Alfred Marshal and John Bates Clark, bargaining theory by Arthur Cecil Pigou, residual claimant theory by Francis A. Walker, surplus value theory by Carl Marx.

Principles of Compensation Determination: Meaning and significance compensation principles. Equity (internal and external), bargaining ability of employee unions and individual employees, statutory requirements, ability to pay, worth of the job, demand-supply conditions in job market. Job evaluation and salary survey.

Cost to Company (CTC) Method: Meaning and significance, advantages and limitations, CTC, Gross salary and Net salary. Components of CTC Monthly, quarterly, annual and one time components. Advance components and deferred components. Attendance linked components, seniority linked components, and performance linked components. Paid leave and holidays, conveyance, leave travel concession, food coupons, housing, benefits, perquisites and statutory components.

Benefits and Incentives: Meaning, significance and characteristics, basis for benefits payment, statutory benefits employees state insurance, provident fund, gratuity, unemployment benefits, skills up gradation benefits, pension, employees compensation and Maternity benefit, non statutory benefits- insurance against injury, illness, disability, fatal accident and death. Meaning and significance of incentives, basis for incentives payment, purpose and types- regular, periodical and occasional incentives, cash incentives and incentives as fringe benefits. Stock options, Emerging trends.

Taxation on Salary and Benefits: Meaning and significance of taxation on salary, Professional tax of state government on salaries people, income tax of central government on salaries people. Components of salary and benefits which are exempted from payment of tax. Approaches to create salary structures to minimize the tax liability. Procedure for deduction and remittance of taxes. Responsibilities of employer and employee in complying with taxation law.

3. COURSE OUTCOMES

The aim of the course is to provide participants with an exposure of human resource planning and compensation management. Upon successful completion of the course you are expected to:

CO 1: Formulate Human Resource Plans.

CO2: Effectively practice human resource forecasting and career planning for organisation.

CO 3: Have adequate knowledge of designing compensation policy.

CO 4: Economically manage compensation policies.

4. REFERENCE BOOKS

1. Employee Reward - Michael Armstrong, Universities Press, 2007.
2. Strategic compensation - Martocchio J. J. Pearson Education, 2004.
3. Compensation - Gerhart B & Rynes S L, Sage Publishers, 2003.
4. Understanding Wages and Compensation Management – Sarma A.M, HPH.

5. TEXT BOOKS

1. John Bramham-Human Resources Planning-2nd edition 1994
2. Dipak Kumar Bhattacharya- Human Resource Planning-2nd edition-2006 Excel Books.
3. James W. Walker- Human Resource Planning-1980.
4. Monica Laura Belcourt, Kenneth James McBey 7th edition- Strategic Human Resource Planning-Nelson Education, 2012.
5. Compensation- Milkovich G. T, Newman J .M, & Venkata Ratnam, C. S., McGrawhill Irwin, 2009.
6. Compensation Management - Deb Tapomoy, Excel Books, 2009.

HR-335 - PSYCHOLOGICAL, PSYCHOMETRIC TESTING & SELF ASSESSMENT

1. COURSE OBJECTIVES

1. This course provides an examination of psychological assessment and testing, including principles of assessment interviewing, test selection, evaluation and report writing, as well as test construction and standardization.
2. The course introduces various psychometric tests commonly used in the work place.

2. COURSE CONTENTS

Principles & Ethical Issues of Psychological Assessment: Definition and Purpose of psychological assessment in organizational setting. Classification of psychological tests: Behavioral observation, self- report, Standardized/ non- standardized, Objective/ Projective, Dimensions measured. Assessment Principles, Instrument selection, Administration, Scoring and Communicating Results.

Ethical & Social Considerations in Testing: Ethical principles by APA, User qualifications, Testing instruments and Procedures, Protection of Privacy, Confidentiality, Communicating test results.

Methods of Psychological Assessment

Questionnaires: Characteristics, Functions and Types, Interview: Types and functions of Interview, Factors affecting Interview, Advantages and Disadvantages, Important sources of

error in Interview. Observation: Purposes and Types of Observation, Rating Scales: Meaning and Types of Rating scales, Group Discussions, Competency Mapping.

Test Construction and Application

Steps in test construction, Item Writing: types of items, General guidelines for item writing, Item Analysis: Meaning and Purpose, Item difficulty, Item validity, Internal consistency, Item analysis of Power and Speed Tests.

Measurement of Intelligence, Ability, Aptitude and Achievement: Types of Intelligence tests, Distinction between Aptitude and Achievement Tests, Types of Aptitude and Achievement Tests. Measurement of Personality: Meaning and Purpose, Tools of Personality Assessment, Measurement of Interests, Values and Attitudes.

Application of various psychological assessments in organizational setting: Pre-employment testing and Performance appraisal, measuring interests of the individual, measuring personal characteristics for job placement, measuring characteristics of the work setting and measuring the match between person- situations.

Psychometric Testing

Aptitude Testing: Differential Aptitude Testing- David's Battery of Differential Abilities, Creativity - Wallach-Kogan Creativity Test (Competencies: Metacognitive skills, Research skills, Talent management, Psychometric assessment and intervention)

Intelligence Testing-Bhatia's Battery of Intelligence Testing, Emotional Intelligence Scale, Social Intelligence Scale, Standard Progressive Matrices.

Motivational Analysis Test- Achievement Motivation Test(Competencies: Metacognitive skills, Research skills, Talent management, Psychometric assessment and intervention, Emotional management)

Personality and Interpersonal Relations Tests

Personality Tests - MBTI – Myers Briggs Type Indicator, 16 PF – Form C, D, E, TAT – Thematic Apperception Test, Picture Frustration Test, Incomplete Sentences Blank.

Interpersonal relations Test- FIRO – B (Competencies: Metacognitive skills, Research skills, Talent management, Psychometric assessment and intervention, Emotional management)

Organizational and Management Related Tools

Quality of Work Test, Organizational Climate Inventory, Work Motivation Questionnaire, Leadership Scale, Job Value Questionnaire, Job Satisfaction Scale and Occupational Stress Index(Competencies: Metacognitive skills, Research skills, Talent management, Psychometric assessment and intervention, Leadership).

3. COURSE OUTCOMES

The aim of the course is to provide participants with knowledge of Human Resource Development. Upon successful completion of the course you are expected to:

- CO 1: Have a fundamental understanding of the core issues in psychological testing and measurement.
- CO 2: Learn about the different methods of assessment and the process of test construction.
- CO 3: Understand various psychometric tests which can be used at work place.

CO 4: Administer and interpret psychometric tests.

4. REFERENCE BOOKS

1. McIntire, SA and Miller, LA. (2007). Foundations of psychological testing: A practical approach. Sage Publications.
2. Kaplan, R.M. & Saccuzzo, D.P. (2007). Psychological testing: Principles, applications, and issues. Australia: Thomson Wadsworth.

5. TEXT BOOKS

1. Aiken, R.L. & Groth-Marnat, G. (2006). Psychological testing and assessment. USA: Pearson Education.
2. Anastasi, A. & Urbina, S. (1997). Psychological testing. N.D.: Pearson Education.
3. McIntire, SA and Miller, LA. (2007). Foundations of psychological testing: A practical approach. Sage Publications.
4. Kaplan, R.M. & Saccuzzo, D.P. (2007). Psychological testing: Principles, applications, and issues. Australia: Thomson Wadsworth.
5. Aiken, R.L. & Groth-Marnat, G. (2006). Psychological testing and assessment. USA: Pearson Education.
6. Anastasi, A. & Urbina, S. (1997). Psychological testing. N.D.: Pearson Education.

HR-336 - RECRUITMENT AND SELECTION

1. COURSE OBJECTIVES

1. To understand and explore the operational issues involved in recruitment and selection.
2. To understand the extent of innovation and contemporary concerns and challenges in recruitment and selection.

2. COURSE CONTENTS

Job Analysis: Meaning, definition & purpose. Methods of job analysis: job analysis interviews, job analysis questionnaire, task analysis inventory, position analysis questionnaire, subject expert workshops, critical incident technique.

Hiring Process: Nature of hiring: regular, temporary: its types. Need analysis, cost analysis of hiring process. Internal Hiring: meaning & definition, sources of internal recruitment: circulars, intranet, employee referrals. External hiring: meaning & definition of external recruitment, sources of recruitment. Modern Recruitment techniques: Scouting, Re-recruitment, event recruitment, E-Recruitment/Online recruitment, social recruitment, mobile-phone recruiting.

Screening Process & Assessment Centers: Screening the candidates: Application Forms: bio-data & weighted application blanks, social media screening. Assessment centers: structuring, assessment centers activities, administrative structure, assessment centers effectiveness.

Testing & Interviewing Candidate: Testing: meaning, definition, purpose, advantages & disadvantages. Interviewing: planning the interview, interview process: preparation,

components, types, interviewing behavior, structuring of interview, using the interview checklist.

Legal Aspects and Organization Policy: Nationality, gender, age, job reservation for weaker sections of the society, equal opportunity employment, employment of foreign workers and visa restrictions, agreement with employee unions.

Appointment and Joining: Appointment- Meaning and significance, offer of appointment and acceptance, appointment order, contents of appointment order and its acceptance. Bond for minimum service, bond for good conduct, caution deposit against possible losses.

Joining- Fixing a joining date. Joining day formalities, verification and collection of certificate copies, collecting photos, PAN number and passport copy. Providing access to enter and exit. Providing place to work, providing furniture, stationary, equipment, entering name in the muster roll, opening the personal file etc.

Background & Reference Checking

Meaning, definition & purpose. Verification of character, criminal antecedents, previous work behavior & educational qualifications. Candidate driven resume verification. Appointment orders: meaning, definition & purpose.

Induction and Deployment

Meaning, significance, methods, and contents introducing new employee to the existing employees in person or through communication. Showing all the departments and facilities to the new employee. Basic rules to be followed at work to deal with people issues, processes and task issues. Deployment of right person to right position.

3. COURSE OUTCOMES

The aim of the course is to provide participants with knowledge of recruitment and selection process. Upon successful completion of the course you are expected to:

- CO 1: Analyze the job requirements.
- CO 2: Formulate hiring process and identify recruitment sources.
- CO 3: Prepare and execute effective techniques for manpower selection.
- CO 4: Understand the reference check, induction and deployment procedure.

4. REFERENCE BOOKS

1. Phillips J. M and Gully S.M., Strategic Staffing, Pearson Education, 2009.
2. LiLy M. Berry, Wadsworth, Employee Selection, Cengage Learning, 2003.
3. Heneman H. G & Judge T. A., Staffing Organizations, McGraw-Hill, 2009.
4. Sahu R. K, Managing, Recruitment Functions, Excel Books, 2010.

5. TEXT BOOKS

1. Gatewood R. D, Field H.S, Barrick R., Human Resource Selection, Cengage Learning, 2008.
2. Arthur D, Recruiting, Interviewing, Selecting, and Orienting New Employees - , PHI, 2011.

HR-337 - PERSONALITY DEVELOPMENT AND BUSINESS ETIQUETTE

1. COURSE OBJECTIVES

1. The purpose of this course is to identify the key principles of a good personality, common courtesy, and professional manners.
2. Understand the basic practices at workplace environment.
3. The course also describes ways to apply proper courtesy in different professional situations

2. COURSE CONTENTS

Personality: Physical Appearance; Body Language; Voice; Communication Style; Content of Communication; Enriched Communication through Sensory Specific Language. Business Style and Professional Image: Dress Codes, Guidelines for Appropriate Business Attire – Differentiate among the dressy casual, semiformal, formal and black tie dress code, Grooming for Success, Multi-cultural Dressing.

Impression Management: Impression Formation, Tactics, The Self presentational Motive, The Compass Qualities; First and Lasting Impressions; Magic Pills; Toxic Traits, The Social Context: Norms and Roles, The Target's Values, Actions; The Environment; Success; Changing from the Outside-in, Current Social Image, Instrumental Complementarily, The Private Self, Worrying about Impressions. Creating Rapport, Powerful Persuasion Strategies.

Assertiveness Training: Concept of Assertiveness, Components of Assertive behavior, Rational-emotive Assertiveness Training, Handling Fear, Handling Anger, Handling Depression, Assertive Behaviour Skills, How to Handle Putdowns, Assertiveness on the Job, Assertiveness in Interpersonal Relations, Assertiveness in Everyday Commercial Situations, Assertiveness and Others.

Interpersonal Relations: Introduction to Interpersonal Relations, Analysis Relations of different ego states, Analysis of Transactions, Analysis of Strokes, Analysis of Life position.

Business Etiquette: The ABC's of Etiquette, Developing a Culture of Excellence, The Principles of Exceptional Work Behavior, The Role of Good Manners in Business, Enduring Words.

Formal Interactions: Making Introductions and Greeting People: Greeting Components, The Protocol of Shaking Hands, Introductions, Introductory Scenarios, Addressing Individuals Meeting and Board Room Protocol: Guidelines for Planning a Meeting, Before the Meeting, On the Day of the Meeting, Guidelines for Attending a Meeting – For the Chairperson, For Attendees, For Presenters Multi-cultural Etiquette: Examples of Cultural Insensitivity, Cultural Differences and their Effects on Business Etiquette.

Self Assessment: Self assessment and brief introduction of each individual , Identifying individual areas that need improvement- speech pattern, diction, body language, enunciation and pronunciations, Conversational Techniques, Build self-confidence and self-esteem, Voice modulation Visiting cards exchange How to make proper introductions, Paying & receiving compliments, Small Talk & Networking, Increase valuable business relationships, Designer terminology, Body Language, Poise, Eye Contact.

General Etiquettes: Fine dining, Styles of Eating, Silverware Savvy , The Role of the Napkin, How to Eat Various Foods, Foods to Avoid, Travel etiquette, Clothes and Corporate Culture, Personal Props and Accessories for Men and Women, Color Strategies for Everyone, Corporate role play, Developing Your Professional and Personal Image.

3. COURSE OUTCOMES

The aim of the course is to provide participants with knowledge of developing personality and business etiquette. Upon successful completion of the course you are expected to:

- CO 1: Understand the importance of personality development.
- CO 2: Able to have impressive personality.
- CO 3: Prepare to practise good interpersonal relationships.
- CO 4: Know the ways for self-assessment.

4. REFERENCE BOOKS

1. Business Etiquette by David Robinson, Kogan Page
2. Develop your Assertiveness by Sue Bishop, Kogan Page

5. TEXT BOOKS

1. Business Etiquette in Brief by Ann Marie Sabath, Adams Media Corporation, South Asian Edition
2. Basic Managerial Skills for All by E. H. McGrath, S. J., PHI
3. Personality Development and Soft Skill, Mitra, Barun, Oxford University Press.

HR-338 - HUMAN RESOURCE DEVELOPMENT

1. COURSE OBJECTIVES

1. This course is designed to help students in understanding various concepts of HRD, HRD systems and processes.
2. Help student in developing HRD facilitator's skills.
3. Develop and design HRD programmes.
4. Knowledge to implement and control HRD practices in various organizational setups.

2. COURSE CONTENTS

Introduction of HRD and their Tools: Definition, Evolution of HRD, HRD and HRM, HRD Functions, Role of HRD Professional, Challenges to organizations and HRD Professionals, Framework for HRD Process. Need, scope and design of the HRD tools, Foundations of HRD Tools- Organizational Psychology concepts-Individual, Group and Organizational processes affecting performance, Competency Mapping and Career Management.

Designing and Implementing Effective HRD Programs: Defining the objectives of the HRD interventions, Selecting the Trainer, Preparing a lesson Plan, Selecting training methods, Preparing training material, Scheduling HRD Programs. Training Delivery methods, On-Job Training methods, Class-room Training approaches, Implementing the Training Programs.

Evaluating HRD Programs: Purpose of HRD Evaluation, Models and frameworks of evaluation, Accessing impact of HRD Programs, Ethical issues concerning Evaluation.

Management Development and skills/technical Training: Management education, training and experiences, basic workplace competencies, technical training, interpersonal skills, professional developments and education, coaching.

HRD Experiences: HRD in Manufacturing and Service Industry, HRD in Government and Public Systems, HRD in Education, Health and other Sectors, Comparative HRD - International Experiences.

Emerging Issues in HRD: Creating awareness and commitment to HRD, Industrial Relations and HRD, Utilization of HRD efforts, Emerging trends and perspectives, Future of HRD.

3. COURSE OUTCOMES

The aim of the course is to provide participants with knowledge of Human Resource Development. Upon successful completion of the course you are expected to:

- CO 1: Know the Human Resource Development process.
- CO 2: Utilize the tools of HRD.
- CO 3: Design and implement the HRD programmes.
- CO 4: Will be having knowledge of emerging issues in HRD.

4. REFERENCE BOOKS

1. Noe, Human Resources Development, Tata McGraw-Hill
2. Pareekh Udai & TV Rao Understanding HRD System Tata McGraw-Hill
3. Mankin Human Resource Development Oxford
4. Rothwell Beyond training and development Jaico
5. Blanchard, Thacker Effective Training Pearson
6. Richard A Swanson PhD and Elwood F. Holton Foundations of Human Resource Development Berrett-Koehler
7. Les Donaldson, Edward Scannell, and Edward S. Scannell Human Resource Development: The New Trainer's Guide Perseus
8. Michael J. Marquardt and Dean W. Engel Global Human Resource Development Prentice Hall.

5. TEXT BOOKS

1. John Werner and Randy Desimone, Human Resources Development, Cengage, 2011.
2. Udai Pareekh & T.V.Rao, Designing and managing Human Resource Systems, Oxford.

BUSINESS ANALYTICS

BA-341- BASICS OF DATA

1. COURSE OBJECTIVES

The course enables students to develop understanding related to different types of data, scaling techniques and data preparation process.

2. COURSE CONTENTS

Introduction to Data: Quantitative Vs Qualitative Data, Elements; Types of Variables- Dependent Vs Independent Variables; Extraneous variables; Confounding Variables; Data categorization.

Introduction to Data Collection: Experiments and Surveys; Collection of Primary Data & Secondary Data; Selection of Appropriate Method of Data Collection.

Measurement and Scaling: Classification of Measurement Scales; Sources of error in Measurement; Techniques of Developing Measurement Tools; Scale Classification Bases, Scaling Techniques-Comparative Scaling Techniques Vs Non Comparative Scaling Techniques.

Introduction to types of Statistics: Descriptive Statistics: Measures of Central Tendency- Mean, Mode, Median; Measures of Dispersion- Range, Mean deviation, Standard Deviation; Measure of Skewness, Kurtosis; Measures of Relationship.

Data Preparation: Data Preparation Process; Questionnaire Checking, Editing, Coding, Classification, Tabulation, Graphical representation, Data Cleaning, Data Adjusting, Missing Values and Outliners.

Introduction to Tools for Data Analysis: Excel, R Programming, basic SQL, Python, MatLab etc.

3. COURSE OUTCOMES

At the end of the Course Students will be able to:

CO1 Compare and contrast quantitative and qualitative data.

CO2 Explain the various data collection techniques and analyze which technique to use in varying situations.

CO3 Describe sampling methods, measurement scales and instruments, and appropriate uses of each.

CO4 Analyze the types of Statistics

CO5 Understand how the data should be treated prior to conducting data analysis.

CO6 Understand the Tools for Data Analysis.

4. REFERENCE BOOKS

1. Kothari, C.R. (2004), Research Methodology: Methods and Technique (2nd Ed.), New Delhi: New Age International (P) Ltd.

2. Business Research Methods –Donald Cooper & Pamela Schindler, TMGH, 9th edition2.
3. Business Research Methods –Alan Bryman & Emma Bell, Oxford University Press.

5. SUGGESTED READINGS

1. Fundamentals of research methodology and data collection, Isbn: 978-3-659-86884-9, Publisher: LAP Lambert Academic Publishing (2016-04-19)
2. Ackroyd, S. and Hughes, J. (1992), Data Collection in Context, New York, Longman.

6. SPECIAL NOTES

1. A field assignment should be given to students where the students can collect data on a topic of their choice using various data collection techniques.
2. Students must be given with data and asked to Scale them using the appropriate scaling technique.
3. A practical session related to how practically data can be prepared for further analysis of data should be conducted software such as SPSS.

BA-342 - MARKETING ANALYTICS

1. COURSE OBJECTIVES

The objective of this course is to enable students to measure, manage and analyze marketing performance to maximize its effectiveness and optimize return on investment (ROI). Beyond the obvious sales and lead generation applications, marketing analytics can offer profound insights into customer preferences and trends, which can be further utilized for future marketing and business decisions.

2. COURSE CONTENTS

Introduction to Marketing Analysis: Objective, Need, Scope and Significance of Marketing Analysis; Decision Making; Business Analytics- Descriptive, Predictive and Prescriptive Analysis; Overview of Using data and Types of Data.

Fundamentals of Statistics: Use of Data in Decision Making; Identification of Statistical Techniques-Population Vs Sample; Variables/Data, Different Visualization Techniques for Data, Descriptive Measures.

Normal Distribution & Linear Regression: Normal Distribution-Its Significance; Exploring Relation Between Variables; Linear Regression Models, Application of Linear Regression.

Revenue Management and Pricing: Point-of-Scale data; how to arrive at the Right Pricing Approach; Managing Pricing to meet Topline and Bottom Line Goals; Pricing Plans.

Consumer Decision Making and Analytics: Market Segmentation Using Analytics; Consumer Perception Mapping; Push Vs Pull Strategy; Assortment and Demand; Bundling of Product and Services.

Customer Lifetime Value: Loyalty-The Concept, Customer Lifetime Concept; Calculation of Customer Lifetime Value (CLV), Using CLV to Make Decisions; Net Promoter Score; Advertising, Sale and Sales Analytics.

3. COURSE OUTCOMES

At the end of the course students will be proficient in:

- CO1 Understand the importance of Marketing Analysis.
- CO2 Understand the Fundamentals of Statistics.
- CO3 Understand the Normal Distribution & Linear Regression.
- CO4 Understand the Revenue Management and Pricing.
- CO5 Evaluate Consumer Decision making and Analytics.
- CO6 Analyze the concept of Customer Lifetime Value.

4. REFERENCE BOOKS

1. Introduction to Inbound Marketing Analytics, Pamela Vaughan, Hubspot Publication.
2. Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity, Avinash Kaushik.
3. Marketing Analytics: Strategic Models and Metrics, Stephan Sorger.

5. SUGGESTED READINGS

1. Berger, P.D., Nasr, N.I., 1998. Customer lifetime value: Marketing models and applications. *Journal of InteractiveMarketing* 12, 17–30.
2. Winston, W.L., 2014. *Marketing Analytics: Data-Driven Techniques with Microsoft Excel*. 1 ed., Wiley, Indianapolis.
3. Wedel, M., Kannan, P.K., 2016. Marketing analytics for data-rich environments. *Journal of Marketing* 80, 97–121.

6. SPECIAL NOTES

1. A Practical Session of How to Run Regression Analysis should be Conducted by Using SPSS.
2. Assignment Related to Use of various Tools to Measure Brand and customer Assets should be given to Students.
3. Numerical Problems Related to CLV Should Be Taught to the Students and various other Problems Related to the Same Should Be Given to the Students so as to Develop Their Numerical Ability.

BA-343 - PREDICTIVE ANALYTICS

1. COURSE OBJECTIVES

The course enables students to:

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

2. COURSE CONTENTS

Introduction to Data Mining: Introduction, Meaning, Concepts of Data mining; Technologies Used, Data Mining Process, KDD Process Model, CRISP –DM, Mining on various kinds of data; Applications of Data Mining; Challenges of Data Mining.

Data Understanding and Preparation: Introduction, Reading data from various sources, Data visualization, Distributions and summary statistics, Relationships among variables, Extent of Missing Data; Segmentation, Outlier detection, Automated Data Preparation; combining data files, Aggregate Data, Duplicate Removal, Sampling Data, Data Caching, Partitioning data, Missing Values.

Model development & techniques Data Partitioning: Model selection, Model Development Techniques; Neural networks; Decision trees; Logistic regression, Discriminant analysis, Support vector machine, Bayesian Networks, Linear Regression, Cox Regression, Association rules.

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

Neural Networks (NN): Meaning, Support Vector Machines(SVM), and K-nearest Neighbor- Fitting Neural Networks, Back Propagation, Issues in training NN, SVM for classification, Reproducing Kernels, SVM for regression, K-nearest –Neighbor classifiers (Image Scene Classification)

Unsupervised Learning and Random forests: Association rules, Cluster analysis, Principal Components, Random forests and analysis.

3. COURSE OUTCOMES

At the end of the Course students will be able to:

- CO1 Understand the Importance of Data mining and its process.
- CO2 Understand the Data and its Preparation methods.
- CO3 Analyze the Model development & techniques Data Partitioning.
- CO4 Evaluate the Model and Deployment.
- CO5 Understand the Neural Networks.
- CO6 Understand the Importance of Unsupervised Learning and Random forests.

4. REFERENCE BOOKS

1. Predictive & Advanced Analytics (IBM ICE Publication)
2. An Introduction to Statistical Learning with Applications in R.Gareth James, Daniela Witten, Trevor Hastie and Robert Tibshirani.
3. Kothari, C.R. (2004), Research Methodology: Methods and Techniques (2nd Ed.), New Delhi: New Age International (P) Ltd.
4. Business Research Methods –Alan Bryman & Emma Bell, Oxford University Press.

5. Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity, Avinash Kaushik.

5. SUGGESTED READINGS

1. A survey of predictive analytics using big data with data mining Article (PDF Available), International Journal of Bioinformatics Research and Applications , January 2018.
2. A Review On Predictive Analytics in Data Mining, Kavya.V, Arumugam.S, International Journal of Chaos, Control, Modelling and Simulation (IJCCMS) Vol.5, No.1/2/3, September 2016.

6. SPECIAL NOTES

1. The Students must be taught the usage of R and how various models can be tested using R.
2. A practical session related to how practically data mining can be done using SPSS and R.
3. The Students must prepare Presentation on the Topics such as: Neural Networks, CHAID, Unsupervised Learning and Random Forest so as to gain more clear understating of these topics.

BA-344 - HR ANALYTICS

1. COURSE OBJECTIVES

This course will serve as an introduction to Human Resource Analytics and will help in exploring the use of analytics within the Human Resource discipline.

2. COURSE CONTENTS

HR Analytics in Perspective: Role, Defination HR Analytics; The Third Wave for HR value creation; HR Measurement journey in tune with HR maturity journey; Understanding the organizational system (Lean); Locating the HR challenge in the system; Valuing HR Analytics in the organizational system.

HR Analytics Frameworks: Current approaches to measuring HR and reporting value from HR contributions; Strategic HR Metrics versus Benchmarking; HR Scorecards & Workforce Scorecards and how they are different from HR Analytics; HR Maturity Framework- From level 1 to 5; HR Analytics Frameworks: (a) LAMP framework; (b) HCM:21 Framework and (c) Talentship Framework.

Basics of HR Analytics: Importance, Evolution, Analytical capabilities, Analytic value chain, Analytical Model; Typical application of HR analytics; Predictive Analytics-Steps involved in predictive analytics; Determine key performance indicator, analyze and report data; interpreting the results and predicting the future; Metrics, Regression analysis and Causation.

Insight into Data Driven HR Analytics: Typical data sources, Typical questions faced (survey), Typical data issues; Connecting HR Analytics to business benefit (case studies);

Techniques for establishing questions, Building Support and Interest; Obtaining Data, Cleaning Data, Supplementing Data.

HR Metrics: Defining metrics, Demographics, data sources and requirements; Types of data, tying data sets together; Difficulties in obtaining data, ethics of measurement and evaluation; Human capital analytics continuum; HR Dashboards- Statistical software used for HR analytics; MS-Excel, IBM- SPSS, IBMAMOS, SAS, and R programming and data visualization tools such as Tableau, Click view and Fusion Charts.

HR Scorecard: Assessing HR Program, engagement and Turnover, Linking HR Data to operational performance, HR Data and stock performance; Creating HR Scorecard, develop an HR measurement system, guidelines for implementing a HR Scorecard.

3. COURSE OUTCOMES

At the end of the Course students will be able to:

- CO1 Understand the HR Analytics in Perspective.
- CO2 Understand the HR Analytics Frameworks.
- CO3 Understand the Basics of HR Analytics.
- CO4 Evaluate the Data Driven HR Analytics.
- CO5 Understand the HR Metrics.
- CO6 Understand the HR Scorecard.

4. REFERENCE BOOKS

1. The HR Scorecard: Linking People, Strategy, and Performance, by Brian E. Becker, Mark A. Huselid, Mark A Huselid, David Ulrich, 2001.
2. HR Analytics: The What, Why and How, by Tracey Smith
3. The New HR Analytics: Predicting the Economic Value of Your Company's Human By Jac FITZ-ENZ, 2010.

5. SUGGESTED READINGS

1. Moore, McCabe, Duckworth, and Alwan. The Practice of Business Statistics: Using Data for Decisions, Second Edition, New York: W.H.Freeman, 2008.
2. Predictive analytics for Human Resources, Jac Fitz- enz, John R. Mattox, II, Wiley, 2014.
3. Human Capital Analytics: Gene Pease Boyce Byerly, Jac Fitz-enz, Wiley,2013.

6. SPECIAL NOTES

1. To solve case studies on Workplace Ethics Discussion on “How to have/ evaluate the performance of the employees in any organization”
2. An activity can be planned where the students can be encouraged to visit organizations and find out the problems and causes for unethical behavior at Workplace.
3. Identify the important HR metrics used in manufacturing companies.
4. Ask students to collect manpower data of your institute and prepare HR Dashboards.

BA-345 SIMULATION MODELLING

1. COURSE OBJECTIVES

The course enables students to:

1. To study and develop the concepts, techniques, tools for modeling and simulation models.
2. To study the various aspects of discrete and stochastic systems modeling and conducting the experiments with the simulation models.
3. To understand the concept in modeling and simulation.

2. COURSE CONTENTS

Introduction: Introduction to simulation, Discrete and Continuous simulation, Simulation models, Types of Models, Steps in Simulation study.

Random Numbers: Properties of Random Numbers, Generation of Random number, Testing for Random numbers, Techniques for generating Random Numbers, Random Variate Generation.

Analysis the Input Modeling: Data collection, Identification and distribution with data, parameter estimation, Goodness of fit tests, Selection of input models without data, Multivariate and time series analysis.

Analysis the Output Modeling: Stochastic Nature of output data, Measures of Performance and their estimation, Output analysis of terminating simulation, Output analysis of steady state simulations.

Analysis the Verification and Validation: Model Building – Verification of Simulation Models – Validation of Simulation Models.

Languages and Applications: Simulation Languages and Simulators – Simulation of Queuing system – Simulation of Inventory system –Simulation of Manufacturing.

3. COURSE OUTCOMES

At the end of the Course students will be able to:

- CO1 Understand the basic concepts in modeling and simulation.
- CO2 Understand the Random Numbers.
- CO3 Analysis the Input Modeling.
- CO4 Analysis the Output Modeling.
- CO5 Analysis the Verification and Validation.
- CO6 Understand the Simulation Languages and Applications.

4. REFERENCE BOOKS

1. Averill, M. L. and David, W. K., Simulation Modeling and Analysis, 3rd Edition, McGraw Hill, 2000.
2. David W. K., Sadowski, R. P. and Sasowski, D. A., Simulation with ARENA, McGraw Hill, 2002.
3. Gordon, G., Systems Simulation, Prentice Hall, 2002.

5. SUGGESTED READINGS

1. Banks, J., Carson, J. S. and Nelson, B. L., Discrete Event System Simulation, 4th edition, Pearson Education Asia, 2006.
2. Modeling and Simulation by Pushpa Singh, Narendra Singh.

6. SPECIAL NOTES

1. The students must be given with a set of data and asked to construct a model for the given test and test for its validity as well.
2. All the students must work on an assignment in which they will simulate and validate a working model.

AGRI BUSINESS MANAGEMENT

AB-351 - INTRODUCTION TO AGRI BUSINESS MANAGEMENT

1. COURSE OBJECTIVES

To get the students with different aspects of India's economic policy affecting agribusiness.

2. COURSE CONTENTS

Agri-business Management: Meaning, Definition, Distinctive features, Nature, Components and Scope of agri-business (Input, Farm Product, marketing Sectors); Changing dimension of agricultural business.

Role of Agriculture in Economic Development: Theories of Agricultural Development; Problems and challenges of Indian Agriculture and Agri Business.

Population and Food supply: Increasing population and Need for sound Agricultural Policies; Planning for Agricultural Growth; Agricultural Policy and Programmes under Planning Periods.

Policy initiatives for Agriculture Inputs: Policy initiatives in respect of Agricultural Inputs (Water, Seed, Fertilizer Policy), Promotion of Plant nutrients; Fertilizer subsidy; Agricultural Credit and Insurance; Enforcement of Minimum Wage in Agriculture; Policy options for sustainable agricultural development; Agricultural taxation.

Policy initiatives for Agricultural Price: Agricultural Price Policy, Role of CACP, state intervention; Concept of Minimum Support Price and Procurement Price. Reforms in Agricultural Produce Marketing Committee Act; direct marketing, contract farming, private markets etc.

Recent Trends in Agribusiness: Emerging agribusiness areas; Agrepreneurship; Doubling farmers income; Second green revolution; Importance of farm information; Soil health cards; Digital initiatives by Govt. of India; Trained farm experts; M-kisan; National e-governance Plan(NeGP).

3. COURSE OUTCOMES

At the end of the Course, the Student will be able to:

CO1 Understand the importance of Agri Business Management.

CO2 Understand role of Agriculture in Economic Development

CO3 Analyse the Increasing population and Need for sound Agricultural Policies.

CO4 Evaluate Policy initiatives for Agriculture inputs.

CO5 Understand policy initiatives for Agricultural Price.

CO6 Be equipped with the Recent Trends in Agribusiness.

4. REFERENCE BOOKS

1. Acharya, S. S. and Agarwal, N. L., 1994, Agricultural Prices-Analysis and Policy. Oxford and IBH Publishing, Delhi.

2. Bhaumik, S.K., 2008, Reforming Indian Agriculture: Towards Employment Generation and Poverty Reduction: Essays in Honour of G.K. Chadha, Sage Publications India Private Limited, Delhi.
3. Gandhi, V. P. and Patel, N. T., 2006, Reform of the Subsidy Regime Implications for the Agriculture Sector: Review Study on Fertilizer, Seed, Diesel and Credit Subsidies, IIM Ahmedabad.

5. TEXT BOOKS

1. Ganesh-Kumar, A., Gulati, A. and Cummings Jr, R., 2007, Foodgrains Policy and Management in India retrieved from <http://www.igidr.ac.in/pdf/publication/PP056.pdf>
2. Singh, K., 2009, Rural development: Principles, Politics and Management. Sage Publications India Pvt. Ltd., Delhi.

6. SPECIAL NOTES

1. Case study related with each module must be discussed in class
2. All the students needs to present a PPT in class on relevant topic which will be evaluated
3. Current Indian and international economic scenario must be discussed in class
4. Field/desk/numerical Assignments must be given to understand the concepts properly

AB-352 AGRI BUSINESS ENVIRONMENT IN INDIA

1. COURSE OBJECTIVES

To provide the students an insight into broad agricultural and rural business environment in India.

2. COURSE CONTENTS

Introduction to Agribusiness Environment: Key factors of agribusiness environment-finance, infrastructure, legal and regulatory framework; Stakeholders in the establishment of enabling environments-public as well as private roles.

Reforms for Agrarian environment: Phases of agriculture development, Abolition of intermediaries, Tenancy Reform, Ceiling of Agricultural Land holdings, Impact of Land Reforms on Farming Community, Fragmentation of Landholdings; Agrarian transition-pre-green revolution and post green revolution; Challenges like- agrarian crisis; issues of small and medium famers.

Reforms of Economic Environment and Indian Agriculture: Impact of economic policies on Agriculture and Agribusiness; liberalization, privatization and globalization on Agri business sector; Linkages among sub-sectors of the Agribusiness sector.

Rural Environment: Importance of rural community in Indian economy; Status of Employment, Income and Consumption in Rural India; Characteristics of Indian Rural community; Rural Industry; Rural Urban Migration and its impact on agriculture; Role of cooperatives in Rural Development.

Reform in Rural Socio-economic Environment: Rural financial inclusion as well as exclusion; MNREGA; PURA; Sansad Adarsh Gram Yojana (SAGY), National Rural Livelihood Mission; DeenDayal Upadhyaya Grameen Kaushalya Yojana; Pradhan Mantri Gram Sadak Yojana and Govt. Initiative for Rural Development.

Impact of Technology of Rural India: Rural technological Inclusion as well as Exclusion. Globalization and rural economy, Impact of Media, IT, diffusion on Rural Culture.

3. COURSE OUTCOMES

At the end of the Course, the Student will be able to:

- CO1 Understand the importance of Agribusiness Environment.
- CO2 Evaluate Reforms for Agrarian environment.
- CO3 Analyse the Reforms of Economic Environment and Indian Agriculture.
- CO4 Understand the Rural Environment.
- CO5 Understand Reform in Rural Socio-economic Environment.
- CO6 Understand Impact of Technology of Rural India.

4. REFERENCE BOOKS

1. Deshpande, R.S. and Arora, S., 2010, Agrarian crisis and farmer suicides. Sage publications, Delhi.
2. Gupta, K. B., Siddiqui, F. and Alam, I., 2014, Rural Management, CBS Publishers and Distributors Pvt. Ltd., Delhi.
3. Konig, G., Da Silva, C. A. and Mhlanga, N., 2013, Enabling environments for agribusiness and agro-industries development: Regional and country perspectives, FAO, Roma (Italia).

5. TEXT BOOKS

1. Palanithurai, G. and Ramesh, R., 2011, Globalisation and rural development. Concept publishing company, Delhi.
2. Sabharwal, D., 2002, New Technology and Agrarian Change, Sanjay Publication, Delhi.
3. Singh, K., 2009, Rural Development: Principles, Politics and Management, Sage Publications India Pvt. Ltd., Delhi.

6. SPECIAL NOTES

1. Case study related with each module must be discussed in class
2. All the students needs to present a PPT in class on relevant topic which will be evaluated
3. Current Indian and international economic scenario must be discussed in class
5. Field/desk/numerical Assignments must be given to understand the concepts properly

AB-353 FOOD RETAIL MANAGEMENT

1. COURSE OBJECTIVE

The course aims at equipping the students with desired knowledge and skills for managing food retail operations.

2. COURSE CONTENTS

Indian Food market: definition, nature, Food production in India; Understanding food preference of Indian consumer, Food consumption and Expenditure pattern, Demographic and Psychographic factors affecting Food Pattern of Indian Consumer.

Value Chain in Food Retailing: Value chain, Value additions; Organized and unorganized food retailing in India; Food wholesaling and retailing; Various food retail formats; New retail developments- food service marketing, E-tailing etc.

Food Merchandising: Marketing Mix in Food Retail Management, Merchandise Management; Competition and Pricing Strategies used in conventional and non-conventional food retailing, Private and Public distribution system; Promotion mix-sales promotion, publicity, Advertisement Strategies and brand Management in Retailing.

Managing Retail Operations: Food buying and handling, procurement, Handling, Transportation and Logistics of Food Products; Financial management in food Retailing.

Retail Sales Management: Types of Retail Selling, Salesperson selection, Salesperson training, Evaluation and Monitoring, Customer Relationship Management, Managing Human Resources in retailing, Legal and Ethical issues in Retailing.

International Food Retail: World food production, India's position in world food trade; Impact of international business on Indian Food market; Recent Trends in international Food business.

3. COURSE OUTCOMES

At the end of the Course, the Student will be able to:

- CO1 Analyse the Indian Food market.
- CO2 Understand the Value Chain in Food Retailing.
- CO3 Evaluate the Food Merchandising.
- CO4 Analyse the Managing Retail Operations.
- CO5 Understand the Retail Sales Management.
- CO6 Understand International Food Retail.

4. REFERENCE BOOKS

1. Mahapatra. S, 2017. Food Retail Management, 1st Edition, Kalyani Publishers.
2. Berman & Evans. 2008. Retail Management: A Strategic Approach. 10th Edition. Prentice Hall of India.
3. Singh, Sukhpal, 2011. Fresh food retails in India: Organisation and impacts, Allied publishers Pvt. Ltd., New Delhi.

5. TEXT BOOKS

1. Levy M & Weitz BW. 2004. Retailing Management. 5th Edition, McGraw Hill.
2. Zentes, J., Morschett, D., and Schramm K., Hanna, 2016. Strategic Retail Management: Text and International Cases. 3rd Edition, Springer Gabler.

3. Agrawal, N., Stephen S. A., 2015. Retail Supply chain Management: Quantitative Models and Empirical Studies, 2nd Revised Edition Springer.

6. SPECIAL NOTES

1. Case study related with each module must be discussed in class.
2. All the students need to present a PPT in class on relevant topic which will be evaluated.
3. Current Indian and international economic scenario must be discussed in class.
4. Field/desk/numerical Assignments must be given to understand the concepts properly.

AB-354 AGRI SUPPLY CHAIN MANAGEMENT

1. COURSE OBJECTIVES

The course introduces students to the concepts and processes of agricultural supply chain management, framework for structuring supply chain drivers; network designs, demand forecasting, inventory planning, sourcing decisions and IT enablement of supply chain.

2. COURSE CONTENTS

Supply Chain: Meaning, Definition, Evolution of SCM; Conceptual Model of SCM; Present Need; Agri SCM Approach, Traditional, Modern; Elements in SCM; Changing Business Environment SCM.

Demand Management in Agri Supply Chain: Types of Demand, Demand Planning and Forecasting; Operations Management in Supply Chain.

Procurement Management in Agri Supply chain: Purchasing Cycle, Types of Purchases, Contract/Corporate Farming, Classification of Purchases Goods or Services; Traditional Inventory Management, Material Requirements Planning, Just-in-Time (JIT), Vendor Managed Inventory (vMt).

Logistics Management: Evolution of Logistics; Elements of Logistics Management; Distribution Management & Strategies; Pool Distribution; Transportation Management; Fleet Management Service innovation; Warehousing; Packaging for Logistics; Third-Party Logistics (3PL/TPL).

Information Technology in SCM: IT Application in SCM; Advanced Planning and Scheduling; SCM in Electronic Business; Role of Knowledge in SCM; GPS Technology.

Performance Measurement: Performance Measurement and Controls in Agri. Supply Chain Management; Benchmarking; Introduction, Concept and forms of Benchmarking.

3. COURSE OUTCOMES

At the end of the Course, the Student will be able to:

- CO1 Understand the Supply Chain Management.
- CO2 Understand the Demand Management in Agri Supply Chain.
- CO3 Evaluate the Procurement Management in Agri Supply chain.

- CO4 Analyze the Logistics Management in SCM.
CO5 Understand the Information Technology in SCM.
CO6 Analyze Performance Measurement.

4. REFERENCE BOOKS

1. Monczka, R., Trent, R. and Handfield, R., 2002, Purchasing and Supply Chain Management. Thomson Asia.
2. Van Weele, A. J., 2000, Purchasing and Supply Chain Management Analysis, Planning and Practice, Vikas Publ. House.
3. Altekar, R. V., 2006, Supply Chain Management: Concepts and Cases.PHI.

5. TEXT BOOKS

1. Acharya, S. S., and Agarwal, N. L., 2011, Agricultural marketing in India. Oxford and IBH.
2. Chopra, S., Meindl, P. and Kalra, D. V., 2016, Supply chain management: Strategy, Planning, and Operation, Pearson Education India.

6. SPECIAL NOTES

1. Case study related with each module must be discussed in class.
2. All the students need to present a PPT in class on relevant topic which will be evaluated.
3. Current Indian and international economic scenario must be discussed in class.
4. Field/desk/numerical Assignments must be given to understand the concepts properly.

AB-355 AGRICULTURE MARKETING

1. COURSE OBJECTIVES

To provide the students an understanding of concepts, policies, strategies and decisions relating to marketing that can be associated with agribusiness organizations.

2. COURSE CONTENTS

Agriculture Marketing: Meaning, scope, functions; Agricultural marketing structure – meaning, components and dynamics of marketing structure.

Agricultural Marketing Infrastructure: Types, Benefits, and problems; Physical Infrastructure & Institutional infrastructure- Public Sector Institutions (Regulatory Central/State Institutions for Demand Management in Agri Supply Chain Marketing of agricultural produce, Agencies for warehousing, Other important organisations in Agricultural Marketing Government/ Government Sponsored Autonomous Bodies), Co-operative Institutions, private companies and others in Agricultural Marketing.

Agriculture Markets: Classification of Markets; Market functionaries-at village level and mandi level, Methods of sale, Agricultural marketing process, APMC Act, Contract farming, Commodity market.

Agricultural Product Marketing: Classification of agricultural products, Pricing policies; Promotional management; Marketing strategy – meaning & significance, Formulation of marketing strategy; Marketing mix- market segmentation and targeting, Consumer behavior.

Distribution Management: Storage, Warehousing, Logistics and Transportation management for agricultural products; Marketing agencies/intermediaries - roles and functions; Distribution channels involved in agribusiness.

Recent Trends in Agriculture Marketing: In Indian and other countries; Export of agri based products; Institutional support in International Agriculture Marketing.

3. COURSE OUTCOMES

At the end of the Course, the Student will be able to:

- CO1 Understand the Agriculture Marketing Concept.
- CO2 Understand the Agricultural Marketing Infrastructure.
- CO3 Evaluate the Agriculture Markets.
- CO4 Analyze the Agricultural Product Marketing.
- CO5 Understand the Distribution Management in Agriculture Marketing.
- CO6 Analyze Recent Trends in Agriculture Marketing.

4. REFERENCE BOOKS

1. Kohls R.L., &Uhj J.N., 2005. Marketing of Agricultural Products. 9th Edition, Prentice Hall.
2. Krishnamacharyulu C., &Ramakrishan L., 2002. Rural Marketing. Pearson Education
- Monczka, R., Trent, R. and Handfield, R., 2002, Purchasing and Supply Chain Management. Thomson Asia.

5. TEXT BOOKS

1. Acharya, S. S., and Agarwal, N. L., 2011, Agricultural marketing in India. Oxford and IBH.
2. Sharma P., 2010. Agri-Marketing Management. Daya Publishing House.

6. SPECIAL NOTES

1. Case study related with each module must be discussed in class.
2. All the students needs to present a PPT in class on relevant topic which will be evaluated.
3. Current Indian and international economic scenario must be discussed in class.
4. Field/desk/numerical Assignments must be given to understand the concepts properly.

ENTREPRENEURSHIP & SMALL BUSINESS MANAGEMENT

ES-361 – ENTREPRENEURSHIP - THEORY AND PRACTICE

1. COURSE OBJECTIVES

1. Provide an introduction to the theoretical overview of literature on entrepreneurship.
2. Inculcate entrepreneurial skills in students by giving an overview of entrepreneurs and the competences that are needed to become an entrepreneur.
3. Analyze the internal and external factors that impact on entrepreneurship and how organization can create success.

2. COURSE CONTENTS

Introduction: Concept and Definitions, Entrepreneurship Mindset, Entrepreneurship process; Factors impacting emergence of entrepreneurship; Theories of entrepreneurship; Role of Socioeconomic environment.

Qualities of an Entrepreneur: Managerial versus Entrepreneurial Decision Making; Entrepreneurial Attributes and Characteristics; Traits/Qualities of Entrepreneurs, Entrepreneurs versus inventors; Entrepreneurial Culture, Entrepreneur as a leader.

Classification and Types of Entrepreneurs: Women Entrepreneurs; Social Entrepreneurship; Corporate Entrepreneurs, characteristics of entrepreneur: Leadership; Risk taking; Decision-making and business planning.

Role of Entrepreneur: Role of an entrepreneur in economic growth as an innovator; generation of employment opportunities; complimenting and supplementing economic growth; bringing about social stability and balanced regional development of industries.

Creating Entrepreneurial Venture: Generating Business idea – Sources of Innovation, generating ideas, Creativity and Entrepreneurship; Challenges in managing innovation; Entrepreneurial strategy, Business planning process; Drawing business plan; Business plan failures.

Promotion of a Venture: External environmental analysis - economic, social and technological, Competitive factors: Legal requirements for establishment of new unit and raising of funds, venture capital sources and documentation required.

Success Stories of Leading Entrepreneurs of India: Ratan Tata, Narayan Murti, Mukesh Ambani, Azim Premji, Akhila Srinivasan, Kumar Mangalam, Lakshmi Narayan Mittal.

3. COURSE OUTCOMES

After successful completion of this course, students will be able to:

1. Understand entrepreneurship theory in relation to large and small business.
2. Understand the role of entrepreneurship in the economy and society.
3. Understand the nature and characteristics of the entrepreneurship theory and practice.
4. Understand the fundamental principles of entrepreneurial practice.

4. REFERENCE BOOKS

1. R.D. Hirsch, Peters, M., Entrepreneurship: Irwin.
2. Barringer, B.R. and R. Duane Ireland, Entrepreneurship, Pearson Prentice Hall.
3. Kuratko, D.F., and Rao, T. V., Entrepreneurship: A South-Asian Perspective, Cengage.
4. Shankar, R., Entrepreneurship Theory and Practice, Tata McGraw Hill.

5. TEXT BOOKS

1. Hirsch, R.D., Manimala, M.J., Peters, M.P., Shepherd, D.A.: Entrepreneurship, Tata McGraw Hill.

ES-362 - INNOVATION AND CREATIVITY

1. COURSE OBJECTIVES

1. Describe the concept of individual Creativity and its enhance and steps for lifelong creativity.
2. Power and Management the innovation.
3. Role of Creativity and innovation in development of economies and organization.

2. COURSE CONTENTS

Basics of Creativity- Creativity: Component elements; Attributes of creative individuals; Creativity as a competitive resource; Cultivation of creativity; Convergent and Divergent thinking; Values as anchors of creative thinking; Creativity vs. Lateral thinking.

Fostering Individual Creativity - Enhancing creative thinking: Re-definitional techniques, Random stimulus techniques, Envisionment/Visualization Approach, PMI method, ISA perspective, Abstraction Approach, Thinking Hats method; Creativity techniques for groups; Creativity in Uncertainty; Heuristics for stimulating creativity; Training and creativity.

Building Lifelong Creativity - Existential, entrepreneurial and empowerment creativities; Quality of creativity; Lifelong creativity; models of creative problem solving; Enhancing creative intelligence; Motivation and creativity; Blocks to creativity; Acquiring a creative persona; Formative environment and creativity; Developing a creative work environment.

Power of Strategy Innovation - Strategy innovation v/s strategy planning; Purposeful innovation and the seven sources for innovative opportunity; Three levels of innovation; Fostering innovation at various levels; Auditing innovation management; Rationalist v/s incrementalist strategies for innovation; Assessment of Porter's framework; Learning from markets, alliances and corporate ventures.

Managing Innovation - Building an innovative organization; Role of vision, structure and training; Fostering creativity and innovation in organizations; Roles of organizational culture, leadership; Managerial style and practices supportive of creativity; Creativity as the core of competitive excellence.

Creativity and Innovation in Economy: Creativity and innovation as pillars of modern economy for future growth and development: Role, Benefits, barriers, Role of

Government; Economic Implementation of Creativity and Innovation: Cost of R&D, Cost of Implementation; examples of organization implemented Creativity and innovation: Apple, Infosys Technologies, ITC India, Google (Alphabet), SAP Labs India, Bosch IERO, SONY Computer Entertainment, Ford Motor Company, Hindustan Unilever etc.; Various uses of technology to enhance creativity and innovation.

3. COURSE OUTCOMES

On completion of this course, the students will be able to:

- CO-1: Understand the basics of creativity.
- CO-2: Gets to know the process of fostering individual creativity.
- CO-3: Understand the strategies to build lifelong creativity.
- CO-4: Understand the power of strategy innovation.
- CO-5: Gains an exposure into the process of managing innovation.
- CO-6: Understand the role of Creativity and Innovation in Economy.

4. REFERENCE BOOKS

1. Robert E. Johnston, Jr. And Douglas Bate (2007), The Power of Strategy Innovation, Prentice Hall, New Delhi.
2. Peter F. Drucker (2009), Innovation and Entrepreneurship, El Sevier, Noida.
3. Shlomo Maital and D.V.R.Seshadri, Innovation Management, Response Books, New Delhi, 2012.
4. Innovation Management– Allan Afuah- Oxford Publications Managing & Shaping.
5. Innovation-Steve Conway & Fred Steward- Oxford Publication.

5. TEXT BOOKS

1. Rastogi, P.N. (2000), Managing Creativity, Macmillan India, Delhi.
2. Khandwalla, Pradip N. (2004), Lifelong Creativity, Tata Mc Graw Hill, New Delhi.
3. Joe Tid, et.al (2005), Managing Innovation, Wiley India, New Delhi.

6. SPECIAL NOTES

1. http://www.eurosfair.pr.fr/7pc/doc/1249998569_creativity_innovation_p_legrenzi.pdf
2. http://www.appladesign.net/domains/create//documents/ICREATE_Final_Handbook_EN_851.pdf
3. <https://www.edx.org/course/design-thinking-creativity-innovation-uqx-corpinn1x>
4. <https://www.coursera.org/learn/creativity-innovation#syllabus> ONLINE RESOURCES
5. <http://www.creative4business.co.uk/creativity-and-innovation-resources/>

ES-363 – NEW ENTERPRSE CREATION AND START-UP

1. COURSE OBJECTIVES

1. Integrate and apply entrepreneurial/ business administration skills, techniques.
2. Analyze the creativity for startups or the development of new ventures within existing organizations.

2. COURSE CONTENTS

Introduction to Innovation and Entrepreneurship: The Entrepreneur: Definition of Entrepreneur, Entrepreneurial Traits, and Entrepreneur vs. Manager, Entrepreneur vs. Entrepreneur, The Entrepreneurial Decision Process, Role of Entrepreneurship in Economic Development, Ethics and Social responsibility of Entrepreneurs, Opportunities for Entrepreneurs in India and abroad, Woman as Entrepreneur.

Preparation to become an Entrepreneur: Opportunity Creation and Recognition, Business Concepts and Models and Feasibility Analysis.

Creating New Enterprise and Start-ups: Sources of new Ideas, Methods of generating Ideas, creating problem solving, product planning and development process,

Business Plan: The Business Plan Nature and Scope of Business Plan, Writing Business Plan, Evaluating Business Plans, Using and Implementing Business Plans, The Environment and Industry Analysis.

Creating and Organizing the Venture: Product development, The Founding Team, Organizational, Legal and Ethical Issues, Operations Management, Start-up Costs Financial Plan: Financing and Managing the New Venture, Sources of Capital, Record Keeping, Recruitment, Motivating and Leading Teams, Financial Controls, Marketing Plan: Marketing and Sales Controls and the Organizational Plan, Team and Presentation Skills , Launching Formalities, E-commerce and Entrepreneurship, Internet Advertising.

New venture Expansion Strategies and Issues: Features and Evaluation of Joint Ventures, Acquisitions, Merges, Franchising, Public Issues, Rights Issue and Stock Splits.

Institutional support to Entrepreneurship: Role of Directorate of Industries, District Industries Centers (DICs), Industrial Development Corporation (IDC), State Financial Corporations (SFCs), Commercial Banks Small Scale Industries Development Corporations (SSIDCs), Khadi and Village Industries Commission (KVIC), National Small Industries Corporation (NSIC), Small Industries Development Bank of India (SIDBI).

Start-Up Initiatives in India: ASPIRE, Mudra Bank, Atal Innovation Mission, eBiz Portal.

3. COURSE OUTCOMES

As a result of taking this course, the student should be able to:

1. Analyze the key issues related to new enterprise creation.
2. Analyze the milestones and related challenges in developing a new enterprise
3. Create a business plan.
4. Demonstrate effective teamwork and presentation skills.

4. RECOMMENDED BOOKS

1. Ries, Eric, The lean Start-up: How constant innovation creates radically successful businesses, Penguin Books Limited.
2. Blank, Steve, The Startup Owner's Manual: The Step by Step Guide for Building a Great Company, K&S Ranch.

3. S. Carter and D. Jones-Evans, Enterprise and small business- Principal Practice and Policy, Pearson Education .
4. T. H. Byers, R. C. Dorf, A. Nelson, Technology Ventures: From Idea to Enterprise, McGraw Hill.
5. Osterwalder, Alex and Pigneur, Yves, Business Model Generation.
6. Kachru, Upendra, India Land of a Billion Entrepreneurs, Pearson.
7. Bagchi, Subroto, MBA At 16: a Teenager's Guide to Business, Penguin Books
8. Bansal, Rashmi, Stay Hungry Stay Foolish, CIIE, IIM Ahmedabad
9. Mitra, Sramana, Entrepreneur Journeys (Volume 1), Booksurge Publishing
10. Abrams, R., Six-week Start-up, Prentice-Hall of India.

ES-364 - FAMILY BUSINESS MANAGEMENT

1. COURSE OBJECTIVES

1. Develop an understanding of the role of family Business in Indian economy.
2. Appreciate the functional aspects of family businesses.
3. Develop a strategy to take family business ahead.
4. Understand how to deal with conflicts in family businesses.

2. COURSE CONTENTS

Family Business Management -Importance of family businesses in India and the world; their Uniqueness, Dynamics, needs, Challenges and perspectives; strength and weakness of family business; family complexity, culture, values and professionalism in India; Systems & Life Cycles; Effects of Complexity on the Family Business Structure.

Identification of roles in the family business - The business-family-ownership system; structure of family businesses; Ways of thinking of the family business leader-owner; women in family business

Family Business Models - Captain Model, Emperor Model, Family Team Model, Professional Family Model, Corporation Model; Family Investment Group (FIG) Model; Comparative Analysis of the Models; Mindset and Structure: How Thoughts Influence Deeds?

Succession Planning - Understanding Succession Planning; Defining Objectives; Choosing the Right Ownership Structure; Promoting Stewardship; Getting help from Board of Directors

Leadership in Family Business –Leadership challenges in the family businesses; Proven approaches to family business leadership; Ways and means to help family businesses manage growth, change and transitions.

Conflict Management- Social Structure in family Business; Interpersonal dynamics in family business; Justice Perceptions; Types of conflicts; Conflict dynamics and conflict management strategies

3. COURSE OUTCOMES

On completion of this course, the students will be able to:

- CO1: Understand the concept of Family Business Management.

- CO2: Identification of roles in the family business.
CO3: Analyze the Family Business Models.
CO4: Demonstrate how the family business plan the succession.
CO5: Understand the Leadership in Family business.
CO6: Understand the Conflict Management process in family business.

4. REFERENCE BOOKS

1. Bholanath Dutta, (2009), Entrepreneurship Management text and Cases, First edition, Publisher Excel Books, New Delhi.
2. Sampath, D, (2001), Inheriting the Mantle-Management of succession and transition in Indian Family Business, Response Books, New Delhi.

5. TEXT BOOKS

1. Dutta, S. (1997), Family Business in India, Response Books, New Delhi.
2. Raj Shankar, (2012), Entrepreneurship Theory and Practice, Publisher TATA McGraw Hill.
3. Tripathi, D, (2004), The Oxford History of Indian Business, Publisher Oxford University Press, New Delhi.
4. Kent Rhodes and David Lansky (2013), Managing Conflict in the Family Business- Understanding Challenges at the intersection of family and Business, Publisher Macmillan.

6. SPECIAL NOTES

- a. **Case studies:** Murugappa Group, Ambuja Group, Haldiram Group, GMR Group and Thermax Group, Biocon, Reliance, Ranbaxy, Godrej, Max India, Future Group, TVS Group, Tata Group, HCL Technologies etc.

ES-365 - BUSINESS PLAN PREPARATION

1. COURSE OBJECTIVES

1. To explain the importance of a well thought-out business plan for the success of the organization.
2. To describe the structure of a business plan and how it caters to market and organizational needs.
3. To apply the business plan development process to create a well-structured, convincing business plan covering all vital elements.
4. To develop a business plan that includes a detailed, practical and effective implementation strategy and evaluate the progress of the implementation of the business plan and takes necessary corrective steps.

2. COURSE CONTENTS

Understanding the Business Plan: Meaning, Types and Benefits of Business Plan, The why of Business Plan, Basic Parameters, Timing of Decision undertaken Project parameters, the Common Considerations, Factors of Successful Business, Capital Management, Financial Control, Anticipating Change and Adaptability.

Sources of Information: Internet, Government Sources and Statistics, Offline Research Resources, Library, SBDC'S, Trade and Industries Associations, Sources of Market Research, Evaluating Data, Benefits of Market Study, Coverage of Market Study, Information Sources.

Developing the Business Plan: Mapping Vision, Mission and Values, Conducting a Situation Analysis, Setting Goals, Objectives and Business Strategies, Developing Tactics, Programs and Action Plans, Forecasting, Pricing and Applying Breakeven Analysis, Sourcing, Allocating and Scheduling, Understanding Basic Financial Concepts - The Income Statement, The Balance Sheet, Cash-Flow Analysis, Program Budgets.

Business Plan Components: The Executive Summary, Appendices and References, Company Description, Industry Analysis and Trends, Target Market, Competition, Strategic Position and Risk Assessment, Marketing Plan and Sales Strategy, Operations Technology Plan, Management and Organization.

Implementation of the Business Plan: The Communication Phase - Job assignments - Reporting structure - Knowledge base, The Controlling Phase - Dealing with Deviations - Causes Analysis - Providing Constructive Feedback - Corrective Actions and Adjustments, The Corrections Phase - Goal Revisions and Expectations - Scheduling Challenges - Budget Adjustments and Additional Financial Support Requests - Resources Demands and Constraints, Staying Away from Common Business Plan Mistakes, Concluding the Business Plan.

Reporting on the Progress of the Business Plan: Types of Reports, The Recipients, The Information, The Quality, The Frequency.

3. COURSE OUTCOMES

After successful completion of this course, students will be able to:

1. Identify suitable paths to small business ownership.
2. Develop a feasibility study of the strengths and weaknesses of the proposed business opportunity.
3. Demonstrate the ability to design and produce a detailed written business plan.
4. Demonstrate the ability to create and deliver an effective oral presentation of the new venture business plan.

4. RECOMMENDED BOOKS

1. Gerald Schwetje, Sam Vaseghi, The Business Plan- How to Win Your Investors' Confidence, Springer.
2. Rhonda Abrams "The Successful business Plan Secret \$ Strategies" Prentice.
3. Rhonda Abrams "The business plan in a day" Prentice.
4. Business plan preparation - Entrepreneurship Development Institute of India.

5. PRACTICAL COMPONENT

1. Make a business plan for your intended business - talk to bankers to find out what they look for in a business plan - modify accordingly and present it in the class.

2. Analyze the performance of listed family firms. How is their performance compared to the performance of other firms? Does a family firm successfully manage to create wealth for non-family investors?
3. Interview a local entrepreneur to find out his/her major motivations to start a business - which of the skills and characteristics he used to make a innovative business plan?
4. Study a local for-profit business and try to list out the positive social impacts in their business plan.
5. Visit a trade fair and try to compare the marketing activities of various stalls in that fair - make a list of good practices and business plans you come across in the fair.

SYLLABUS

MBA 2nd Year – IV Semester

Dual Specialization: Four subjects (two from each group).

THEORY											
SN	Category	Course		Contact hrs/week			Marks				Cr
		Code	Title	L	T	P	Exam Hrs	IA	ETE	Total	
1	PCC	M-401	Business Ethics, Corporate Social Responsibility, and Indian Ethos	3	0	0	3	30	70	100	3
2		M-402	Project Management and Financing	3	0	0	3	30	70	100	3
3		M-403	Laws and Legal Environment for Business	3	0	0	3	30	70	100	3
4	PEC	2 subjects from any two elective groups	Elective I (First Group)	3	0	0	3	30	70	100	3
5			Elective II	3	0	0	3	30	70	100	3
6			Elective I (Second Group)	3	0	0	3	30	70	100	3
7			Elective II	3	0	0	3	30	70	100	3
			Sub Total		21	0	0				700
PRACTICAL & SESSIONAL											
8	PW	M-409	Practice School - IV	0	0	3	3	50	50	100	3
9	PS	M-410	Project Work	0	0	3	3	50	50	100	3
			Sub Total	0	0	6				200	6
TOTAL OF IV SEMESTER				21	0	6				900	27

***P:** Practical, **Cr:** Credits, **ETE:** End Term Exam, **IA:** Internal Assessment*

List of Electives (IV Semester)

SUBJECT CODE	FINANCE
FM-411	Financial Derivatives and Risk Management
FM-412	Working Capital Management
FM-413	Management of Banking and Insurance
FM-414	Behavioral Finance
FM-415	International Regulatory Framework for Banks
	MARKETING
MM-421	Consumer Behavior & Market Research
MM-422	Marketing of Services
MM-423	International Marketing Management and Communication
MM-424	Rural Marketing
MM-425	Strategic Brand Management
	HUMAN RESOURCE MANAGEMENT
HR-431	Employment Laws
HR-432	Performance Management & Retention Strategies
HR-433	Stress Management
HR-434	International Human Resource Management
HR-435	Management of Conflict and Collaboration
HR-436	Transactional Analysis
HR-437	Development of Management
	BUSINESS ANALYTICS
BA-441	System Analysis and Design
BA-442	Big Data Analytics
BA-443	Ethical and Legal Aspects of Analytics
BA-444	Data Cleaning, Normalization and Data Mining
	AGRI BUSINESS MANAGEMENT
AB-451	Management of Farm Inputs
AB-452	Post Harvest Management of Agriculture Produce
AB-453	Agriculture Finance Management and Commodity Markets
AB-454	Farm Business Management
AB-455	Agri Export Management
	ENTREPRENEURSHIP & SMALL BUSINESS MANAGEMENT
ES-461	Dynamics of family business governance
ES-462	Small Business Promotion
ES-463	Entrepreneurial Finance
ES-464	Social Entrepreneurship
ES-465	Technology Innovation and Sustainable Enterprise

M-401 - BUSINESS ETHICS, CORPORATE SOCIAL RESPONSIBILITY AND INDIAN ETHOS

1. COURSE OBJECTIVES

1. This course has been designed to create a mindset of value system among the students who are the future managers.
2. The course aims to sensitize the students on ethical standards.
3. The students will also be exposed to ethical problems and issues in various situations.

2. COURSE CONTENTS

Business Ethics: Meaning, Ethical Principles, Classification of Ethics-Descriptive, Analytic, Normative, Scope and Purpose of Ethics, Business Ethics and Management, Business Ethics and Moral Obligations, Importance of Ethics & Moral Standards.

Gandhian approach in Management & Trusteeship: Introduction to the Concept of Satya and Ahinsa, The Uniqueness of Gandhiji's Interpretation of Satya and Ahinsa, Gandhian Trusteeship as an Instrument of Human Dignity, Relevance of Trusteeship Principle in Modern Business.

Ethical Issues: Ethics in Management, Marketing, Advertisements, Finance, Investments, Technology; Secular versus Spiritual Values in Management; Work ethics: concept of Swadhrama. **Indian Values-** Relevance of values, Values at the Indian Work Place, Indian Perspective of Values for Managers, Universality of Values, Secular Values and Rationality.

Corporate Social Responsibility and Corporate Governance: Nature, Scope & Importance of Corporate Social Responsibility for Business, Meaning and Definition of Corporate Governance, Need for Corporate Governance, Excellence Through Corporate Governance.

Indian Ethos: Relevance of Indian Ethos, Salient features of Indian Ethos, Evolution of Indian Management Thought, Difference between Western Management Thought and Indian Management Thought. **Module Relevance of Bhagvad Gita:** An Overview of Bhagvad Gita, Selective Extracts from Gita Relevant for Modern Day Managers, Modern Management Concept- A Relook from Gita's Point of View.

Ethical Decision Making: Theory of Guna Dynamics, The Doctrine of Karma, The Theory of Sanskaras, Ethical Elements of Group Decision Making, Ethics and the Indian Manager, Rational Brain vs Holistic Spiritual Brain.

3. COURSE OUTCOMES

On successful completion of this course, student should be able to:

1. Understand Business ethics and Gandhian approach in management and trusteeship.

2. Understand the Indian values and corporate social responsibility.
3. Analyze the learning and understand Indian ethos and module relevance of Bhagvad Gita.
4. Understand the Ethical decision making.

4. BOOKS RECOMMENDED

1. V. Balachandran, V. Chandrasekaran, Corporate Governance, Ethics and social responsibility, PHI Learning Pvt. Ltd. 2011 or Latest.
2. S K Mandal, Ethics in Business and Corporate Governance, Tata McGraw Hill, 2011 or Latest.
3. Manuel G. Velasquez, Business Ethics concept and cases, PHI Learning Pvt. Ltd. 2012.
4. S K Chakraborty, Quality of worklife, Tata McGraw Hill.
5. Kesho Prasad, Corporate Governance, PHI Learning Pvt. Ltd. 2011.
6. U.C Mathur, Corporate Governance and business ethics MacMillan, 2009.
7. Keshav Prasad, Corporate Governance, Prentice Hall Learning, 2009.
8. Balachandran & Chandrasekaran, Corporate Governance & Social Responsibility, Printice Hall Learning, 2009.
9. Prof. P. S. Bajaj & Dr. Raj. Agarwal, Business Ethics: An Indian Perspectives, Wiley India Editor, 2010.
10. Roverta G. Monks, Nill Minow, Corporate Governance, Wiley India Editor, 2010.
11. Frederickson & Ghere, Ethics in Public Management, Prentice Hall Learning, 2007.
12. Das, Corporate Governance in India, Prentice Hall Learning, 2009.

5. PRACTICAL COMPONENT

1. To study values/ CSR Initiatives of any two companies representing two different sectors. Students are required to give presentations on the same.
2. Students to study Bhagvad Gita and extract out management concepts relevant in today's times.
3. Students to study an Indian Company and an MNC and compare their Corporate Social Responsibility initiatives.
4. The students may be given a term paper either individually or in group of 2 to 3 students on topic like:
 - a. Important tenets of Vedant and their implication for social and spiritual implications.
 - b. Significance of Values contained in Scriptures like Ramayana, Mahabharat, Bible, Quran, etc., for Social and Spiritual Welfare.
 - c. Important Values subscribed by great Leaders like, Shivaji, Maharana Pratap, Mahatma Gandhi, Vivekanand, etc., and their significance in guiding Human Behaviour.
 - b. Relevant values as practiced by corporate leaders like Lala Shree Ram, Seth Jamnalalji Bajaj, Sir Jamshetji Tata, and their role in empire building.

- c. Relevant Values of present Business Leaders like, Azim Premji, Narayanmurthy, Rahul Bajaj, Ratan Tata, Kumar Mangalam Birla, Mukesh Ambani, Anil Ambani and their role models of corporate governance
- d. The students may also be asked to conduct the survey of 3 to 4 organizations to study the Ethical practices pursued by them and the way Ethical Dilemmas ,if any, are resolved and also the system of corporate governance in those organizations

M-402 - PROJECT MANAGEMENT AND FINANCING

1. COURSE OBJECTIVES

1. To Explore students to all aspects of Project Management covering project identification formulation, planning, scheduling & control
2. To Enable students to acquire concepts, tools & techniques of project management
3. To inculcate in students the expertise required for formulating project ideas and projecting cash flows as well as evaluation of project proposals.
4. To Be able to incorporate risk sensitivity in the project appraisal decision (h) Develop an understanding of projects in the public domain with special reference to social cost benefit analysis and public private partnerships.

2. COURSE CONTENTS

Introduction to Project Management: Project management: concepts & types of projects, project organizations; Project management knowledge area. **Project life cycle:** Phases of Project Life Cycle. **Project appraisal:** Concept, Types of appraisal: Technical, Economic, Financial.

Project scope management and break down structure: Project scope, creating work break down structure (WBS); responsibility matrix, Activity relationship, Sequencing, activity duration, schedule development, Resource estimation, allocation & Leveling. **Project networking:** PERT and CPM.

Social Cost Benefit Analysis: Rationale, UNIDO, Little and Mirlees Approach, Case Studies related to SCB in the Indian scenario. **Arrangement of Funds:** Traditional sources of financing (Equity shares, preference shares, Debentures/bonds, loan from financial institutions), Alternative sources of financing (Foreign Issues, FDI & FII, ECB, Private Equity, Securitization, Venture Capital etc.), Public Private Partnerships: Forms, Guidelines, Problems, Issues
Project procurement and contract administration Types of project procurement; Project procurement planning, source selection, project purchase contracts; BOQ and SOQ preparation, Work contracts awards.

Project Quality Management: Definition of -Project quality planning, quality assurance and quality control, Tools and techniques for project Quality planning, quality assurance and quality.
Project Risk management: Project Risk Management: risk identification, risk quantification, Measuring risk; Contingency planning; scheduling resources; reducing project duration.

Project Performance analysis and closure: Steps of Project Performance Analysis, Project Close-out, Steps for Closing the Project.

3. COURSE OUTCOMES

On successful completion of this course, student should be able to:

1. Understand project characteristics and various stages of a project.
2. Understand the conceptual clarity about project organization and feasibility analyses – Market, Technical, Financial and Economic.
3. Analyze the learning and understand techniques for Project planning, scheduling and Execution Control. Apply the risk management plan and analyze the role of stakeholders.
4. Understand the contract management, Project Procurement, Service level Agreements and productivity.
5. Understand the How Subcontract Administration and Control are practiced in the Industry.

4. BOOKS RECOMMENDED

1. Project Management (Step by Step) – Larry Richman –PHI.
2. Project Management – Clifford F Gray , Erik W Larson- Mc Grawhill.
3. Project management (core text book) – Samuel J. Mantel, Scott M. shafer.
4. Project management & control –Singh & Narendra.
5. Pert & CPM – Dr BC Punmia, KK Khendelwal- Laxmi publication.
6. Project management – Desai, Vasant.
7. Project Management – K P Sharma- National publishing house- Dehli.
8. Project Management – M R Agrawal.
9. Fundamentals of Project Management - James P Lewis, Heritage Publishers, 2010.
10. Prasanna Chandra, Projects: Planning, Analysis, Financing, Implementation & Review, Tata Mc-Graw Hill, 2002.

5. SPECIAL NOTE/PRACTICAL COMPONENT

Case study related to project formulation & execution of chemical / petrochemical / automobile / building construction and / or event management

1. Example /case for project responsibility matrix.
2. Example / case for project appraisal.
3. Example / case for scope management.
4. Example / case for project Networking.

5. Example / case for project quality management.
6. Example / case for project risk management.
7. Example /case for project performance and closure.
8. Assigning specific situations to the students for developing a project plan and presenting the same in the class.
9. Feasibility analysis of a live project to be undertaken by the students.
10. Students to visit any two financial institutions and study the project appraisal criteria adopted by them.

M-403 – LAWS AND LEGALENVIRONMNET FOR BUSINESS

1. COURSE OBJECTIVES

1. To improve student's ability to recognize and manage legal risks in business decision making.
2. To assist in making more ethical decisions, individually and as an organization.
3. To introduce students to legal processes and substantive legal topics affecting business, including business formation, various related laws, contracts, etc.

2. COURSE CONTENTS

The Indian Contract Act, 1872: Definition of contract, Formation of valid Contract : Agreement - Offer - Acceptance - Consideration, Capacity to Contract, Free Consent, Legality of Object, Discharge of a Contract by Performance, Impossibility and Frustration, Breach, Damages for Breach of a Contract, Quasi Contracts. Special Contracts, Contract of Indemnity and Guarantee, Contract of Bailment and Pledge, Contract of Agency.

Partnership Act, 1932: Definition and essentials of Partnership, Rights and Duties of Partners, Types of Partners, Minor as a Partner, Doctrine of Implied Authority, Registration of Firms, Dissolution of firms, Limited Liability Partnership Act 2000, Relationship of Members, Members as Agents, Insolvency and Winding up.

Sale of Goods Act, 1930 and Negotiable Instrument Act, 1881

Sale of Goods Act, 1930: Definition of a Contract of Sale, Conditions and Warranties, Passing of Property, Right of Unpaid Seller against the Goods, Remedies for Breach.

The Negotiable Instrument Act, 1881: Definition & Characteristics, Kinds of Negotiable Instruments, Promissory Note, Bill of Exchange and Cheques, Holder and Holder in due course, Crossing of Cheques, Bouncing of Cheques.

Companies Act, 1956 and Consumer Protection Act, 1986

The Companies Act, 1956: Nature and Definition of a Company, Registration and Incorporation, Memorandum of Association, Articles of Association, Prospectus, Kinds of

Companies, Directors: Powers and Duties, Meetings, Winding up, New amendments of Companies Act 2013.

The Consumer Protection Act, 1986: Aims and Objectives, Redressal Machinery under the Act, Procedure for Complaints under the Act, Remedies and Appeals, Enforcement of Orders and Penalties.

Right to Information Act, 2005

The Right to Information Act, 2005 : Right to Know, Salient features of the Act, Obligation of Public Authority, Duties of a PIO, Exemption from Disclosure of Information, Powers of Information Commissions, Appellate Authorities, Penalties, Jurisdiction of Courts.

The IT Act, 2000 and Other Relevant Laws

The Information Technology Act, 2000: Definition, Digital Signature, Electronic Governance, Regulation of Certifying Authorities, Digital Signature Certificates, Duties of Subscribers, Penalties and Offences. **Environmental Protection Act 1986:** Protection and Improvement of Environment, Carbon Credit, Prevention and Waste Management. Basics of Indian Patent Act 1970, GST Act 2017: Categories & Basic Rates.

3. COURSE OUTCOMES

1. Demonstrate an understanding of the Legal Environment of Business.
2. Apply basic legal knowledge to business transactions.
3. Communicate effectively using standard business and legal terminology.

4. REFERENCE BOOKS

1. Tejpal Sheth, Business Law, Publisher : Pearson
2. S.S. Gulshan & G.K. Kapoor, Business Laws, Publisher : New Age International
3. Kuchhal M.C, Business Law, Publisher : Vikas Publication

5. TEXT BOOKS

1. Prasad, Business & Corporate Law, Publisher : Jai Bharat Publishers
2. A.K. Majumdar, Company Law & Practice, Publisher : Taxman Publications
3. K.R. Bulchandani, Business Law, Publisher : Himalaya Publishing House

M-409 - PRACTICE SCHOOL - IV

In this semester, the practice school theme will remain same as earlier. Students need to do both the activities after the classroom study and these activities will be selected by competent authority. The details need to be submitted online on university portal.

I. Industry Interaction

Students need to work 3 hours/week in an organisation, preferably having turnover more than 20 lakhs and have more than 20 employees.

Along with the points mentioned in practice school in third semester, students will work on a live problem of the organisation as per the elective chosen.

II. Social Responsibility

Being a responsible citizen, student has to work for any relevant social& environmental issue.

- a. Contribution to increasing the income of any street vendor or any needy person from underprivileged section of the society.
- b. Cleanliness Campaign, plantation and care of plants.
- c. Donation of his/her belongings which is of no use to him/her to needy ones
- d. Conservation of natural resources (soil, natural resources, plants and animals)
- e. Girl child and women safety and empowerment.
- f. Blood donations and help of needy people at hospitals
- g. Educating the street children or in schools when and where needed
- h. Skits/Nukkad-Natak on any topic of social or environmental concern
- i. Any other activity related to society welfare and environment.

M-410 – PROJECT WORK

Guiding principle behind Project/Field Work would be improvement in knowledge/skills and employability of the students and emphasis would be on practical/field work on any project.

Students would also be allowed for Project/Field Work in research institutes if they indicate profound interest in academics/research.

The opportunity for the whole semester Project/Field Work is subjected to the student getting a suitable and justifiable project work. The permission shall be granted only on merit of the problem statement and the proposed organization.

The student is required to identify the Project/Field Work for which it is expected to collect data and carry out field testing. The student is required to submit planning/ flow chart to carry out the Project/Field Work and a detailed report with all data analysis and interpretation will be submitted to the external and internal mentor.

Approval of Project/ Field Work

The student who is required to undertake semester long Project/Field Work outside the college should present the approval letter from his proposed mentor as per the prescribed format, who shall forward it to HOD with his specific comments.

Head of Department would be the final authority to sanction the request for outstation Project/Field Work of any student.

Synopsis/Proposal of Project/ Field Work would be approved in an open house presentation in mandatory presence of Head of Department and Mentor, other faculty members and students can also attend the same. Outline of Synopsis is given in **Annexure –I**.

Monitoring

Students whose outstation Project /Field Work request is approved have to ensure that their joining reports are received by the department within 15 days of proposed date of joining in the format as given, failing which the Project/Field Work may be deemed to be cancelled.

The concerned department should try to identify and request Adjunct Faculty/ Experts/ Alumni to guide and monitor the work of the students working nearby their location.

The students need to mail the monthly progress report signed by the official mentor to the faculty mentor with a copy to HOD.

The internal mentor should try to remain in touch with the students' project mentors via email/ phone to keep a watch on their progress.

Preparation of Report

Each student needs to prepare a comprehensive report of the work as per guidelines given in **Annexure –II**.

The final report needs to be submitted to the department at the end of the semester before the final external exam.

The report must not be more than 50 pages.

Feedback

The project external mentor should fill an online feedback form at the end of the duration of Project Field Work.

The student should also fill a feedback form regarding his/ her experience during the Project/Field Work, for future reference of the department.

Certification

After successful completion of Project/Field Work, a certificate should be provided by the host institute to the student with specific comment about his/ her performance.

The department will also provide a certificate to the student mentioning the duration and place of Project Field Work and the title.

Evaluation of Project Field Work

The final end term exam/evaluation would be done based on presentation given by student and viva voce at the end of Industrial/Field Project assessed by a panel of at least two examiners in which one is internal mentor and the other one is subject expert appointed by the University.



Annexure – I – Synopsis

BIKANER TECHNICAL UNIVERSITY, BIKANER

Name of Affiliated College

Synopsis

1. Name of Scholar:
2. Title of the Research:
3. Organisation
4. Area of study:
5. Name of Guide/Mentor (internal):
6. Name of Guide/Mentor (external):
7. Introduction:
8. Review of Literature:
9. Objectives of study:
10. Research Methodology of study:
11. Bibliography:

Annexure – II – Project Report Guidelines

Project Work Report on

(Title of the Report) (*Times New Roman, 20 Points, Bold, CAPS*)

By

(Student Name)

(Roll No) (*Times New Roman, 18 Points, Bold*)

Submitted to

BIKANER TECHNICAL UNIVERSITY

(Times New Roman, 20 Points, Bold, CAPS)



In partial fulfilment of the requirements for the award of the degree of

MASTER OF BUSINESS ADMINISTRATION (*Times New Roman, 14 Points, Bold, CAPS*)

Under the guidance of

INTERNAL GUIDE (*Times New Roman, 12 Points, Bold, CAPS*)

(Name)

(Designation)

EXTERNAL GUIDE

(Name)

(Designation)

Department of MBA (Institute name with City) (*Times New Roman, 12 Points, Bold*)

(Batch)

CERTIFICATE

This is to certify that **(Name of the Student)** bearing Roll No **(xxxx)**, is a bonafide student of Master of Business Administration course of the Institute (Batch), affiliated to Bikaner Technical University, Bikaner, Rajasthan.

Project Work report on “**(Title of Report)**” is prepared by him/her under the guidance of **(Name of the Guide)**, in partial fulfillment of the requirements for the award of the degree of Master of Business Administration of Bikaner Technical University, Bikaner, Rajasthan.

Signature of Internal Guide

Signature of HOD

Place:

Date:

DECLARATION

I, **(Student Name)** , hereby declare that this written submission of Project Work report entitled “**(Title)** ”with reference to “**(Organization with place)**” under the guidance of **(Internal Guide Name with designation)**, faculty of M.B.A Department, **(Institute name)** and external assistance by **(External Guide Name, Designation and Organization)**, represents my ideas in my own words and where others’ ideas or words hve been included, I have adequestly cited and refereced the original sources, I also declare that I have adhered to all principals of academic honesty and integrity and have not misrepresented or fabricated or falsified any idea/data/fact/source in my submission. I understand that any violation of the above will be cause for disciplinary action by the institute and can also evoke penal action from the sources which have thus not been propley cited or from whom proper permission has not been taken when needed.

Signature of the student

Name of the student

Roll No. of the student

Date:

Counter Signature by

Mentor/ Supervisor

Date:

REPORT STRUCTURE

- Cover Page with Title and other details
- Certificates and Declaration
- Preface
- Acknowledgements

TABLE OF CONTENTS

Executive Summary

Definitions and Notations

List of Tables

List of Figures and Charts

Chapter 1. Introduction..... (Page Number)

Chapter 2. Industry and Company profile..... (Page Number)

Chapter 3. Review of Literature..... (Page Number)

Chapter 4. Resaerch Methodology (Page Number)

Chapter 5. Results and Findings (Page Number)

Chapter 6. Suggestions, Conclusions and Scope for further work (Page Number)

Bibliography

Annexure

Note: The text of body will be of Times New Roman 12 points and the heading will be of Times New Roman, 14 points or above as per the types of heading 1, 2 3, or so on, Bold

FINANCE

FM-411 - FINANCIAL DERIVATIVES AND RISK MANAGEMENT

1. COURSE OBJECTIVES

1. To describe the characteristics of the relevant financial derivative instruments
2. To explain how the instruments covered can be used to implement basic market risk management strategies, appropriate for corporate applications
3. Explain the use of options and futures contracts for tactical portfolio strategies purpose
4. To provide an understanding of pricing financial derivatives, including familiarity with some central techniques, like the binomial model, and the Black-Scholes model
5. To explain the fundamentals of credit risk management and Value at Risk

2. COURSE CONTENTS

Financial Derivatives: Introduction, economic benefits of derivatives - Types of financial derivatives - Features of derivatives market - Factors contributing to the growth of derivatives - functions of derivative markets - Exchange traded versus OTC derivatives - traders in derivatives markets - Derivatives market in India

Futures and Forwards: differences-valuation of futures, valuation of long and short forward contract. Mechanics of buying & selling futures, Margins, Hedging using futures - specification of futures - Commodity futures, Index futures, interest rate futures - arbitrage opportunities.

Financial Swaps: features and uses of swaps - Mechanics of interest rate swaps – valuation of interest rate swaps – currency swaps – valuation of currency swaps.

Options: Types of options, option pricing, factors affecting option pricing – call and put options on dividend and non-dividend paying stocks put-call parity - mechanics of options - stock options - options on stock index - options on futures – interest rate options. Concept of exotic option. Hedging & Trading strategies involving options, valuation of option: basic model, one step binomial model, Black and Scholes Model, option Greeks. Arbitrage profits in options.

Commodity Derivatives: Commodity Futures Market- India, Forward Market Commissions and regulation- settlements – physical delivery of commodities.

Interest Rate Markets - Type of rates, Zero rates, Bond pricing, Determining Zero rates, Forward rules, Forward rate agreements (FRA), Treasury bond & Treasury note futures, Interest rate derivatives.

Credit Risk - Bond prices and the probability of default, Historical default experience, reducing exposure to Credit risk, Credit default swaps, Total return swaps, Credit spread options, Collateralized debt obligation. **Value at Risk (VAR)** - Measure, Historical simulation, Model

building approach, linear approach, Quadratic model, Monte Carlo simulation, stress testing and back testing.

3. COURSE OUTCOMES

On successful completion of the course students will be able to:

1. Analyse and price diverse derivatives products to generate an optimal risk management strategy.
2. Demonstrate critical thinking, analytical and problem solving skills in the context of derivatives pricing and hedging practice.
3. Explain the binomial model and its extension in continuous time to the Black-Scholes model.
4. Demonstrate an understanding of pricing forwards, futures and options contracts

4. RECOMMENDED BOOKS

1. Options Futures & Other Derivatives - John C. Hull, 6/e, Pearson Education.
2. Options & Futures- Vohra & Bagri, 2/e, TMH
3. Derivatives- Valuation & Risk Management - Dubofsky & Miller, Oxford University Press, 2005.
4. Financial Derivatives- Bishnupriya Mishra and Sathya Swaroop Debashish, Excel BOOKS,2007
5. Derivatives and Risk Management, Rajiv Srivastava, Oxford University Press, 2010
6. Risk Management & Insurance – Harrington & Niehaus,
7. Introduction to Derivatives and Risk Management – Don M. Chance, Cengage Learning, 2008.
8. Derivatives & Financial Innovations – Bansal, TMH.
9. Credit Risk Management – Andrew Fight, 1/e, Elsevier.
10. Financial Derivatives –Kumar S. S. S, PHI, 2007.
11. Risk Management – Kotreshwar, HPH.

5. PRACTICAL COMPONENTS

1. Students can visit a financial institution dealing in commodity derivatives and study the products offered by him.
2. Students should individually select various futures or options and watch the behavior of these futures and options on a day to day for 15 days to see how futures and options might help mitigate the risks of investors.

FM-412 - WORKING CAPITAL MANAGEMENT

1. COURSE OBJECTIVES

1. The course will enable the student to manage activities in the area of working capital in an enterprise and help the students to do advance study in the field of financial-

management through detailed analysis of financial statements, liquidity crises, cash optimization, credit analysis etc.

2. The student will learn how to apply sound techniques for managing inventory.

2. COURSE CONTENTS

Working Capital Management: Concept and importance of Working Capital, Types of working, capital, Determinants of working capital, Determinants of working capital, principles of working capital management policy, estimating working capital requirement.

Accounts Receivable: meaning, cost of maintain receivables, factors influencing size of receivables. Formation and Execution of Credit Policy (credit standard, credit period, cash discount, collection efforts)

Management of Cash and Marketable Securities: Motives of holding Cash, Calculating operating cycle. Cash Management Models, Cash Budget, basic strategies of cash management, techniques and processes of cash management, compensating balances; **Marketable Securities:** Concept, types, reasons for holding marketable securities, alternative strategies, choice of securities; Cash Management Practices in India.

Inventory Management: Meaning and Nature of Inventory, Purpose and Benefits of Holding inventory, Inventory Management Techniques-Determining Stock levels and safety stocks, EOQ, VED, and ABC Analysis, Just In Time Inventory Classification & codification and valuation inventories.

Working Capital Financing: sources of working capital Finance, New Trends in Financing of Working Capital by Banks. **Financing of working capital needs:** Commercial banks, Commercial papers, Factoring, Trade credit, Accrued expenses, Deferred income as source for working capital.

Approaches to Determine an Appropriate Financing Mix: working capital and banking policy (Recommendations of Dahejja Tandon, Chore & Marathe & Kannan committees.) MPBF norms, Managing credit risk, Disbursement and follow up of working capital finance by bank.

3. COURSE OUTCOMES

On successful completion of this course, student should be able to:

1. Understand working capital management concepts and determinants of working capital.
2. Understand the conceptual clarity about management of cash and marketable securities.
3. Analyze the learning and understand techniques for inventory management and working capital financing
4. Understand the sources of working capital finance and get familiar with approaches to determine appropriate financing mix.

4. BOOKS RECOMMENDED

1. Bhalla, V.K. Working Capital Management: Text and Cases, New Delhi Anmol Pub P Ltd.
2. Bhattacharya Hrishikesh, —Working Capital Management – Strategies and Techniques|| Second Edition, Phi Learning Pvt. Ltd.
3. Mishra Anil, Rangarajan, Krish —Working Capital Management||, First Edition, Excel Books.
4. Pandey I.M. —Financial Management||, Ninth Edition, Vikas Publishing House.
5. Jain P.K., Khan M.Y. —Working Capital Management —, Fifth edition Tata Mcgraw Hill Publication New Delhi.
6. James C Van Horne —Working Capital Management & Policy|| Twelfth edition, Prentice Hall.
7. Chandra Prasanna, —Working Capital Management - Theory & Practicel||, Ninth Edition, Tata McGraw Hill.

FM-413 - MANAGEMENT OF BANKING AND INSURANCE

1. COURSE OBJECTIVES

1. The objective of the course is to develop the skills required for understanding India's most challenging and important financial services sector.
2. Banking & Insurance services will enable the management student to have an insight to the core services sector and how it works.

2. COURSE CONTENTS

Management of Banks: The Indian banking system an overview, structure of financial institutions, sources of bank funds, uses of funds, credit monitoring. **Monetary Policy:** Basic concepts, implications for bank management.

Banking Functions and Retail Banking: Mandates and power of attorney, retail banking-trends, emerging issues, Branding and positioning **Technology of Banking:** Concept, evolution and challenges of e-banking.

Insurance Services: Concepts, features of insurance contracts, Privatization and Insurance Industry, Challenges and Trends, types of insurance products.

International Banking – Exchange rates – Documentary letter of credit – financing exporters and importers – ECGC Policies and guarantees

Indian Insurance Sector: The insurance sector, changing scenario of Life Insurance Sector, IRDA, ECGC.

Banks and Insurance Services in India: The industry, Challenges, opportunities.

3. COURSE OUTCOMES

On successful completion of this course, student should be able to:

1. Understand management of banks and monetary policy.
2. Understand the Banking functions and retail banking.
3. Analyze the learning and Indian insurance sector.

4. BOOKS RECOMMENDED

1. Principles and practices of Banking - IIBF, 2/e, Macmillan, New Delhi.
2. Jyothsna Sethi and Nishwan Bhatia, Elements of Banking & Insurance, PHI, 2009.
3. Koch W, Timothy, and S. Scott, Bank Management, Cengage Learning, New Delhi.
4. Mohapatra and Acharya, Banking and Insurance, Pearson, 2012.

5. PRACTICAL COMPONENT

1. Students can Understand Universal Banking & Cross Selling concepts adopted by banks
2. Students can Understand Customer Profiling aspects adopted by banks
3. Students can Understand Advertisement & Publicity efforts done by banks using ATMs (making a checklist of the publicity material found in an ATM – preferably in a private bank ATM)
4. Study an issued insurance policy
5. List out all the insurance companies operating in India in both PSU & Private space and submit the report on the same
6. List out the names of banks that have tie-ups with various insurance companies (for example – Karnataka Bank tie-up with Met Life Insurance Co.) and submit the report on the same
7. Write about Third Party Administrator (TPA) in a mediclaim policy
8. Departmental Set up of Nationalized & Private Banks
9. Broad differences in Functions of Reserve Bank, State Bank, Nationalized and cooperative Banks
10. Role of Life Insurance Corporation and other private Companies with special reference to the Policies for Life issued by them to the Individuals
11. Awareness of insuring life among general public.

FM-414 BEHAVIORAL FINANCE

1. COURSE OBJECTIVES

1. To explore main concept, research tools and methodologies of behavioral finance.
2. To acquire a systematic knowledge of behavioral finance theories and their application.
3. To understand investors' behavior in secondary markets

2. COURSE CONTENTS

Introduction to Behavioral Finance: Foundation of Finance: Modern Portfolio Theory, MM Theory, Capital Asset Pricing Model (CAPM), Random Walk Hypothesis, Expected Utility Theory, Efficient Market Hypothesis, Investor Rationality and Market Efficiency, Limitations of EMH; Introduction to Behavioral Finance – Evolution and History of Behavioral Finance, Main Contributors.

Behavioral Finance Theories: Prospect Theory: Value and Probability Weighting functions, Probability Weighing Function: $\pi(p)$ instead of p ., Framing Effect, Bounded rationality, Expected Utility Theory vs. Prospect Theory.

Heuristics and Behavioral Biases: Overconfidence, Representativeness, Anchoring, Availability Bias, Familiarity Bias, Risk Preference, Framing Bias, Mental Accounting, Ambiguity Aversion; Implication of Heuristics and Biases for Financial Decision-Making.

Application-The Aggregate Stock Market: Application - The Aggregate Stock Market: Equity Premium Puzzle - Prospect Theory, Loss Aversion; The Volatility Puzzle - Beliefs, p References; The Cross Section of Average Returns Size Premium, Long Term Reversals, Predictive Power of Scaled Price Ratios, Momentum, Event Studies.

Application: Investor Behavior: Application - The Closed End Funds and Co Movement: Investor Behavior (Saving and Investment) - Insufficient Diversification, Naïve Diversification, Excessive Trading, The Selling Decision, The Buying Decision.

Behavioral Corporate Finance: Behavioral Corporate Finance – Approaches – Mergers and Acquisitions – CEO Overconfidence and Biases, Approaches and Dealing with Biases – Debiasing, Strategies – Value Investing – Behavioral Investing – Uses and Approaches of Behavioral Finance in Corporate Decision-Making

3. COURSE OUTCOMES

1. Understand the limitation of rational models of investment decision making. Behavioural finance concept, behavioral finance theories and their application.
2. Understanding of heuristics and biases and their application in the investment decision making process.
3. Explore behavioral corporate finance.

4. REFERENCE BOOKS

1. Bisen, Pandey: Learning Behavioural Finance, Excel Books.
2. Montier, James: Behavioural Finance, John Wiley & Sons, New York.
3. Sheiter A, Inefficient Markets: An Introduction to behavioural finance, Oxford University press, Oxford
4. Sulphery, M. M.: Introduction to Behavioural Finance, PHI Learning P. Ltd., New Delhi.

5. TEXT BOOKS

1. Behavioral Finance: Insights into Irrational Minds and Markets, by James Montier.
2. Behavioral Finance: Understanding the Social, Cognitive, and Economic Debates, by Burton and Shah.
3. Beyond Greed and Fear: Understanding Behavioral Finance and the Psychology of Investing, by Shefrin.
4. Ackert L and R Daves, Behavioural finance: Psychology decision making and Markets, South western, Centage learning, Mason, Ohio.

FM-415 - INTERNATIONAL REGULATORY FRAMEWORKS FOR BANKS

1. COURSE OBJECTIVES

1. To make the students aware of the international business environment and explain them about financial institution and markets.
2. Familiarizing the students with functions and performance of international financial institutions and operational mechanism of foreign exchange market in India and abroad.
3. To get acquainted about the international finance mechanism, loan arrangements and agreements and international debt crisis management
4. To get the knowledge of Acts related to Banking and the recent advancement in international banking and regulatory framework.

2. COURSE CONTENTS

Historical Development of Indian Banking System: Banking in India during Pre-independence Era; Changes in Indian banking System Post Independence- Establishment of RBI, Bank Nationalization in 1960s, Liberalization in 1990s and Bank Reforms; Laws governing Banking in India - a brief outline; Present Structure of Indian Banking System.

International Banking: Global Trends and Developments in International Banking, International Financial Centres, Cross Border Finance, Offshore Market. Capital Market in International Financial Market, Offshore Banking Units, SEZ.

International Financial Institutions: RBI as a Banking Sector Regulator - Objectives of RBI; Functions of RBI; Monetary Policy of RBI and Credit Control. BASEL Norms, International Financial Institutions –World Bank, IMF, IBRD, BIS, IFC, ADB, WTO.

Banking Regulation Act and Other Legislations Regulating Commercial Banking in India: Banking Regulation Act 1949 - Relevant Provisions; Prevention of Money Laundering Act 2002; Banking Cash Transaction Tax and Service Tax; The Securitization and Reconstruction of

Financial Assets and Enforcement of Security Interest Act 2002; Foreign Exchange Management Act 1999; The Banking Code Rules; Consumer Protection in Banking.

International Finance: Fundamental Principles of lending to MNCs; International Credit Policy Agencies and Global Capital Markets; Methods of Raising Equity and Debt Resources through ECBS, ADRs/GDRs, ECCBS and other types of Bonds in international markets.

International Loan Agreements: Covenants and Clauses, Country risk and Bank Risk Management, International Debt Management, Role of IMF and World Bank in International Debt Crisis Management.

International Exchange Management: Controls, Anti-money laundering laws, Maritime frauds, modus operandi and prevention initiatives, International competitiveness - implications and effectiveness, International accounting standards, Arbitration and mediation in International banking business

Recent Trends: Basel III compliance by Banking Industry Across the Globe, Shadow Banking, Issues pertaining to Provisioning and Non Performance Assets – Cross - Border Terrorism.

3. COURSE OUTCOMES

On completion of this course, the students will be able to:

1. Understand the role and regulatory framework of banks in international context.
2. Demonstrate an awareness of the current financial structure and regulation of the international financial Institutions and acts related to it.
3. Evaluate the framework of banking in Indian and International context to promote foreign exchange and granting of loans.

4. RECOMMENDED BOOKS

1. Financial Services, Thummuluri Siddaiah, Pearson India.
2. Khan M.Y, Indian Financial System, Tata McGraw Hill.
3. Meir Kohn, Financial Institutions and Markets, McGraw Hill Publishing Company, New York.
4. Bhole M.K., Financial Markets and Institutions, Macmillan Publishing Co. Inc., New York.
5. Auerbach Robert D., Finance Markets and Institutions, Macmillan Publishing Co. Inc., New York.

MARKETING

M-421 - CONSUMER BEHAVIOUR & MARKET RESEARCH

1. COURSE OBJECTIVES

1. To understand consumer behaviour in an informed and systematic way.
2. To enable students in designing and evaluating the marketing strategies based on fundamentals of consumer buying behaviour.
3. To give the students a perspective to understand the application of market research in framing effective marketing strategies.

2. COURSE CONTENTS

Introduction to Consumer Behaviour: Consumer Behaviour: Meaning & Definition, Consumer and Customers, Buyers and Users, Organizations as Buyers, Consumer Behaviour and its Applications in Marketing. Consumer Decision Making Models : Nicosia Model (Conflict Model), Howard-Sheth Model (Machine Model), Engel-Blackwell Model (Open System).

Segmentation-Targeting-Positioning: Market Segmentation and Effective Targeting, Bases for Segmentation: Geographic, Demographic, Psychographic, Use Related, Use Situation, Benefit and Hybrid Segmentation (Geo demographic & Strategic Business Insight's VALS Framework), Positioning and Repositioning.

Consumer as an Individual: Consumer Motivation, Personality & Consumer Behaviour, Consumer Perception, Consumer Learning, Consumer Attitude Formation and Attitude Change, Communication and Consumer Behaviour.

Consumer in Social & Cultural Setting: Reference Group and Family influences, Social Class & Consumer Behaviour, Culture's influence on Consumer Behaviour, Sub Culture's and Consumer Behaviour, Cross Cultural Consumer Behaviour.

Consumer Decision Making: Opinion Leadership, Dynamics of Opinion Leadership Process, Motivation behind Opinion Leadership, Measurement of Opinion Leadership. Diffusion of Innovation, Diffusion Process, The Adoption Process, Consumer Decision Making Model : Input, Process, Output.

Market Research & Data Analysis: Marketing Research: Meaning, Types of Marketing Research, Methods of Marketing Research, Marketing Research Process. Developing Research Objectives, Collecting Secondary Data. Designing Primary Research: Qualitative & Quantitative Research. Data Collection and its Instruments.

Data Analysis: Multiple Regression, Discriminant Analysis, Conjoint Analysis, Multi-Dimensional Scaling, Factor Analysis, Cluster Analysis. Reporting Research Findings.

3. COURSE OUTCOMES

1. Demonstrate how knowledge of consumer behaviour can be applied to marketing and explain factors which influence consumer behaviour.
2. Relate internal dynamics such as personality, perception, learning motivation and attitude to the choices consumers make.
3. Use appropriate research approaches including sampling, data collection and questionnaire design for specific marketing situations.

4. REFERENCE BOOKS

1. Leon G Schiffman - Leslie Lazar Kanuk, Consumer Behaviour, Publisher : Pearson.
2. David L Mothersbaugh - Del I Hawkins - Amit Mookerjee, Consumer Behaviour, Publisher : McGraw Hill.
3. S. Ramesh Kumar, Consumer Behaviour-The Indian Context, Publisher : Pearson.

5. TEXT BOOKS

1. Michael R Solomon, Consumer Behaviour, Publisher : Pearson.
2. Dinesh Kumar, Consumer Behaviour, Publisher : Oxford Higher Education.
3. Satish Batra - S.H.H. Kazmi, Consumer Behaviour-Text & Cases, Publisher : Excel Books.

M-422 - MARKETING OF SERVICES

1. COURSE OBJECTIVES

1. Explain the unique challenges of services marketing, including the elements of product, price, place, promotion, processes, physical evidence, and people.
2. Design service quality measurements to build customer loyalty and evaluate the effectiveness and efficiency of customer service offerings.
3. Integrate course concepts into individual performance to become better customer service representatives in the service environment.

2. COURSE CONTENTS

Introduction: Introduction to Service Marketing: Meaning, Nature, Definition and Characteristics, Goods versus Services, Service Marketing Triangle, Service Classifications, Tangibility Spectrum, Issues and Challenges in Service Marketing, Service Environment and Development of Economy.

Consumer Behaviour: Customer Expectations & Perceptions in Services, Managing & Exceeding Customer Expectations, Strategies influencing Customer Perception, Three Stage Model of Service Consumption - Pre-purchase, Service Encounter & Post Encounter Stage. Customer Delight Model. CRM.

Segmentation, Targeting & Positioning: Customer, Competitor and Company (3Cs) Analysis, Segmenting Service Markets, Targeting Service Markets: Basic Focus Strategies, Principle of Positioning Services: Using Positioning Maps to Plot Competitive Strategy, Developing an effective Positioning Strategy.

Service Marketing Mix & Service Design: Developing Service Products & Brands, Distributing Services through Physical & Electronic Channels, Setting Prices and Implementing Revenue Management, Promoting Services and Educating Customers, Designing Service Processes, Balancing Demand & Capacity, Crafting the Service Environment, Managing People for Service Advantage.

Service Quality & Productivity: Integrating Service Quality & Productivity, Service GAP Model, SERVQUAL, Measures of Service Quality - Root Cause Analysis, Pareto Analysis, Blueprinting. Defining & Measuring Productivity, Improving Service Productivity, Service Failure & Recovery Strategies.

Overview of Different Service Sector: Retailing Services, Telecom Services, Insurance Services, Banking Services, Travel-Tourism & Hotel Services, Education Services, Healthcare Services, Media Services, Advertising Services, Transportation Services, Courier Services, Public Utility Services and others.

3. COURSE OUTCOMES

1. Demonstrate an extended understanding of the similarities and differences in service-based and physical product based marketing activities.
2. Demonstrate a knowledge of the extended marketing mix for services and develop & justify marketing planning and control systems appropriate to service-based activities.
3. Demonstrate integrative knowledge of marketing issues associated with service productivity, perceived quality, customer satisfaction and loyalty.

4. REFERENCE BOOKS

1. Jochen Wirtz - Christopher Lovelock, Essentials of Service Marketing, Publisher : Pearson.
2. Harsh V Verma, Service Marketing: Text and Cases, Publisher : Pearson.
3. K Rama Mohana Rao, Service Marketing: Text and Cases, Publisher : Pearson.

5. TEXT BOOKS

1. Valarie A Zeithaml - Mary Jo Bitner, Service Marketing, Publisher : McGraw Hill.
2. Vinnie Jauhari - Kirti Dutta, Service Marketing: Text and Cases, Publisher : Oxford Publication.
3. Govind Apte, Service Marketing, Publisher : Oxford Publication.

M-423 - INTERNATIONAL MARKETING MANAGEMENT

1. COURSE OBJECTIVES

1. Identify and analyse opportunities within international marketing environments.
2. Select, research, and enter a new international market and prepare an international marketing plan.
3. Develop a comprehensive course of action for a business firm using formal decision making processes.

2. COURSE CONTENTS

Introduction: International Marketing: Meaning, Concept & Terms. Domestic vs International Marketing, Evolutionary process of Global Marketing. International Trade: Theories of Mercantilism, Absolute Advantage, Comparative Advantage, Competitive Advantage, Factor Endowment-Country Similarity & New Trade Theory. Reasons for entering International Markets, International Marketing Framework.

International Marketing Environment: International Economic Institutions: World Bank Group, International Monetary Fund (IMF), UNCTAD. Major Trade Groups & their Implications : European Union, NAFTA, GCC, APEC, ASEAN. World Trade Organization (WTO) : GATT to WTO, Functions & Structure, WTO Agreements, WTO & International Marketing. Opportunities & Changes in World Trading Environment.

Market Research & International Market Selection: International Marketing Research : Process and Challenges. International Trade Opportunities : World Trade, India's Foreign Trade, Balance of Payment & Balance of Trade, Measures to promote India's Export. International Market: Identification, Segmentation, Tools for International Market Evaluation & Selection.

Marketing Mix Decisions: Product Strategy : EPRG Concept, Packaging & Labelling, New Product Launch, International PLC, Product Promotion. Branding: Key concepts, Branding in International Market, Brand Building Strategies. Pricing: Concept, Approaches, Factors influencing Pricing. Distribution: Channels & Intermediaries, Selection & Structure. Communication: Process, Strategies, Communication Mix.

Entry Modes: Meaning and Concept of International Market Entry Modes, Modes of Entry in International Markets, Investment Entry Modes, Selection of International Market Entry Modes, Choosing the right Entry Mode Mix for International Markets.

Export Import Management & Contemporary Issues: Export Documentation, Commercial Documents, Regulatory Documents, Electronic Processing of International Trade Documents.

Export Import Procedure. Modes of Payment, International Trade Finance. Contemporary Issues : E-Marketing, Models, E-Marketing Strategies. Emerging issues in International Marketing.

3. COURSE OUTCOMES

1. Apply basic international marketing theories and concepts to understand the environment.
2. Undertake strategic business analysis in order to develop appropriate international marketing objectives and strategies.
3. Identify, analyse, and evaluate data, information, and evidence related to international business opportunities and threats relevant in the current world.

4. REFERENCE BOOKS

1. Philip R Cateora, International Marketing: Indian Edition, Publisher: McGraw Hill.
2. Subhash C. Jain, International Marketing Management, Publisher: CBS Publishers & Distributors.
3. Hans Muhlbacher, International Marketing, Publisher: Cengage Learning.

5. TEXT BOOKS

1. Rakesh Mohan Joshi, International Marketing, Publisher: Oxford University Press.
2. Justin Paul, International Marketing: Text & Cases, Publisher: McGraw Hill.
3. R Srinivasan, International Marketing, Publisher: Prentice Hall of India.

M-424 - RURAL MARKETING

1. COURSE OBJECTIVES

1. Familiarize the students with conceptual understanding of Rural Marketing and development practices in Indian context.
2. Understanding expansion of rural demand of agricultural inputs, capital goods and consumer & consumer durable goods in villages.
3. To provide an overview of marketing environment, consumer behaviour, distribution channels, marketing strategies, etc. in the context of rural markets in India

2. COURSE CONTENTS

Introduction: Introduction to Rural Market, Definition and Scope of Rural Marketing, Concept of 4As in Rural Marketing. Rural Market in India : Size, Scope, Government Initiatives for Rural Development, Emerging Profile for Rural Markets in India, Problems of Rural Market, Constraints in Rural Marketing and Strategies to overcome Constraints.

Rural Consumer Behaviour: Meaning, Rural Consumer Behaviour - Social, Cultural, Technological Factors, Lifestyle & Personality. Buying Decision Process, Characteristics & Comparison of Rural vs Urban Consumer. Rural Marketing : Demographics (Population,

Occupation Literacy), Economic Factors (Income Generation & Expenditure Pattern, Rural Demand & Consumption), Rural Infrastructure (Rural Housing, Electrification, Roads).

Rural Research & Segmentation-Targeting-Positioning: Rural Market Research, Tools and Techniques of Rural Research, Research Process. Classification of Products & Services in Rural Market. Rural Segmentation, Segmentation Bases, Selection and Coverage of Segments. Rural Targeting and its strategies. Rural Positioning and its strategies.

Rural Product, Pricing & Promotion: Relevance of Marketing Mix for Rural Market/ Consumers, Product Strategies, Rural Product Categories: FMCGs, Consumer Durables, Agriculture Goods & Services. Branding, Packaging & Labelling. Competition in Rural Markets, Problem of Fake Brands/ Products. Pricing Strategies & Objectives. Rural Promotion and Strategies.

Rural Marketing Communication: Developing effective Communication, Determining Communication Objectives, Designing the Message, Selecting the Communication Channels, Creating Advertisements for Rural Audiences, Challenges in Rural Communication. Rural Media: Mass Media, Non Conventional Media, Personalized Media.

Rural Marketing Distribution: Channels of Distribution : HAATS and Fairs, Mandis, Public Distribution System, Co-operative Society, Distribution Models of FMCG, Model for Rural Markets.

3. COURSE OUTCOMES

1. Develop the understanding of the Indian rural economy.
2. Identify the challenges and opportunities in the field of rural marketing for the budding managers and also expose the students to the rural market environment and the emerging challenges.
3. Understand the concepts and techniques of marketing management and their application in rural marketing.

4. REFERENCE BOOKS

1. Minouti S Kamat - R. Krishnamoorthy, Rural Marketing, Publisher: Himalaya Publishing.
2. Chetan Bajaj - Nandini Bajaj, Introduction to Rural Marketing, Publisher: New Age International.
3. Dr. Rajesh S Shinde, Rural Marketing in India, Publisher: ABD Publishers.
4. Balram Dogra - Karminder Ghuman, Rural Marketing: Concepts & Practices, Publisher: McGraw Hill.

5. TEXT BOOKS

1. Pradeep Kashyap, Rural Marketing, Publisher: Pearson.
2. Awadhesh Kumar Singh - Satyaprakash Pandey, Rural Marketing, Publisher: New Age.
3. Dinesh Kumar - Punam Gupta, Rural Marketing: Challenges & Opportunities, Publisher: Sage.
4. C.S.G. Krishnamacharyulu - Lalitha Ramakrishnan, Rural Marketing, Publisher: Pearson.

M-425 - STRATEGIC BRAND MANAGEMENT

1. COURSE OBJECTIVES

1. Examine brand concepts in real-life setting by articulating the context of and the rationale for the application.
2. Create an understanding towards how to establish brand identity and build brand equity.
3. Formulate effective branding strategies for both consumer and business products/services with the insights from marketing intelligence

2. COURSE CONTENTS

Introduction: Meaning, Definition, Evolution of Brands, Functions of Brand, Role of Brand, Advantages of Brand, Product Vs Brand. Branding : Meaning, Creation of Brands through Goods, Services, People, Organisation, Retail Stores etc. Challenges to Brand builders. Strategic Brand Management Process.

Brand Equity: Meaning, Sources, Steps in Building Brands, Brand Building Blocks : Resonance, Judgments, Feelings, Performance, Imagery, Salience. Brand Building Implications, Brand Equity Model. Brand Identity & Positioning : Meaning of Brand identity, Need for Identity & Positioning, Dimensions of Brand identity, Brand Identity Prism. Brand Positioning : Meaning, Point of Parity & Point of Difference.

Brand Elements: Criteria for choosing Brand Elements, Options & Tactics for choosing Brand Elements. Brand Awareness, Brand Associations, Logos & Symbols, Characters, Slogans. Leveraging Brand Knowledge : Meaning and Dimensions of Brand Knowledge. Leveraging Secondary Brand Knowledge & Conceptualizing the Leverage Process.

Brand Performance: Measuring & Interpreting Brand Performance : Developing a Brand Equity Measurement and Management System, Brand Value Chain. Measuring Sources of Brand Equity: Capturing Customer Mind-Set. Measuring Outcomes of Brand Equity: Capturing Market Performance.

Measuring Brand Equity: Methods for Measuring Brand Equity, Qualitative & Quantitative Techniques, Comparative Methods - Brand based comparisons, Marketing based comparisons, Conjoint Analysis, Holistic Methods. Managing Brand Equity: Brand Reinforcement, Brand Revitalization, Brand Crisis.

Branding Strategies: Designing and Sustaining Branding Strategies : Brand Hierarchy, Brand and Line Extension. Managing Brands overtime. Brand Architecture and Brand Consolidation. Brand Imitations: Meaning of Brand Imitation, Imitation Strategies, Kinds of Imitations, Factors affecting Brand Imitation, Imitation vs Later market entry, First movers advantages, Free rider effects, Benefits for later entrants.

3. COURSE OUTCOMES

1. Demonstrate knowledge of the nature and processes of branding and brand management.
2. Evaluate the scope of brand management activity across the overall organisational context and analyse how it relates to other business areas.
3. Appraise the key issues in managing a brand portfolio and making strategic brand decisions.

4. REFERENCE BOOKS

1. Kevin Lane Keller, Strategic Brand Management, Publisher: Pearson.
2. Richard Rosenbaum - Elliott - Larry Percy, Strategic Brand Management, Publisher: Oxford University Press.
3. Uttam Kumar Singh, Strategic Brand Management, Publisher: Jnanada Prakashan.

5. TEXT BOOKS

1. Kapferer Jean Noel, The New Strategic Brand Management, Publisher: Kogan Page.
2. Alexander Chernev, Strategic Brand Management, Publisher: Cerebellum Press.
3. John Deborah Roedder, Strategic Brand Management, Publisher: Oxford University Press.

HUMAN RESOURCE MANAGEMENT

HR-431 - EMPLOYEMENT LAWS

1. COURSE OBJECTIVES

1. This course is designed to make the students understand basic concept behind procedural substantive and protective legislation relating to employment laws.
2. Aware the students with labour laws.

2. COURSE CONTENTS

Evolution of Labour Law: History of labour movement in India, Constitutional provisions of labour law, Labour Commissions and their recommendations. International Labour Organization and its role, Indian Constitution and Labour Legislation.

Employment Legislations: Contract Labour (Regulation and Abolition) Act, 1970, Standing Orders Act, 1946 (Setting up of model standing orders)

Compensation Legislations: Payment of Wages Act, 1936, Minimum Wages Act, 1948, Equal Remuneration Act, 1976

Social Security Legislations: Employee's State Insurance Act, 1948, Employees Provident Fund and Miscellaneous Provisions Act, 1952, Payment of Gratuity Act, 1972, Workmen's Compensation Act, 1923, Maternity Benefit Act, 1961

IR Legislations: Trade Union Act, 1926, Industrial Dispute act, 1947-Authorities Under this Act, Notice of Change, Procedures, Powers and Duties of Authorities, Strikes and Lock-Outs, Lay off and Retrenchment, Unfair labour practices and penalties.

Work place Legislations and Labour Policies: Factories Act, 1948 (Safety of welfare provisions), Emerging issues and future trends.

3. COURSE OUTCOMES

The aim of the course is to provide participants with an introduction to Labour Law and compensation legislations. Upon successful completion of the course you are expected to:

- CO 1: Have basic knowledge of employment laws.
- CO 2: Prepare compensation policies in accordance to compensation legislations.
- CO 3: Have adequate knowledge of social security legislations.
- CO 4: Have basic awareness labour legislations and recent trends globally.

4. REFERENCE BOOKS

1. Report of National Commission on Labour: Govt. Of India.
2. The Indian Labour Year Book (Latest Issue). Ministry of Labour Govt. of India.

5. TEXT BOOKS

1. P. R. N. Sinha, Indu Bala Sinha, Industrial Relation, Trade Unions, and Labour Relations, Pearson Education, 2004.
2. Sivarethinamohma, Industrial Relation & Labour welfare: Text & Cases, Eastern Economy Edition, 2010.

HR-432 - PERFORMANCE MANAGEMENT & RETENTION STRATEGIES

1. COURSE OBJECTIVES

1. The objective of this paper is to introduce the basic concept of performance management.
2. To widen the knowledge of the students in selecting and implementing the various performance measurement methods.
3. To expose the students to different approaches of Performance Appraisal with their industry application.
4. To develop students for better designing of reward system associated performance of employees.

2. COURSE CONTENTS

Performance Appraisal: A Conceptual Framework, Concept & Definitions of performance appraisal, Objectives of performance appraisal: Process of performance appraisal, Performance Appraisal vs Performance Management System, Concept of performance management, Process & elements of performance management.

Behavioral Performance Management: Learning Theories; Principles of Learning: Reinforcement and Punishment, Role of Organizational Reward Systems, Behavioral Performance Management or OB Models.

Potential Appraisal & HRD: Meaning & objectives of Potential Appraisal, Potential Appraisal & Performance Appraisal, Concept of HRD; Objectives and challenges of HRD, D Mechanisms and HRD outcomes.

Performance Planning & Measuring Performance: Meaning & need or Performance Planning, Planning Individual Performance, Principles of Measurement.; Classification of Performance Measures, Measurement issues; Approaches & tools to measure organizational performance, Traditional and modern performance appraisal methods.

Competency Analysis and Competency Mapping: Meaning of competency, Competency Analysis and Approaches to competency Analysis, Competency mapping ; Need development and assessment of competency models, Competency and performance, Tools to identify the competencies of the employees.

3. COURSE OUTCOMES

The aim of the course is to provide participants with an introduction to employee training and organisational development. Upon successful completion of the course you are expected to:

CO 1: Have basic knowledge of performance appraisal.

CO 2: Align HRD policies with performance management.

CO 3: Will be able to measure the individual and functional performance appraisal.

CO 4: Able to conduct competency analysis.

4. REFERENCE BOOKS

1. K. Aswathappa, Human Resource Management – Text & Cases, Tata McGraw Hill.
2. B. Pattanayak: Human Resource Management, OUP.
3. P.Jyothi & D. N. Venkatesh, Human Resource Management, OUP.
4. K. K. Chaudhuri, Human Resource Management – Principles & Practices, Himalaya.

5. TEXT BOOKS

1. H.Aguinis, Performance Management, Pearson.
2. Udai Pareek & TV Rao, Designing & Managing Human Resource Systems, Oxford & IBH.

HR-433 - STRESS MANAGEMENT

1. COURSE OBJECTIVES

1. To understand the nature of stress, and the relationship between stress and managerial problems.
2. To examine the various methods of assessing personal and organizational stress.
3. To indicate ways of coping with stresses.

2. COURSE CONTENTS

Introduction to Stress: Stress: Meaning, Nature of Stress; constructs & problems, Approaches to stress, Good Stress vs Bad Stress, Occupational Stress.

Stress Manifestation: Stages of stress, Signs of stress at work, Personality types and impact of stress on them: Behavioral and Situational Manifestations.

Sources of Stress: General sources of stress: stress and health, physiological and psychological illness, sources of managerial stress; Stress and thought process learning.

Assessment of Stress: Stress Assessment Tests, Biodots, Stress Meters, Cauchy stress, Kirchhoff stress, Nominal Stress, Biot Stress.

Stress Management: Stress Diary, Becoming change skilled, Adopting a healthy life style, right attitude, thought awareness, imaginary (Auto-genic Therapy), learning to relax, Correct breathing, value and goal planning, time management, the individual's ten commandments for effective stress management.

Organizations and Stress Management: Recognize the signs, approaches to the problems, coping with resources and processes: assertiveness training, stress and social support, group processes and changing values for understanding and coping with stress.

Stress and Role Conflict: Role; meaning and types, role stress, reasons for role stress, Occupational Role Stress Scale: meaning and scope.

Stress and Leadership: Leadership styles in stressful and non stressful situations, managing leadership stress, decision making under stress work stress and leadership development and Burnout.

3. COURSE OUTCOMES

The aim of the course is to provide participants with knowledge and stress managing skills. Upon successful completion of the course you are expected to:

CO 1: Have basic knowledge of monitoring level of stress.

CO 2: Will be able to identifying source of stress.

CO 3: Have adequate knowledge of handling the stress.

CO 4: Have awareness of managing the stress at organisational level.

4. REFERENCE BOOKS

1. Lehrer M Paul, Woolfolk L. Robert, Sime E Wesley, Principles & Practice of Stress Management, Guilford Press, 2007.
2. Sharma Manoj, Romas A John, Practical Stress Management: A Comprehensive Workbook, PHE, 2013.

5. TEXT BOOKS

1. Linden Wolfgang, Stress Management: From Basic Science to Better Practice, Sage, 2005.
2. Seaweed Luke Brian, Managing Stress: Principles and Strategies For Health and Well Being, Jones & Bartlett Learning, 2011.

HR-434 - INTERNATIONAL HUMAN RESOURCE MANAGEMENT

1. COURSE OBJECTIVES

1. This course aims at familiarizing the students with the latest global trends in HRM across differing countries, HR Systems & policies.
2. Management across borders requires global managerial staffing & International decision-making.

2. COURSE CONTENTS

Introduction to IHRM: Definition, Difference between IHRM and Domestic HRM, Models of IHRM-Matching model, Models of SHRM in Multinational Companies, Internationalization of HRM.

Organizational Dynamics and IHRM: Role of culture in International HRM, Culture and employee management issues, Organizational Processes in IHRM, Linking HR to International expansion strategies, The Challenges of International Human Resource Management.

Recruitment, Selection and Staffing in International Context: International Managers, parent country nationals, third country nationals, host country nationals, selection Criteria and Techniques, use of selection tests, interviews for international selection, different approaches to multinational staffing decisions, recruitment methods using head-hunters, cross-national advertising, e-recruitment.

Training and Development in International Context: Context Backdrop of international training, role of expatriate training, HCN training, Career Development, repatriate training, components of effective pre-departure training programmes, developing international staff and multinational teams, knowledge transfer in multinational companies.

Performance Management: A conceptual background, Constraints in goal attainment, performance management cycle, models, performance and appraisal in IHRM appraisal of expatriate, third and host country employees, issues and challenges in international performance management.

International Compensation: Forms of compensation and factors that influence compensation policy, key components of international compensation, Approaches to international compensation, compensation practices across the countries, emerging issues.

International Labor Relations: Key issues of International Labor relations, response of labor unions to MNCs.

HRM practices in different countries: Japan, USA, UK, India and China.

3. COURSE OUTCOMES

The aim of the course is to provide participants with knowledge HRM at international prospective. Upon successful completion of the course you are expected to:

CO 1: Have knowledge of International HRM and organisational dynamics.

CO 2: Will be able to formulate recruitment and selection policies at international level.

CO 3: Have adequate knowledge to develop training and development programmes of international level.

CO 4: Have awareness of HRM practices at international level.

4. REFERENCE BOOKS

1. K Aswathappa, Sadhna Das, International Human Resource Management, Mc Graw Hill Companies.
2. Tony Edwards, Chris Rees, International Human Resource Management, Person Education.
3. Monir H Tayeb, International Human Resource Management, Oxford University Press - 2005.
4. PL Rao, International Human resource Management, Excel Books.

5. TEXT BOOKS

1. Evans, Pucik, Barsoux, The Global Challenge- framework for international human resource management, Tata McGraw-Hill Irwin.
2. Peter J Dowling, Denise E Welch, International Human Resource Management, Cengage Learning.

HR-435 - MANAGEMENT OF CONFLICT AND COLLABORATION

1. COURSE OBJECTIVES

1. To understand the basics of conflict management in an organization
2. To know about the methods to be adopted by the organizations to diffuse the conflicts

2. COURSE CONTENTS

Introduction to Conflict: Meaning, nature, types of conflict: interpersonal, intrapersonal conflict, intergroup and intra group conflict.

Conflict Management Styles and Strategies: Competing, accommodating, avoiding, compromising, competing, Thomas- Kilmann Conflict mode instrument, conflict mapping.

Conflict Management Approaches & Methods: Conflict management and conflict resolution, analytical problem solving approach, conflict transformation, communication, interpersonal mediation, transforming inter group relationship, conflict management tools.

Collaboration: Meaning, Introduction to collaboration, communication and trust, participatory learning and collaboration, empowerment.

Communication and Collaboration: Styles of interaction, collaboration effectiveness and communication skills, relationship-building skills, relationship-enhancing skills, relationship-sustaining skills.

Negotiation: Definition, meaning, nature, negotiation and communication, impact of individual differences on negotiation.

Bargaining and Negotiation: Preparing for negotiation, Bargaining process, negotiation styles, fallback situations, behavior of negotiators during negotiation process.

Collaborative Problem Solving: Principles, process, results and benefits of cooperative problem solving, BATNA.

3. COURSE OUTCOMES

The aim of the course is to provide participants with knowledge of Conflict Management and Collaborations. Upon successful completion of the course you are expected to:

- CO 1: Gain conflict management styles and strategies.
- CO 2: Will be able to practice conflict management methods and right approach.
- CO 3: Have adequate knowledge of integrating collaboration in communication.
- CO 4: Have awareness of Collective Bargaining and Negotiation skills.

4. REFERENCE BOOKS

1. Jeong Won Ho, Conflict Management and Resolution: An Introduction, Taylor and Francis, 2009.
2. Hall Lavinia, Negotiation: Strategies for Mutual Gain, SAGE, 1993.
3. De Marr, Janasz De Suzanne, Negotiation and Dispute Resolution, Prentice Hall, 2011.

5. TEXT BOOKS

1. Dana Daniel, Conflict Resolution, McGrawHill, 2001.
2. Bercovith Jacob, Kremenyuk Victor, The SAGE Handbook of Conflict Resolution, SAGE, 2009.

HR-436 - TRANSACTIONAL ANALYSIS

1. COURSE OBJECTIVES

1. To provide a theoretical framework for understanding human behavior.
2. To explore one's own feelings and behavior using the TA model.
3. To understand the application of TA in several areas of people management organizations.

2. COURSE CONTENTS

TA and Self Awareness: Concept of Script, Articulate an understanding of the basic theory of TA and its application in clinical practice as described in the major TA texts, including structural analysis, transactional analysis, game, racket and script analysis and child development.

Winners and Losers, Structural Analysis: Shifting Ego States, Second Order Structural Analysis, The Adapted Child, Qualities of the Little Professor, Qualities of the Natural Child.

Life Positions, Life Scripts and Transactions: Different Life Positions, Script analysis, Role in script analysis, Types of Transactions, Transactions and the rules of communication.

Games and Strokes

Purpose and significance of games and how to avoid and counter them in treatment and in organizations, Relationship between stroking patterns and behavior.

TA Applications in Motivation, Leadership and Teamwork: Show an awareness of and have the ability to respond to risk and harm factors for self, client, and others.

Theories of TA: Demonstrate an understanding of TA theories of group process. Diagnosing the organization using standard TA concepts and theories. Understanding the origin of psychological problems using TA concepts.

Contemporary Issues in TA

Describe the application of aspects of all the major approaches to TA and demonstrate knowledge of recent developments, including the similarities and differences between these approaches.

3. COURSE OUTCOMES

The aim of the course is to provide participants with knowledge of Transactional Analysis and its applications. Upon successful completion of the course you are expected to:

CO 1: Acquire the knowledge of transactional analysis and its applications.

CO 2: Will be able to conduct structural analysis.

CO 3: Will have adequate knowledge of identifying ego states and manage communication accordingly.

CO 4: Have awareness of contemporary issues in Transactional Analysis.

4. REFERENCE BOOKS

1. Richard G. Erskine, Life Scripts: A Transactional Analysis of Unconscious Relational Patterns, Karnac Books.

5. TEXT BOOKS

1. Stewart Ian, Transactional Analysis Counselling in Action, Sage Publications.

2. Phil Lapworth and Charlotte Sills, An Introduction to Transactional Analysis: Helping People Change, Sage Publications.

HR-437 - DEVELOPMENT OF MANAGEMENT

1. COURSE OBJECTIVES

1. To make the students aware of the recent management trends in human resource management in organizations.

2. To identify talent and nurture knowledge by developing learning organisations.

2. COURSE CONTENTS

Emotional Intelligence: Meaning and Nature, Evolution of Emotional Intelligence, Components of EI, Measuring EI, Role of Emotional Intelligence in organization, Emotions and attitudes.

Learning Organizations: Meaning and Objectives, Learning tools and techniques: Systems thinking, benchmarking and process mapping, measuring learning: the intellectual capital, creating a learning organization.

Creativity Management: Meaning, importance, developing creativity in organizations, techniques of creativity, managing creativity in organizations.

Time Management: Meaning, importance, methods, time management model, First, second and third generation time management; procrastination: definition, overcoming procrastination.

Innovation Management: Invention vs innovation, innovation strategies and models, concurrent engineering, process innovation, product innovation, innovation management.

Knowledge Management: Meaning and importance, knowledge management process, tools and techniques of knowledge management, challenges and barriers to knowledge management.

Talent Management: Meaning and significance, attracting talent, retaining talent, employee branding.

Employee Engagement: Meaning and significance, constituents of engagement, behaviour of engaged employee, employee engagement measurement.

3. COURSE OUTCOMES

The aim of the course is to provide participants with knowledge of managing development. Upon successful completion of the course you are expected to:

CO 1: Acquire the knowledge of emotional intelligence and learning organisations.

CO 2: Will be able to nurture and manage creativity in organisation.

CO 3: Will have adequate knowledge of identifying talent and nurture innovation in organisation.

CO 4: Have awareness of knowledge management and employee engagement.

4. REFERENCE BOOKS

1. Bruining Ton, Learning Organizations: The Next Generation, ECLO, 2010.
2. Kinicki Angelo, Kreitner Robert, Organization Behavior, McGraw Hill.
3. Berger Lance, Berger Dorothy, The Talent Management Handbook, Tata McGraw Hill, 2011.

5. TEXT BOOKS

1. Goleman Daniel, Emotional Intelligence, Bantam Books, 2006.
2. Sujatha B, Innovation Management, ICFAI Books, 2006.

BUSINESS ANALYTICS

BA-441 - SYSTEM ANALYSIS AND DESIGN

1. COURSE OBJECTIVES

The course has been designed to provide a solid foundation of systems principles and an understanding of how business function, while heightening students to the issues analysts face daily.

2. COURSE CONTENTS

System Definition and Concepts: Characteristics and types of system, Manual and automated systems. Real-life Business sub-systems: Production, Marketing, Personal, Material, Finance. Systems models types of models: Systems environment and boundaries, Real-time and distributed systems, Basic principles of successful systems.

Role and Need of Systems Analyst: Role and need of systems analyst, Qualifications and responsibilities, Systems Analyst as an agent of change. Introduction to systems development life cycle (SDLC): Various phases of development: Analysis, Design, Development, Implementation, Maintenance.

System Planning: Data and fact gathering techniques: Interviews, Group communication, Presentations, Site visits. Feasibility study and its importance Types of feasibility reports System Selection plan and proposal Prototyping.

Systems Design and Modeling: Process modeling, Logical and physical design, Design representation, Systems flowcharts and structured charts, Data flow diagrams, Common diagramming conventions and guidelines using DFD and ERD diagrams. Data Modeling and systems analysis, Designing the internals: Program and Process design, Designing Distributed Systems.

Modular and Structured Design: Module specifications, Module coupling and cohesion, Top-down and bottom-up design.

System Implementation and Maintenance: Planning considerations, Conversion methods, producers and controls, System acceptance Criteria, System evaluation and performance, Testing and validation, Systems quality Control and assurance, Maintenance activities and issues.

3. COURSE OUTCOMES

At the end of the Course students will be able to:

- CO1 Understand the System definition and concepts.
- CO2 Understand the Role and need Systems analyst.
- CO3 Understand the System Planning.
- CO4 Analysis the Systems Design and modeling.
- CO5 Analysis the Modular and structured design.
- CO6 Understand the System Implementation and Maintenance

4. REFERENCE BOOKS

1. System Analysis and Design Methods, Whitten, Bentley and Barlow, Galgotia Publication.
2. System Analysis and Design Elias M. Award, Galgotia Publication.
3. Modern System Analysis and Design, Jeffrey A. Hofer Joey F. George Joseph S. Valacich Addison Wesley.

5. SUGGESTED READINGS

1. J. W. Satzinger, R. B. Jackson and S. D. Burd. *Systems Analysis and Design in a Changing World*, 6th ed. Boston, USA: Thomson Course Technology, 2012.
2. Hoffer, Jeffrey A., George, Joey & Valacich, Joseph (2013) *Modern Systems Analysis and Design* ISBN: 9780273787099 (paperback).

6. SPECIAL NOTES

1. A role playing technique can be adopted in which the students can be asked to play the role of a data analyst so as they can get to know the various roles, tasks and challenges face by the data analyst.
2. A case study must be given to all the students related with the use of DFD and check their analytical and logical thinking capabilities.
3. An assignment must be given to students in which students can work in groups and make flowcharts, structured charts, ERD diagrams on a topic given to them.
4. All the students should be asked to prepare presentation on various difficulties and challenges faced in system implementation and maintenance, this activity can be performed either in group or individually.

BA-442 - BIG DATA ANALYTICS

1. COURSE OBJECTIVES

The course will enable students to:

1. Understand the Big Data Platform and its Use
2. Provide an overview of Apache Hadoop
3. Provide HDFS Concepts and Interfacing with HDFS
4. Understand Map Reduce Jobs
5. Apply analytics on Structured, Unstructured Data.

2. COURSE CONTENTS

Introduction to Big Data: Types of Digital Data, Introduction to Big Data, Big Data Analytics-Importance and Application.

Hadoop: History of Hadoop, Apache Hadoop, Analyzing Data with Unix tools, Analyzing Data with Hadoop, Hadoop Streaming; Hadoop Echo System; IBM Big Data Strategy; Introduction to Infosphere Big Insights and Big Sheets.

HDFS (Hadoop Distributed File System): The Design of HDFS, HDFS Concepts, Command Line Interface, Hadoop file system interfaces; Data flow, Data Ingest with Flume and Scoop and Hadoop archives; Hadoop I/O: Compression, Serialization, Avro and File-Based Data structures.

Map Reduce: Anatomy of a Map Reduce Job Run, Failures, Job Scheduling, Shuffle and Sort, Task Execution, Map Reduce Types and Formats, Map Reduce Features.

Hadoop Eco System: Pig-Introduction to PIG, Execution Modes of Pig, Comparison of Pig with Databases; **Hive-**Hive Shell, Hive Services, Hive Metastore, Comparison with Traditional Databases, HiveQL, Tables, Querying Data and User Defined Functions; **Hbase-**HBasics, Concepts, Clients, Example, Hbase Versus RDBMS; **Big SQL:** Introduction

Data Analytics with R Machine Learning: Introduction, Supervised Learning, Unsupervised Learning; Collaborative Filtering; Big Data Analytics with Big R.

3. COURSE OUTCOMES

At the end of the Course Students will be able to:

- CO1 Identify Big Data and its Business Implications.
- CO2 Understand the List the components of Hadoop.
- CO3 Understand Access and Process Data on Distributed File System.
- CO4 Understand the Map Reduce.
- CO5 Analyze Hadoop Eco System.
- CO6 Able to Apply R Machine Learning Techniques using R.

4. REFERENCE BOOKS

1. Big Data Analytics with R and Hadoop Paperback 2013, Vignesh Prajapati
2. Tom White “Hadoop: The Definitive Guide” Third Edit on, O’reily Media, 2012.
3. Seema Acharya, Subhasini Chellappan, "Big Data Analytics" Wiley 2015.

5. SUGGESTED READINGS

1. Pete Warden, “Big Data Glossary”, O’Reily, 2011.
2. Michael Mineli, Michele Chambers, Ambiga Dhiraj, "Big Data, Big Analytics: Emerging Business Intelligence and Analytic Trends for Today's Businesses", Wiley Publications, 2013.
3. Arvind Sathi, “Big Data Analytics: Disruptive Technologies for Changing the Game”, MC Press, 2012.

4. Paul Zikopoulos, DirkDeRoos, Krishnan Parasuraman, Thomas Deutsch, James Giles, David Corigan, "Harness the Power of Big Data The IBM Big Data Platform ", Tata McGraw Hill Publications, 2012.

6. SPECIAL NOTES

1. Apart from theory practical session must be conducted on SQL.
2. Assignment related to how to use hive to query Hadoop files must be done by all the students.
3. Practical session related to Apache Hadoop its components: MapReduce/Pig/Hive/HBase, Loading data into Hadoop, Handling files in Hadoop, getting data from Hadoop must be conducted.

BA-443 ETHICAL AND LEGAL ASPECTS OF ANALYTICS

1. COURSE OBJECTIVES

The course will enable students to:

1. To create the knowledge of Legal perspective and its practices to improvise the business.
2. To describe the nature and classes of contracts.
3. To identify the elements needed to create a contract.
4. To read, interpret contracts, and cases.
5. To identify personal property and bailment.

2. COURSE CONTENTS

Law of Contracts: Definition of Contract and Agreement, Classification of Contracts, Essential elements of a valid Contract, Offer ,Acceptance, Consideration, Capacity to Contract-Free consent, Legality of Object, Performance of Contract, Remedies for breach of Contract, Quasi Contracts.

Sale of Goods Act: Distinction between Sale and agreement to sell, Conditions and Warranties; Negotiable Instruments Act-Definition and Characteristics of a Negotiable Instrument, Definitions; Essential elements and distinctions between Promissory Note, Bill of Exchange, and Cheques, Types of crossing.

Companies Act: Definition of company, Characteristics, Classification of Companies; Formation of Company, Memorandum and Articles of Association, Prospectus, Shareholders meetings, Board meetings.

Law relating to meetings and Proceedings: Qualifications, Appointment, Powers, and legal positions and power of Directors-Board, M. D and Chairman.

Introduction to Ethics: Why human beings are ethical, why they are not, Moral development in humans, theories & concepts of ethics and ethical projects; A Decision Making Model: Ethics as Making decisions and choices; Decision-making frameworks.

Conflicts and Ethical Dilemmas: Moral & ethical dilemmas; Ethics and Business-A sense of business ethics; Ethics and International Business; Ethics Issues beyond borders.

3. COURSE OUTCOMES

At the end of the Course Students will be able to:

CO1 Understand the knowledge of ethics legal perspective, contracts, and Negotiations.

CO2 Understand to figure out the differentiate Sale and agreement to sell -conditions and warranties.

CO3 Understand to comprehend of companies' act which will helpful for the budding managers.

CO4 Understand the Law relating to meetings and Proceedings

CO5 Understand the ethical procedure to be followed in decision making and project.

CO6 Understand the Conflicts and Ethical Dilemmas.

4. REFERENCE BOOKS

1. N.D. Kapoor, 1999, 'Elements of Mercantile Law', Sultan Chand & Co.
2. Akhileshwar Pathak, 2007, Legal Aspects of Business, 3rd Edition, Tata McGraw Hill.
3. K.R. Bulchandani, 2006, Business Law for Management, Himalaya Publishing House
4. V.K. Agarwal, 1988, 'Consumer Protection in India ', Deep and Deep Publications.
5. Dr. Avtar Singh, 1999, 'Companies Act', Eastern Book Company.
6. PPS Gogna, 2006, A Text Book of Company Law, S. Chand.
7. V. Ramakrishna Raju, 2005, Business Laws and Economic Legislations, Himalaya Publishing House.
8. S.N. Maheswari and S. K. Maheswari, 2006, Business Laws, Himalaya Publishing House.

5. SUGGESTED READINGS

1. Big Data: Ethics and Law Article (PDF Available) in SSRN Electronic Journal · September 2019.
2. Data Protection Law and the ethical Use of analytics by Paul M. Schwartz.

6. SPECIAL NOTES

1. A field assignment must be conducted in which the students must visit any organization in proximity and identify various ethical and legal issues faced by the organization and the reason behind these issues.

2. Case study related to ethical and moral issues can be given to the students and asked to find solution to overcome these issues, this practice will enhance the logical, thinking and analytical abilities of students.
3. An open discussion or debate can be conducted in the classroom on “whether the existing rules, regulations and laws are sufficient enough to deal with the various ethical and moral issues faced by the organizations now-a-days or there is a need of some new laws to be implemented”.

BA- 444 DATA CLEANING, NORMALIZATION AND DATA MINING

1. COURSE OBJECTIVES

This course helps to know how to derive meaning form huge volume of data and information and will enable students to:

1. Understand and interpret a business objective, and translate the business objective to business intelligence and data mining objectives.
2. Identify possible risks and limitations of a data set in achieving business objectives.
3. Apply the appropriate business intelligence and data mining techniques to match a business objective.
4. Present results to stakeholders in terms of the business objectives set, and how the information learned can be used to add value to the business.

2. COURSE CONTENTS

Introduction: Data mining, Text mining, Web mining, Spatial mining, Process mining; Business Intelligence process- Private and Public intelligence; Strategic assessment of implementing.

Data Warehousing: Data warehouse-characteristics and view-OLTP and OLAP - Design and development of data warehouse; Meta data models, Extract/ Transform / Load (ETL) design.

Data Processing: Data cleaning, Data transformation, Data Reduction, Discretization and generating concept hierarchies.

Data Mining Tools, Methods and Techniques: Regression and correlation; Classification- Decision trees; clustering –Neural networks; Market basket analysis- Association Rules-Genetic algorithms and link analysis, Support Vector Machine, Ant Colony Optimization.

Modern Information Technology & Its Business Opportunities: Business intelligence software, Business Intelligence on web; Ethical and legal limits; Industrial espionage; Modern techniques of crypto analysis; managing and organizing for an effective Business Intelligence Team.

Business Intelligence and Data Mining Applications: Applications in various sectors – Retailing, CRM, Banking, Stock Pricing, Production, Crime, Genetics, Medical, Pharmaceutical.

3. COURSE OUTCOMES

At the end of the Course Students will be able to:

- CO1 Understand the different types of Data mining.
- CO2 Understand the Design and implement OLTP, OLAP and Warehouse concepts.
- CO3 Analyse the Data Processing methods.
- CO4 Understand the Data Mining Tools, Methods and Techniques.
- CO5 Understand the Modern Information Technology & Its Business Opportunities.
- CO6 Understand the Business Intelligence and Data Mining Applications.

4. REFERENCE BOOKS

1. Data Mining by Charu C Aggarwal
2. Data preparation for data mining by D Pyle
3. Introduction to Data Mining by Pang-Ning Tan
4. Jaiwei Ham and MichelineKamber, Data Mining concepts and techniques, Kauffmann Publishers 2006
5. Efraim Turban, Ramesh Sharda, Jay E. Aronson and David King, Business Intelligence, Prentice Hall, 2008.

5. SUGGESTED READINGS

1. International Journal of Data Mining, Modelling and Management.
2. Data Science for Business: What You Need to Know About Data Mining and Data Analytic Thinking, by Foster Provost and Tom Fawcett.

6. SPECIAL NOTES

1. All the students must be given a set of data and then asked to perform data cleaning, and data mining.
2. A discussion can be carried out in the class related to “What all business opportunities are emerging because of the emergence of Data Analytics field”.
3. Students in groups or individually should perform a field assignment in which the students will visit any industry and collect data on a relevant topic from the employees, afterwards will perform correlation and regression analysis of the data collected.

AGRI BUSINESS MANAGEMENT

AB-451 - MANAGEMENT OF FARM INPUTS

1. COURSE OBJECTIVES

The objective of this course is to give the students an understanding of different marketing concept and marketing system in context of agricultural inputs.

2. COURSE CONTENTS

Agricultural Input Marketing: Meaning and importance; Agricultural Inputs and their types – farm and non-farm; Role of cooperative; Public and private sectors in agri- input marketing; Buyers/users behaviour.

Seed: Importance of seed; Types of seeds- quality seeds, hybrid, high yielding, terminators, sterile seeds etc.; Demand and supply of seeds; Seed marketing channels, pricing, export-import of seeds; Role of National Seed Corporation and State Seed Corporation.

Fertilizers: Production, export-import, supply of chemical fertilizers & bio-fertilisers, Demand/consumption, Prices and pricing policy; subsidy on fertilizers; marketing system – marketing channels, problems in distribution; Role of IFFCO and KRIBCO in fertilizer marketing.

Plant Protection Inputs: Production, consumption, export/import; Marketing system-marketing&distribution channels; Prices and pricing policy; organic plant protection methods.

Farm Machinery: Importance, types, production, supply, demand, Marketing and distribution channels of farm machines; Agri-industries Corporation and marketing of farm machines / implements/Equipments.

Irrigation: Importance, Irrigation scenario in India, Types of Irrigation-surface, drip, sprinkler and sub-irrigation irrigation system; water sources, efficiency of irrigation system, marketing &technical challenges in irrigation systems.

3. COURSE OUTCOMES

At the end of the Course, the Student will be able to:

CO1 Understand the Agriculture Input Marketing Concept.

CO2 Understand the seeds scenario in India.

CO3 Evaluate the Fertilizersscenario in India.

CO4 Analyse the Plant Protection inputs in India.

CO5 Understand the Farm Machinery scenario in India.

CO6 Understand the irrigation scenario in India.

4. REFERENCE BOOKS

5. Broadway A. C. and Broadway, A. A., 2003, A Text Book of Agri-Business Management. Kalyani.
6. Singh Sukhpal, 2004, Rural Marketing- Focus on Agricultural Inputs. Vikas Publ. House.

5. TEXT BOOKS

1. Acharya, S. S., and Agarwal, N. L., 2011, Agricultural marketing in India. Oxford and IBH.
2. Singh, A. K. and Pandey, S., 2005. Rural Marketing. New Age.

6. SPECIAL NOTES

1. Case study related with each module must be discussed in class.
2. All the students need to present a PPT in class on relevant topic which will be evaluated.
3. Current Indian and international economic scenario must be discussed in class.
4. Field/desk/numerical Assignments must be given to understand the concepts properly.

AB-452 - POST HARVEST MANAGEMENT OF AGRICULTURE PRODUCE

1. COURSE OBJECTIVES

To impart knowledge regarding different agro-techniques of crops and their post-harvest management.

2. COURSE CONTENTS

Post Harvest Management: Importance, Present status of food processing industry in India and emerging scenario; Factors affecting post-harvest losses, quality and shelf life; Production, utilization and scope of post-harvest management of major cereals, pulses, oilseeds, milk, fruits and vegetables in Indian Economy.

Processing of Non-Perishable Agricultural Products: Processing mills, handling and storage of agricultural products and by-products and their utilization. Storage of milled products; Harvesting and handling

Processing of Perishable Agricultural Products: Fruits and Vegetables: Field heat, washing, pre-cooling, sorting and grading at farm level& preservation of important fruits and vegetables; Blanching, commercial canning, minimal processing of fruits and vegetables.

Processing of perishable Agricultural Products: Milk: Clean milk production, collection, transportation, pasteurization, processing mass market milk and other dairy products.

Packaging and Transportation of Processed Products: Cold storage of perishable agricultural products, controlled atmosphere packaging of perishable and non-perishable agricultural products, Dehydration of fruits, vegetables etc. Role of cooperatives in milk economy.

Quality Standards for Domestic and International Food Trade: Problems in marketing of processed foods, Government Policy: Quality standards for domestic and international trade-BIS standards for various processed products, FSSAI, HACCP, ISO, Eurogap, GAP, FPO, GFSI etc.; Ethical issues in processed foods.

3. COURSE OUTCOMES

At the end of the Course, the Student will be able to:

- CO1 Understand the Post Harvest Management.
- CO2 Understand the Processing of non-perishable Agricultural Products.
- CO3 Evaluate the Processing of perishable Agricultural Products-Fruits and Vegetables.
- CO4 Analyze the Processing of perishable Agricultural Products-Milk in India.
- CO5 Understand the Packaging and transportation of processed products in India.
- CO6 Understand the Quality standards for domestic and international Food trade.

4. REFERENCE BOOKS

1. Morris, L., 1983, Post-harvest Physiology and Crop Preservation, Plenum Press.
2. Thompson, A. K., 1996, Post-Harvest Technology of Fruits and Vegetables, Blackwell.

5. TEXT BOOKS

1. Chakraverty, A., 1995, Post-harvest Technology of Cereals, Pulses and Oilseeds, Oxford and IBH.
2. Verma, L. R. and Joshi, V. K., 2000, Post-Harvest Technology of Fruits and Vegetables, Vols. I-II. Indus Publ.
3. Srivastava, R. P. and Kumar, S., 1994, Fruit and Vegetable Preservation, Principles and Practices, International Book Distr.

6. SPECIAL NOTES

1. Case study related with each module must be discussed in class.
2. All the students need to present a PPT in class on relevant topic which will be evaluated.
3. Current Indian and international economic scenario must be discussed in class.
4. Field/desk/numerical Assignments must be given to understand the concepts properly.

AB-453 - AGRICULTURE FINANCE MANAGEMENT & COMMODITY MARKETS

1. COURSE OBJECTIVES

The objective of this course is to equip the students with tools and techniques of agricultural commodity market.

2. COURSE CONTENTS

Role and Importance of Agricultural Finance: Financial Institutions and credit flow to rural/priority sector; Agricultural lending – Direct and Indirect Financing, Financing through Co-

operatives; NABARD and Commercial Banks and RRBs; District Credit Plan and lending to agriculture/priority sector; Micro-Financing and Role of MFI's - NGO's, and SHG's.

Lending to farmers: The concept of 3 C's, 7 P's and 3 R's of credit; Estimation of Technical feasibility, Economic viability and repaying capacity of borrowers and appraisal of credit proposals; Understanding lenders and developing better working relationship and supervisory credit system; Credit inclusions-credit widening and credit deepening.

Risks in Agriculture Financing: Risk management strategies and coping mechanism; Crop Insurance programmes – review of different crop insurance schemes, yield loss and weather based insurance and their applications.

Introduction to Commodity Derivatives and Price Risk Management in Agricultural Markets: organizational setup of exchanges and specifications of futures contracts in world's leading commodity exchanges; Regulation of futures and trading practices in leading national and regional exchanges in India.

Mechanics of Futures Trading: hedging price risk using futures contracts; option transaction and forward transaction – concept and mechanism, price discovery mechanism and market

Clearing House and Margin System: clearing, settlement and delivery of contracts; Market surveillance and risk control; trading in warehouse receipts (WRs); WRs and collateralized commodity financing.

3. COURSE OUTCOMES

At the end of the Course, the Stud will be able to:

- CO1 Understand the Role and Importance of Agricultural Finance.
- CO2 Evaluate the Lending to farmers.
- CO3 Understand the Risks in agriculture financing.
- CO4 Analyze the Introduction to commodity derivatives and price risk management in agricultural markets.
- CO5 Understand the Mechanics of futures trading scenario in India.
- CO6 Understand the Clearing house and margin system.

4. REFERENCE BOOKS

1. Khan, M. Y. and Jain, P. K., 2004, Financial Management: Text, Problems and Cases. Tata McGraw Hill.
2. Rais, A., 2012, Agriculture, Rural Banking and Micro Finance in India. New Century Publ.
3. Reddy, S., Ram, R., Sastry, N. T. V. and Devi, B., 2009, Agricultural Economics. Oxford & IBH Publishing Co. Pvt. Ltd., New Delhi.

5. TEXT BOOKS

1. Ram, P. V. and Bala, S. D., 2016, Strategic Financial Management. Snow White Publ.
2. Gupta, S.L., 2005, Financial Derivatives. PHI.
3. Sridhar, A. N., 2008, Future and Options. Shroff Publishers and Distributors Pvt. Ltd.

6. SPECIAL NOTES

1. Case study related with each module must be discussed in class.
2. All the students need to present a PPT in class on relevant topic which will be evaluated.
3. Current Indian and international economic scenario must be discussed in class.
4. Field/desk/numerical Assignments must be given to understand the concepts properly.

AB-454 - FARM BUSINESS MANAGEMENT

1. COURSE OBJECTIVES

To acquaint the students with the basic principles of farm management dealing with the analysis of farm resources having alternatives within the framework of resource restrictions.

2. COURSE CONTENTS

Farm Business Management: Nature, scope, characteristics and role; Farm management decisions and problems, Types and Systems of Farming.

Principles of Farm Management Decisions: Principle of variable proportion, Cost principle, Principle of factor substitution, Law of equi-marginal returns, Opportunity cost principle, etc.

Tools of Farm Management and Farm Business Analysis: farm planning and budgeting; Farm records and accounts, types and problems in farm records and accounts, net worth statement, farm efficiency measures; Methods of valuation; Cost concepts & estimation of cost of cultivation / production.

Management of Farm Resources: Land, Labour, Farm machinery, Farm building, etc.; Various sources of farm power, their availability and utilization; Tractor and power tillage industry – capacity, production, present status and future prospects; concept of zero tillage.

Farm Mechanisation: importance and present status, level and the scope of farm mechanization; Farm machinery selection for different size of farm and for different agroclimatic conditions; scheduling of farm operations for higher efficiencies, indices of machine performance; Cost analysis of operations and economic performance of machines.

Risk and Uncertainty in Farming: Sources of uncertainty in farming, Management strategy to counteract uncertainty and decision-making process in farm business management under risks and uncertainty.

3. COURSE OUTCOMES

At the end of the Course, the Student will be able to:

- CO1 Understand the Farm Business Management.
- CO2 Understand the Principles of farm management decisions.
- CO3 Evaluate the tools of farm management and farm business analysis.
- CO4 Analyse the Management of farm resources in India.
- CO5 Understand the Farm Mechanizations in India.
- CO6 Understand the Risk and uncertainty in farming in India.

4. REFERENCE BOOKS

1. Heady, E. O. and Jensen, H., 1960, Farm Management Economics, Prentice Hall.
2. Johl, S. S. and Kapoor, T. R., 1973, Fundamentals of Farm Business Management, Kalyani Publ.

5. TEXT BOOKS

1. Kahlon, A. S. and Singh, K., 1992, Economics of Farm Management in India. Allied Publ.
2. Panda, S.C., 2007, Farm Management and Agricultural Marketing, Kalyani Publ.
3. Raju, V. T. and Rao, D. V. S., 2015, Economics of Farm Production and Management, Oxford and IBH Publ.

6. SPECIAL NOTES

1. Case study related with each module must be discussed in class.
2. All the students need to present a PPT in class on relevant topic which will be evaluated.
3. Current Indian and international economic scenario must be discussed in class.
4. Field/desk/numerical Assignments must be given to understand the concepts properly.

AB-455 - AGRI EXPORT MANAGEMENT

1. COURSE OBJECTIVES

To impart knowledge to the students about international trade, its rule regulations, practices and of various policies.

2. COURSE CONTENTS

International Trade: concepts, Importance of foreign trade for developing economy; absolute and comparative advantage, foreign trade of India. WTO and its implications for Indian agriculture sector.

Tariffs and Duties: TRIPS, TRIMS quotas, anti-dumping duties, quantitative and qualitative restrictions, tariff and non-tariff measures, trade liberalization, subsidies, green and red boxes,

issues for negotiations in future in WTO; Countervailing Duty Measures and carbon trade, SPS Agreement. Regional economic groupings

India's Foreign Trade Policy: Composition, India's balance of payments; Inter regional vs international trade; Tariffs & trade control; Exchange rate; Foreign trade multiplier.

Mode of Export: Individual, through group, through private exporters, through corporations or through Govt. agencies; Export promotion institutions with special emphasis on EPCs and commodity boards, MPEDA, APEDA and service institutes. Role of ECGC in insurance.

Selection of Proper Commodities: Foreign demand, supply side analysis, opportunity cost, trade and factor prices, implications for developing countries; Selection of proper commodities for export; Export costing and pricing, export procedures & documentations; Export assistance and incentives in India.

International Marketing: Market entry methods, International product planning, pricing, promotion, distribution, problems of exporters; Legal dimensions of international marketing.

3. COURSE OUTCOMES

At the end of the Course, the Student will be able to:

- CO1 Understand the International Agriculture trade.
- CO2 Understand the Tariffs and Duties.
- CO3 Evaluate the India's Foreign Trade Policy.
- CO4 Analyse the Mode of export in India.
- CO5 Understand the Selection of proper commodities for export.
- CO6 Understand the International Export Marketing.

4. REFERENCE BOOKS

1. Cherunilam, F., 2010, International Business- Text and Cases. PHI.
2. Economic Survey of India (various issues), Ministry of Finance, GOI.
3. Eiteman, D. K. and Stopnehill, A. L., 1986, Multinational Business Finance. Addition Wesley, New York.
4. Dominick S., 2007. International Economics. 9thEdition, John Wiley & Sons.

5. TEXT BOOKS

1. Anant, K., Sundaram and Stewart, B. J., 2010, The International Business: Text and cases, PHI.
2. Bhalla V. K., 1993, International Economy- Liberalisation Process. Anmol, New Delhi.
3. Subba Rao, P., 2008, International Business Text and Cases.HPH. 8. Woods, M., 2001, International Business. Palgrave.

6. SPECIAL NOTES

- 1.** Case study related with each module must be discussed in class.
- 2.** All the students need to present a PPT in class on relevant topic which will be evaluated.
- 3.** Current Indian and international economic scenario must be discussed in class.
- 4.** Field/desk/numerical Assignments must be given to understand the concepts properly.

ENTREPRENEURSHIP & SMALL BUSINESS **MANAGEMENT**

ES-461 - DYNAMICS OF FAMILY BUSINESS & GOVERNANCE

1. COURSE OBJECTIVES

1. Develop an understanding of the dynamics of family business.
2. Understand the succession planning, innovation, investors and functional aspects of family businesses.
3. Develop a strategy for the professional management of family businesses.
4. Understand how to do the governance to the family business.

2. COURSE CONTENTS

Family Business Ownership and Control: Inter-generational transfers of ownership, control, and wealth, Match Ownership to Control; Tools for Transferring Ownership; Trusting the Firm to Trustees.

Management of Succession: Issues; Employment of Family Members; Assessing Family Member Managers; Grooming Family Managers to be Successors; Compensation for Family Members; Managing Family Disagreements; Integrating the Family Component in Business Planning; Preserving Company Values; Support for Senior Managers; Help for Employees, Suppliers, Customers from Second to Third Generations.

Renewing Entrepreneurship beyond the Founder's Generation: Change, adaptation and innovation in family business; Trans-generational value creation; Changing roles of family members; The Deep Reasons for Founders Resistance, Letting Go with Grace and Style.

Partnering with Investors: Strategic, Private Equity Investors & Other Financial Investors; Trade-offs between family control, shareholder liquidity, and firm growth.

Professional Management of Family Business: Non-family Managers; Non-Executive Directors; Professional Advisors & Consultants; The role of balanced board of directors; Aligning the incentives of non-family executives with the family's goals.

Governance in Family Business Systems: The roles of management, the family, and the board; Governance in family-controlled public corporations; Motivating and compensating family members; The Family Council and the Family Assembly; The Family Constitution; Family shareholder governance; Family business system governance and corporate strategy.

3. COURSE OUTCOMES

On completion of this course, the students will be able to:

- CO1: Understand the concept of Family Business Ownership and Control.
 CO2: Demonstrate the applicability of succession management family business.
 CO3: Analyze the complexities associated with Renewing Entrepreneurship beyond the Founder's Generation.
 CO4: Analyze how to Partnering with Investors in family businesses.
 CO5: Demonstrate how to Professionally Manage the Family Business.
 CO6: Understand the concept of Governance in family business systems.

4. REFERENCE BOOKS

1. Piramal, G (1998), Business Legends, New Delhi.
2. Aronoff C (1993), Rules for nepotism - Family Business - Column. Nation's Business.

5. TEXT BOOKS

1. Lansberg, I (1999), Succeeding Generations: realizing the dream of families in business, Harvard Business School Press, Boston, MA.
2. Karanjia, B.K. (1997), Godrej – a hundred years, vol. 2, Publisher Viking, New Delhi.

6. SPECIAL NOTES

1. <https://assets.kpmg/content/dam/kpmg/xx/pdf/2018/02/governance-family-business-dynamics.pdf>
2. Lampel, Joseph., Bhalla, Ajay., Ramachandran, Kavit. (2017) "Family Values and Inter-Institutional Governance of Strategic Decision Making in Indian Family Firms", Asia Pacific Journal Of Management, 34(4), 901-930

ES-462 - SMALL BUSINESS PROMOTION

1. COURSE OBJECTIVES

1. Develop an understanding of the role of Small Business in India.
2. Appreciate the functional aspects and institutional support available for small businesses.
3. Develop a strategy to take their business ahead in the competition
4. Understand how to deal with sickness in small businesses.

2. COURSE CONTENTS

Small Businesses in India: Introduction to small businesses & types, Organizational Structure and other Characteristics of Small Firms; Economic, Social, Political, Cultural and Legal environment; Role of small businesses in Indian economy.

Production & Technical Aspects: Production and material management, Technological Know-how and Appropriate Technology, Quality Circles and Productivity and linkage between Small and Big Business; labour laws; pollution control laws.

Financial Aspects: Financial needs of Small Business- types of capital requirements , Cash Management Problems, Sources of finance for small business in India, Indigenous bankers, public deposits, State Finance Corporations, Industrial Co-operatives- adequacy and appropriateness of funds from banking and non-banking financial intermediaries, Monetary Policy of RBI for Small Business, Financial Assistance from the Central and State Governments, Small Scale Industries and Financial Allocation and Utilization under Five Year Plans- a Critical Appraisal.

Market Aspects for Small Businesses: Selecting the target market for small businesses, marketing strategy; Pricing strategies and marketing of services, export marketing, special marketing needs for small businesses, Government support via govt. purchase; Institution Assisting Export Promotion of Small Business in India, Export Promotion Councils, Global Perspective of Small Business in selected Countries.

Policy environment and Institutional Support for Small Business: Policy Environment for Small scale sector, New policy measures; Central & state level institutions, other agencies; Role of the following agencies in the Entrepreneurship Development: DIC – District Industrial Center, SISI – Small Industries Services Institute, EDII – Entrepreneurship Development Institute of India, NIESBUD – National Institute of Entrepreneurship and Small Business Development, NEDB – National Entrepreneurship Development Board; Reports of various working groups on SSIs: Kothari committee 2000 and Ganguly committee 2004, National Commission for enterprises in the unorganized sector (NCEUS).

Sickness in Small Businesses: Definition and status of Sickness of SSI's in India, causes & Symptoms of sickness, Special Problems in the Management of Small Business in various Functional Areas like Finance, Marketing, Production and Personnel; Cure of sickness; Modernization of Small and Village Industries.

3. COURSE OUTCOMES

On completion of this course, the students will be able to:

- CO1: Understand the role of Small Businesses in India.
- CO2: Analyze the complexities associated with Production & Technical Aspects.
- CO3: Understand the importance of Financial Aspects in small businesses.
- CO4: Analyze the complexities associated with Market Aspects for Small Businesses.
- CO5: Demonstrate the Policy environment and Institutional Support for Small Business.
- CO5: Analyzing the reasons of Sickness in Small Businesses.

4. REFERENCE BOOKS

1. Entrepreneurship, Arya Kumar, 4 e, Pearson 2015.
2. The Dynamics of Entrepreneurial Development and Management, Vasant Desai, Himalaya Publishing House, 2015.

3. Robert D. Hisrich and Michael P. Peters, Entrepreneurship Development, Tata McGraw Hill.
4. Barrow C. The Essence of Small Business, Prentice Hall of India, New Delhi, 1997.

5. TEXT BOOKS

1. Entrepreneurship Development and Small Business Enterprises, Poornima M. Charantimath, 2e, Pearson, 2014.
2. Entrepreneurship, A South – Asian Perspective, D. F. Kuratko and T.V.Rao, 3e, Cengage, 2012.
3. Dynamics of Entrepreneurial Development and Management, Himalaya Publishing. MadhurimaLall and Shikha Sahai, Entrepreneurship, Excel Books, New Delhi.
4. N.P. Srinivasan and G.P. Gupta, Entrepreneurial Development, Sultan Chand & Sons. P. Sarvanavelu, Entrepreneurship Development, Eskapee Publications.
5. Vasanth Desai, Small Scale Industries and Entrepreneurship, Himalaya Publishing House, Mumbai, 2002.

6. SPECIAL NOTES

1. Cases related with Small Business Management

ES-463 - ENTREPRENEURIAL FINANCE

1. COURSE OBJECTIVES

1. To explain how financing for entrepreneurship is done.
2. To understand the different sources of finance & the financial plan preparations.
3. To know the issues in International Entrepreneurial finance.

2. COURSE CONTENTS

Project planning & Project Appraisal- Capital Expenditures, Importance and difficulties, Phases of Capital budgeting Levels of Capital budgeting, Estimation of Project Cash flows, Expenditures; Time value of money, Pay-back period, NPV of inflows, IRR concepts, Cost of acquiring capital, Planning of portfolio. Risk Analysis, Economic Risk, Industry Risk, Company Risk, Financial Risk.

Sources of Finance: Long term sources -Equity Shares, Preference Shares and debentures, Private Placements, IPO, SEBI, FDI, Institutional Finance, Banks: IDBI, IFCI, IIBI, ICICI, SIDBI, SFC's in India, Merchant Banks in India, NBFC's in India, their way of financing in India for small and medium business.

Sources of Finance: Short Term Sources: Banks and financial Institutions that give short term finance, Bills Discounting, Factoring, Working Capital, Concepts, Importance, Cash Management, Inventory Management, Receivables Management, Sources of Working Capital.

Venture Capital, Hire Purchase and Leasing- Venture capital: Meaning, origin, Importance, Venture capital in India, Benefits; Hire Purchase: Concept, Evaluation of Hire Purchase Proposals, Leasing, Overview, Tax aspects, Lease Accounting, Evaluation of Leasing Proposals.

Preparing the Financing Plan- General considerations-Construction Financing, Long term financing, Withholding Tax Considerations, Estimating the Borrowing capacity of a project, Loan repayment Parameters, Borrowing Capacity, Assuming full Draw down Immediately prior to project Completion & Periodic Loan Drawdowns - applications to Hypothetical High-Speed rail Project, Annual Coverage Tests.

International Entrepreneurial Finance - Valuing Cash Flows in an International Context: Cross-Border Valuation; Assessment of Country Risk and Expropriation Risk; Legal Issues; Capital Structure Decisions: Comparison of Different Sources of Capital; Impact of Funding Sources on Performance; Contracting Problems & Deal Structures. Negotiating Deals; Entrepreneurial Buyouts and Private Equity; Partnering with Public and Private Investors; Control-Enhancement Mechanisms: The Role of Dual Class Shares and Pyramidal Ownership.

3. COURSE OUTCOMES

On completion of this course, the students will be able to:

CO1: Understand the concept of Project planning & Project Appraisal in entrepreneurial finance.

CO2: Understand the long-term sources of entrepreneurial finance.

CO3: Understand the short-term sources of entrepreneurial finance.

CO4: Analyze the complexities associated with Venture Capital, Hire Purchase and Leasing.

CO5: Learn to Preparing the Financing Plan.

CO6: Analyzing the issues in International Entrepreneurial Finance

4. REFERENCE BOOKS

1. Luisa Alemany, Entrepreneurial Finance-The Art and Science of Growing Ventures (2018) Cambridge University Press. <https://doi.org/10.1017/9781108368070>.
2. Steven Rogers, Roza Makonnen Entrepreneurial Finance, Third Edition: Finance and Business Strategies for the Serious Entrepreneur (2014) Harvard Business School Press.
3. Charles Woelfel - Financial statement analysis : the investor's self-study to interpreting & analyzing financial statements, revised edition; Mc Graw-Hill 1993.
4. Leach, J. Chris and Ronald W Melicher: Finance for Entrepreneurs, Cengage Learning (2006), New Delhi.
5. Madapati, Ravi S. Venture Capital: Concepts and Cases, The ICFAI University Press, (2004) Hyderabad.

5. TEXT BOOKS

1. Small scale industries and entrepreneurship, Dr. Vasant Desai, Himalayan Publishing House
2. Management of small scale industries, Dr. Vasant Desai, Himalayan Publishing House
3. Management of small scale industries, J.C. SabooMeghaBiyani, Himalayan Publishing House
4. Dynamics of entrepreneurial development and Management, Dr. Vasant Desai, Himalayan Publishing
5. Entrepreneurship development, Moharanas and Dash C.R., RBSA Publishing, Jaipure
6. Beyond entrepreneurship, Collins and Lazier W, Prentice Hall, New Jersey, 1992
7. Entrepreneurship, Hisrich Peters Sphephard, Tata McGraw Hill
8. Fundamentals of entrepreneurship, S.K. Mohanty, Prentice Hall of India
9. A Guide to Entrepreneurship, David Oates, Jaico Publishing House, Mumbai, Edn 2009

6. SPECIAL NOTES

1. Cases related with Entrepreneurial Finance.

ES-464 - SOCIAL ENTREPRENEURSHIP

1. COURSE OBJECTIVES

1. Describe social entrepreneurship and characteristics of social entrepreneurs.
2. Demonstrate skills of system and design thinking for social innovation.
3. Understand the need and role of business and non-profit enterprises and the contribution. they can make in solving some of the biggest challenges faced by society.
4. Understanding alternative business models and forms of incorporation.

2. COURSE CONTENTS

Introduction to Social Entrepreneurship: The Concept and Process of Social Entrepreneurship; Difference between Social and Business Entrepreneurship; Types of Social Entrepreneurship; Significance of Social Entrepreneurship to Development; Social Value, Social Change, Role& Challenges of Social Entrepreneurs; Social Entrepreneurship in India.

Drivers of Social Innovation and Human-Centered Design Thinking: How do social entrepreneurs identify and pursue opportunities for social impact; Preparing to Lead & Leading for System-Wide Change &Creating systemic change; The global trends and initiatives driving the field of social enterprises; the approaches originally used and now being used to create innovative products and services and the formulation of creative solutions to social problems; use of technology as an integral part of the solution.

Venture Development and Growth: creating the business model of a social enterprise; Business-model: The For-Profit Social Business Model, Not-for profits, hybrid social business model; Different Models for Different Markets; Community-based Models organizing for social transformation; the core factors, linkages and their implications of each model; the scaling up plan; management issues of a social enterprise and how is it different from a typical business enterprise; Challenges with resource mobilization (talent, funds), mission drift, Replication strategies.

Social Enterprises and Institutional Support: Managing diverse stakeholders; non-governmental organizations; social movement organizations; government agencies; corporations; international public aid agencies; Plans and Policies for Social Change; Total Empowerment through Social Entrepreneurship.

Social Entrepreneurship & Value Clarification: Identification of one's own priorities and choices in becoming a social entrepreneur; Qualities of a Social Entrepreneur; Personal Issues in opting for Social Entrepreneurship; Interaction with practitioners; Self-Assessment Technique for being a Social Entrepreneur.

Contemporary Issues in Social Entrepreneurship: Social Entrepreneurships and its Linkage with NGO's, Microfinance, etc., Role of ICT, SHGs; Leading Social Entrepreneurs in India; Case Studies- Right to Education Act, Right to Information Act, Sewa Bank and SEWA model of urban Ahmedabad, Fabindia, Amul, BMVSS – Changing one Jaipur Limb at a Time, Aravind Eye Hospital, Narayana Hrudayalaya, Give Foundation, Profit or purpose: The dilemma of social enterprises.

3. COURSE OUTCOMES

On completion of this course, the students will be able to:

- CO1: Understand the concept of Social Entrepreneurship.
- CO2: Analyze the complexities associated with Drivers of Social Innovation and Human-Centered Design Thinking.
- CO3: Understand the Venture Development and Growth aspects of Social Enterprises.
- CO4: Analyze the Institutional Support to Social Enterprises.
- CO5: Demonstrate the Value Clarification of Social Entrepreneurship.
- CO6: Analyzing the Contemporary Issues in Social Entrepreneurship.

4. REFERENCE BOOKS

1. We Are Poor, But So Many, By Ela Bhatt, Oxford University Press, Delhi 2005.
2. Infinite Vision By Pavitra Mehta and SuchitraShenoy, Collins Business, 2012.
3. In-Sight: SankaraNethralaya's Passion for Compassion, VV Ranganathan, George Skaria and Meera Prasad, Lone Tree Books, 2012.
4. I Too had a Dream, By V Kurien, Roli Books, 2007.

5. Creating a World Without Poverty: Social Business and the Future of Capitalism by Muhammad Yunus. Public Affairs, 2009.

5. TEXT BOOKS

1. Nicholls, Alex. Social Entrepreneurship: New models of sustainable social change: Oxford University Press.
2. SarasSarasvathy, Stuart Read and Nick Dew, Effectual Entrepreneurship, Routledge.
3. Alex Nicholls (ed.) (2006): 'Social Entrepreneurship New Models of Sustainable Social Change'.
4. Choi. N and Majumdar. S (2013) "Social entrepreneurship as essentially contested concept: Opening a new avenue for systematic future research".

6. SPECIAL NOTES

The classroom sessions will be a mix of case discussion and instructor lectures. Case Discussions would require the students to prepare in groups for the case and examine the guidance questions to be discussed in the class.

ES-465 - TECHNOLOGY INNOVATION AND SUSTAINABLE ENTERPRISE

1. COURSE OBJECTIVES

1. To explain technology Innovation and Enterprise resource planning for sustainable enterprise.
2. Develop awareness about environmental challenges faced by businesses for developing innovation.
3. Examine drivers and challenges of sustainability initiatives in organizations.
4. Innovative technologies making businesses sustainable.

2. COURSE CONTENTS

Sustainable Enterprise: Definition, Purpose, Need, Focus of Sustainable enterprises; Pressures faced by Sustainable enterprises like economic, social & environmental and their potential impacts; Sustainable production & consumption, sustainable Product Design & Marketing, Sustainable Value Chains & Communications for Sustainable enterprises; challenges of sustainability, sustainable world order. Organization's goals alignment to sustain technological change.

Technology Innovation: Technological evolution; Innovation vs invention; Information, Knowledge, Core competence & Competitive edge; Types of innovation: Incremental, Disruptive, Architectural and Radical; Technology innovation: Need, Importance, Objectives, opportunities as innovation drivers; Establishing innovation conducive organizations; Evaluation of economic and social value of innovation.

Issues in Technology innovation Development and Implementation: Innovation attributes; Methods and steps in development of innovation process; R&D and other costs for development of Innovation; Factors affecting the commercialization of innovation; Identifying potential opportunities for investing in new innovations; Venture Capitalists and Angel Investors for innovations; Issues in technology transfer and import: concept, types, challenges in Collaboration & Agreements; Innovation & Intellectual Property rights.

Innovative Technologies for Sustainable Enterprises 1: e-commerce based technologies: Meaning, Benefits, Myths and Facts; example: e-shopping, e-banking & payment apps, online education, insurance, health sector, virtual reality etc.; Understanding the issues related with Internet like mindset, Web Advertising, cyber laws & Intellectual property rights: Copyright, Censorship, Privacy;

Innovative Technologies for Sustainable Enterprises 2: Clean Energy Based technologies: solar energy based, e-vehicles, renewable energy based and other technologies, Issues related with these technologies and their impact on businesses for sustainability.

Advance Innovative Technologies for Sustainable Enterprises - Uses of AI, Machine learning, IOT, robotics, drones, Augmented Reality Devices, Wireless Conference Rooms, Cloud Computing, Wearable Technology; Creation of new value propositions, business models, revenue streams and services by these technologies for sustainable businesses.

3. COURSE OUTCOMES

On completion of this course, the students will be able to:

CO1: Understand the concept of Sustainable Enterprise.

CO2: Understand the Technology Innovation.

CO3: Analyse the Issues in Technology innovation Development and Implementation.

CO4: Analyse the Innovative Technologies for Sustainable Enterprises.

4. REFERENCE BOOKS

1. Knowledge Management for Competitive advantage-Harish Chandra Chaudharaty, Excel Books Publications, New Delhi.
2. Technology Transfer and Joint Ventures Abroad-R. R. Azad, Deep& deep Publications, New Delhi.
3. Web Advertising and marketing thomas J Kuegler, Jr. #rd Edition-Prentice- Hall of India, New Delhi.
4. e-Business Roadmap for Success- Dr. Ravi Kalakota- Perason Education.
5. "Frontiers of Electronic Commerce", Ravi Kalakota, Andrew B. Whinston, Addition Wesley, 2000.

5. TEXT BOOKS

1. Mass Flourishing: How grassroots innovation created jobs, challenge and change, Edmund Phelps. Princeton University Press. 2013.
2. Sarasvathy, S. D. and Venkataraman, S. (2010) “Entrepreneurship as Method: Open Questions for an Entrepreneurial Future”.
3. Bornstein. D (2005): “How to change the world”.

4. SPECIAL NOTES

1. Cases related with Technology Innovation and Sustainable Enterprise.